



Prison Service Pay Review Body

Fifth Report
on
Northern Ireland
2007

Chair: Jerry Cope



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**Presented to Parliament by the
Prime Minister and the Secretary of State
for Northern Ireland
March 2007**

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The current membership of the
Prison Service Pay Review Body

is

Jerry Cope (*Chair*)
Beryl Brewer
Dr. Henrietta Campbell CB
Richard Childs QPM
Ray Coughlin
Joe Magee
Sarah Murray
Dr. Peter Riach
Ann Robinson
Peter Tett

Beryl Brewer acts informally as deputy chair if required.

The secretariat is provided by the
Office of Manpower Economics

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Standing terms of reference

The role of the Prison Service Pay Review Body is to provide independent advice on the remuneration of governing governors and operational managers, prison officers and support grades in the England and Wales Prison Service. The Review Body will also provide independent advice on the remuneration of prison governors, prison officers, prison auxiliaries and night patrol officers in the Northern Ireland Prison Service.

In reaching its recommendations the Review Body is to take into account the following:

- The need to recruit, retain and motivate suitably able and qualified staff taking into account the specific needs of the Prison Service in England and Wales and the Northern Ireland Prison Service;
- Regional/local variations in labour markets and their effects on the recruitment and retention of staff;
- Relevant legal obligations on the Prison Service in England and Wales and the Northern Ireland Prison Service, including anti-discrimination legislation regarding age, gender, race, sexual orientation, religion and belief and disability;
- Government policies for improving the public services, including the requirement to meet Prison Service output targets for the delivery of services;
- The funds available to the Prison Service in England and Wales and the Northern Ireland Prison Service as set out in the Government's departmental expenditure limits; and
- The Government's inflation target.

The Review Body shall also take account of the competitiveness of the Prison Service in England and Wales with the private sector, and any differences in terms and conditions of employment between the public and private sectors taking account of the broad employment package including relative job security.

The Review Body may also be asked to consider other specific issues.

The Review Body is also required to take careful account of the economic and other evidence submitted by the Government, staff and professional representatives and others.

Reports and recommendations for the Prison Service in England and Wales should be submitted to the Prime Minister and the Secretary of State for the Home Department. Reports and recommendations for the Northern Ireland Prison Service will be submitted to the Prime Minister and to the Secretary of State for Northern Ireland.

Prison Service Pay Review Body Fifth Report on Northern Ireland: Summary

Key recommendations for 1 April 2007

Within the terms of an agreed three-year pay and efficiency deal:

- A basic pay award for all grades of 2.0 per cent per year from 1 April 2007, 1 April 2008 and 1 April 2009;
- An additional 1.5 per cent consolidated efficiency award per year for all grades from 1 April 2007, 1 April 2008 and 1 April 2009, conditional on our independent validation each year that the terms of the efficiency deal have been met;
- Removal of the service-wide non-consolidated 1 per cent performance award; and
- All specialist and other allowances remain at their current level.

Introduction (*Chapter 1*)

Our role, under our standing terms of reference, is to make recommendations each year that support the Northern Ireland Prison Service's (NIPS) ability to recruit, retain and motivate staff within our remit. We also consider specific directions set out in the remit letter from the Secretary of State for Northern Ireland. This report responds to a three-year pay and efficiency deal negotiated between NIPS and the staff associations. The terms of the deal were set out in a written submission from NIPS and endorsed in brief written submissions from the Prison Officers' Association (POA) and the Prison Governors Association (PGA). NIPS and the POA provided their perspectives on the deal, and confirmed their commitment to it, in separate oral evidence sessions. In the course of 2006, we visited Maghaberry and Hydebank Wood prisons to meet staff in our remit group and improve our understanding of their work and working environment.

Pay and efficiency three-year deal (*Chapter 2*)

The three-year deal provides for a basic pay award of 2 per cent in each of the three years beginning 1 April 2007 with an additional 1.5 per cent consolidated efficiency award conditional on, for year one, the delivery, by 1 April 2007, of a 10 per cent reduction in the Target Staffing Level and for years two and three, the efficiency gains having been sustained. The achievement of the efficiencies is to be independently validated. We were told also that an agreement had been reached on arrangements to bring the Prisoner Escorting and Court Custody Service in house.

The parties invited us to take on the role of independently validating that the terms of the deal have been met each year and the 1.5 per cent efficiency award payable. We consider this role to be consistent with our terms of reference and we have set out our thoughts on the evidence base we will require to fulfil our role. We note that there are a number of specific issues yet to be finalised by the parties including a review of the management structure, pay arrangements for senior and principal officers, and pay progression arrangements for regraded auxiliaries and officers joining since 1 April 2002.

We congratulate the parties on having reached this agreement, which we consider to be in the best interests of the Service and its staff. We do not underestimate the work that remains to be done by the parties to deliver the efficiency target for 1 April 2007 and to sustain the efficiencies over the life of the three-year deal. We anticipate submitting a supplement to this report in April 2007 on whether the efficiency target for the first year has been met.

Glossary of Terms

| | |
|-------|---------------------------------|
| LIT | Local Implementation Team |
| NCO | night custody officer |
| NIPS | Northern Ireland Prison Service |
| OME | Office of Manpower Economics |
| PGA | Prison Governors Association |
| PCO | prisoner custody officer |
| PO | principal officer |
| POA | Prison Officers' Association |
| PSPRB | Prison Service Pay Review Body |
| RHA | required hours allowance |
| SO | senior officer |
| TSL | target staffing level |

The Prison Service in Northern Ireland and our remit group

The Northern Ireland Prison Service, through its staff, aims to serve the community by keeping in secure, safe and humane custody those committed by the courts, and by working with prisoners and with other organisations, seeks to reduce the risk of re-offending; and in so doing protect the public and contribute to peace and stability in Northern Ireland.

It has three operational establishments – one of which accommodates male young offenders and female prisoners.

It had a prison population on 12 February 2007 of 1,442.

It had paybill costs of some £88 million in 2005-06, of which £74 million related to our remit group.

The composition of our remit group is shown below.

Our remit group in Northern Ireland, as at 30 September 2006

| <i>Grade</i> | <i>Staff in post¹</i> | <i>%</i> |
|-----------------------------|----------------------------------|------------|
| Governor grades | 36 | 2.1 |
| Officer grades ² | 1,640 | 97.9 |
| Total | 1,676 | 100 |

¹ Full time equivalents.

² Includes night patrol officer, night custody officer and auxiliary grades.

Source: Northern Ireland Prison Service Agency.



Chapter 1: Introduction

Our role and terms of reference

1.1 This is our fifth report as an independent pay review body for Prison Service staff in our remit in Northern Ireland. We report separately for England and Wales. Our remit does not apply to Scotland where there are separate pay negotiating arrangements.

1.2 Our core task under our standing terms of reference, reproduced at page vi, is to recommend rates of pay that are fair and appropriate in the light of the evidence presented to us and to address the additional directions contained in the remit letter from the Secretary of State for Northern Ireland (reproduced at Appendix A).

Outcome of our last report¹

1.3 In our 2006 report we recommended:

- Unless otherwise specified, a consolidated increase in basic pay of 2 per cent through spinal progression for all remit group staff;
- Steps towards narrowing the pay gap between recently promoted senior officers (SOs) and principal officers (POs) who received an increase of 10 per cent on promotion and colleagues more experienced in the grade;
- An increase of four points to all pay range minima and maxima with the exception of auxiliary and night patrol officer grades, where range minima remained unchanged but the maxima increased by six points;
- Consolidation of the Northern Ireland Prison Service (NIPS) Payment for governor grades, subject to the staff associations' acceptance of certain conditions (since confirmed);
- An unconsolidated performance award for all remit staff of up to 1 per cent and unconsolidated individual performance awards for governors of 2, 3 or 4 per cent dependent on their performance box mark;
- All specialist allowances to remain at their current value; and
- The dog grooming allowance to be increased by 3.2 per cent but no change to the boot and clothing allowances.

1.4 We submitted our report to Government in early February 2006. Our recommendations were accepted and implemented in full, though this decision was delayed to the end of March 2006. It is, of course, for Government to decide how and when to respond to our recommendations. However, we are concerned that undue delay between submission and publication of our report generates uncertainty amongst the remit group and runs the risk of undermining confidence in the review body process.

¹ Previous reports are published on the web site of the Office of Manpower Economics: www.ome.uk.com

Remit letter 1.5 We received the remit letter for this report at the end of July 2006. In it, the Secretary of State explained that, as part of the NIPS Strategic Development Programme, discussions were underway between the Service and the staff associations on a series of pay and grading issues. The aim was to arrive at jointly agreed proposals for a multi-year pay deal to be presented to us in evidence. If that were not achieved, we would be required to consider, against the background of the reform and modernisation agenda, basic pay levels for all remit staff, starting and maximum pay for each pay range and the scope for an element of non-consolidation.

1.6 To allow time for the parties to conclude the negotiations outlined in the remit letter, we agreed to defer the deadline for written evidence to the end of October 2006. At the end of October we were informed that significant progress had been made and that a draft proposal supported by the Service and staff associations was under consideration. We agreed, therefore, to a further delay to written evidence.

Evidence base 1.7 In December 2006, we received a written submission from NIPS setting out a three-year pay deal linked to efficiencies that had been agreed with the staff associations. The Prison Governors Association (PGA) and the Prison Officers' Association (POA) in Northern Ireland subsequently provided brief written submissions confirming their support for the three-year deal, though each raised certain detailed points that remained to be resolved. We took oral evidence from the Parliamentary Under Secretary of State, Paul Goggins MP and the Director General of NIPS, Robin Masefield and, separately, from the POA led by Finlay Spratt. The PGA informed us that their written submission stood on its merits and there were no issues that they wished to elaborate on in oral evidence. We were content with this position. However, we may invite the PGA to give oral evidence at a later date should we consider it necessary to enable us to fulfil our validating role in relation to the pay deal (which is set out in Chapter 2).

Visits to prison establishments 1.8 In our deliberations, we were also able to draw on feedback received on our visits, in June 2006, to Maghaberry and Hydebank Wood. Visits are an important part of our work programme and will continue to be so under the terms of the three-year deal. They enable us to meet members of our remit group across all grades and their local staff association representatives, to see them in their working environment and to gain a better understanding of the nature of the job. We are grateful to everyone involved in organising or taking part in these visits and for the open and frank feedback from staff. We continue to be impressed by the commitment of the staff we meet on our visits.

Our report 1.9 Our report this year responds to the agreed three-year deal. In Chapter 2, we consider the deal in detail and the implications for our role as a pay review body and make recommendations.

1.10 Our secretariat is provided by the Office of Manpower Economics. We are very grateful for the help and support they provide, without which we would not be able to fulfil our duties properly.

Chapter 2: Pay and efficiency three-year deal

Introduction 2.1 In Chapter 1, we reported that NIPS and the staff associations had reached an agreement on a three-year pay deal linked to the achievement of efficiencies in the operation of the Service. In this Chapter we set out the terms of the deal; outstanding issues and how they are to be taken forward; our role in relation to the efficiency element of the deal; and our recommendations.

Pay proposals: the three-year deal 2.2 NIPS set out the terms of the three-year deal, effective from 1 April 2007, in written evidence in early December 2006. In their short written submissions, the POA and the PGA confirmed their commitment to the deal and to its successful implementation. The terms of the deal are:

- An annual increase in basic pay of 2 per cent per year for three years;
- A separate consolidated efficiency award of 1.5 per cent per year for three years with payment conditional on annual independent validation of the delivery of efficiencies;
- Payment of the 1.5 per cent efficiency award for 1 April 2007 will be dependent on achieving, by that date, a 10 per cent reduction in the target staffing level (TSL). This will require the elimination of overtime and the introduction of new shift systems and deployment practices to ensure the maintenance of the regime;
- Payment of the efficiency award for 1 April 2008 and 1 April 2009 will be conditional on the efficiency gains having been sustained. This will require the introduction of new support grades to replace natural wastage and to meet the pressures from rising prisoner populations;
- Removal of the 1 per cent non-consolidated performance bonus;
- The basic pay award and efficiency award will be implemented by spinal progression, except for night custody, prisoner custody and senior prisoner custody officer grades where increases will be applied to the single point salary or hourly rate as applicable;
- The minimum and maximum of the main grade officer, SO, PO and governor grades pay ranges to be increased by up to seven spine points from 1 April 2007;
- The maximum of the night patrol officer pay range to be increased by up to seven spine points from 1 April 2007;
- No increase in specialist allowances; and
- Further work to be conducted on the management grading structure and the resolution of a number of pay anomalies.

2.3 In support of the deal, NIPS argued that it would help put industrial relations on a firm footing and allow the parties to work together to achieve efficiency targets and the associated improvements in value for money. The Service explained the aspects of the pay system and of the deal that would help to contain costs. First, a small minority of the remit group had pay progression and there was, therefore, only nominal pay drift. Second, the parties had agreed that night custody officers, prisoner custody officers and officer support grades would be paid an hourly rate or receive single point salaries, so eliminating any impact from progression increases for those groups. Third, new support grades would meet the pressures of rising prisoner populations and release officers from peripheral duties to focus on prisoner engagement. Finally, main grade officers appointed in future would be on a scale with the maximum set at spine point 118, before the application of uprating under the three-year pay deal (see Appendix B).

Prisoner Escorting and Court Custody Service 2.4 In September 2006, Ministers approved plans for a Prisoner Escorting and Court Custody Service within NIPS designed to improve value for money in the arrangements for transporting prisoners to court and their supervision while they are there. We were told that the staff associations had worked closely with NIPS to develop the new arrangements, which provide a fully integrated prisoner escorting and court custody service under a single management structure. Private sector employees who have provided the service in the Magistrates' Courts have transferred to the employment of the Prison Service under arrangements contained within the Transfer of Undertakings (Protection of Employment) Regulations 1981 (TUPE) and come within our remit. Prison officers currently working in the Prisoner Escort Group will be released for other duties as new prisoner custody officers are recruited and trained.

Ongoing work *Local implementation teams*

2.5 The parties explained in evidence that there was significant work to be done by 1 April 2007 to deliver the agreed efficiencies including the development of new work profiles, deployment systems and shift patterns. We were told that Local Implementation Teams (LITs), comprising management and representatives of the staff associations, were set up in each establishment early in 2007 to take the efficiency exercise forward. The teams were involved in a root and branch review of all the work undertaken in the establishment. They were tasked with identifying efficiencies and developing new work profiles, which would include enhancements to the regime. In oral evidence, NIPS and the POA told us that they recognised the challenge facing the LITs but they were firmly committed to meeting the terms of the deal.

Management and supervisory structure

2.6 NIPS informed us that consultants had been commissioned in 2006 to advise on a suitable management and supervisory structure for the new working arrangements. A substantial amount of work would be required to develop roles and responsibilities, job descriptions and a revised grading structure. The first step would be a project, led by a senior governor, to review the roles and responsibilities of existing posts and overlay this with a revised management structure. It was hoped to complete this exercise by the summer of 2007. We were assured that the Service would examine appropriate differentials between grades and the future of the non-consolidated individual performance bonus payable to governor grades. Any proposals developed in this area would be funded within the three-year deal.

Our role 2.7 Under our terms of reference, we are responsible for recommending pay for our remit group therefore the three-year deal has implications for our work. As part of the deal, we have been invited by the parties to take on the role of independently validating that the terms of the deal have been met. NIPS and the POA explained in oral evidence that they considered PSPRB best placed to undertake this role given our familiarity with the Service, its work and its pay and grading structures and, importantly, our remit on pay and our independence.

2.8 We have considered the role envisaged for us by the parties and the implications for our work in relation to our Northern Ireland remit group. We interpret this role as validating whether the efficiency target set by the deal for year one has been achieved and, for years two and three, that the efficiency gain had been sustained. It would not be our role to comment on the efficiency targets themselves. We concluded that the validation role was consistent with our terms of reference and that we should accept it.

2.9 We will require evidence in the normal way to enable us to fulfil our role in relation to the deal. We have described above the work now in hand to achieve the 10 per cent reduction in the TSL by 1 April 2007. We expect to receive reports from the parties on, or as soon as possible after, the 1 April 2007 to confirm, with supporting evidence, whether the terms of the deal for year one have been met. This will enable us to submit a supplement to this report to trigger the payment of the first consolidated efficiency award. It is clear from the terms of the deal that failure to meet the required reduction in the TSL by 1 April 2007 will result in the non-payment of the 1.5 per cent for that year.

2.10 Later in this Chapter, we consider the evidence base that would enable us to validate that the terms of the deal for years two and three had been met.

Pay recommendations 2.11 We have consistently argued the case for pay and grading reform. We welcome, therefore, the agreement reached between NIPS and the staff associations and the improved industrial relations climate that underpins it. We agree with the parties that the deal is in the best interests of the Service and staff. Over the period of the deal we expect to see the role of main grade officers develop as they are increasingly focused on prisoner engagement and the delivery of offender management programmes. Achieving the efficiencies specified in the deal, particularly the introduction over time of new support grades will enable the Service to meet the challenge of a rising prison population while maintaining the regime and containing costs.

Recommendation 1: We recommend a basic pay award for all grades of 2.0 per cent per year from 1 April 2007, 1 April 2008 and 1 April 2009 to be implemented through by spinal progression, except for night custody, prisoner custody and senior prisoner custody officers grades where the single point salary or hourly rate (as applicable) should increase by 2.0 per cent.

Recommendation 2: We recommend an increase of seven spine points to the pay range minima and maxima for all governor grades, SOs, POs and prison officers with effect from 1 April 2007. We further recommend an increase of seven spine points to the pay range maximum for night patrol officers from 1 April 2007. The effect of this recommendation is set out in Appendix B.

Recommendation 3: We recommend an additional 1.5 per cent consolidated efficiency award for all grades from 1 April 2007, 1 April 2008 and 1 April 2009. The payment of the efficiency award for 1 April 2007 will be conditional on our independent validation of the achievement, by that date, of the 10 per cent efficiency target. The achievement of the efficiency target is to be validated in our supplementary report following 1 April 2007. The payment of the award for 1 April 2008 and 1 April 2009 will be conditional on our independent validation each year that the terms of the pay and efficiency deal have been met.

Recommendation 4: We recommend the removal of the unconsolidated service wide performance award of 1 per cent for all remit staff with effect from 1 April 2007.

Evidence base 2.12 We have asked our secretariat to work with the parties to define the evidence base that would enable us to validate that the terms of the deal have been met. We envisage that we might require a range of evidence including:

- The target staffing level by establishment and by grade at 1 April each year;
- Data on any overtime working;
- Staff in post by establishment by grade at 1 April each year;
- The ratio of officer grades to the prisoner population by establishment together with data on the categorisation of prisoners;
- Staff turnover and recruitment by grade;
- Rates of absenteeism; and
- The overall Service and establishments' performance against Key Performance Indicators, including cost per prisoner place.

Outstanding issues *Governor Grades*

2.13 In its written submission, the PGA, while confirming support for the deal, listed a number of issues that it intended to discuss with NIPS in the course of 2007. These comprised the introduction of a required hours allowance (RHA) for governor grades, spinal progression arrangements and overall pay levels, which, the Association argued, had fallen behind those of counterparts in the England and Wales Service. We consider it appropriate that these issues should be considered by the parties in the context of the review of the management and supervisory structure currently under way.

Officer grades – pay on promotion

2.14 In previous reports we have commented on anomalies that arose from changes to arrangements for pay on promotion from officer to SO and from SO to PO. The unintended impact of these changes was to raise the pay of newly promoted SOs and POs, whether temporary or substantive, above that of more experienced colleagues. In 2006 we recommended a differential award for the staff affected to begin to close this gap. We were told in evidence that it was the intention of NIPS and the POA to seek a long-term solution as part of the grading review outlined in paragraph 2.6, possibly a single point salary for each grade. In the interim, following strong representations, NIPS informed us that it had reinstated the 10 per cent pay increase for promotions and asked us to endorse this decision.

2.15 We welcome the parties' commitment to seeking a long-term solution to this problem. We are conscious from our visits that this issue has been a source of considerable grievance to experienced SOs and POs who have felt disadvantaged relative to their more recently promoted colleagues. In the interim, we are content to endorse the decision to award a 10 per cent pay increase on promotion to these grades as a temporary solution.

Pay guarantees

2.16 A number of staff in our remit benefit from increments guaranteed to them by an agreement² that predated our first Report. Separate guarantees cover prison officers who were not at the top of their incremental pay scale at 1 April 2002; auxiliaries who re-graded to officer; and POs, SOs or main grade officers who were below the equivalent of the top of the comparator scale in the England and Wales Service. Under the terms of the 2001-03 pay agreement, the guarantees that linked to the England and Wales system were to apply whilst the pay system in that Service at that time remained the same. The parties have agreed that this pay and efficiency deal effectively breaks the link with the England and Wales Service.

2.17 We were informed that discussions were underway between the parties to develop new progression arrangements for the re-graded auxiliaries and officers joining since 1 April 2002 that would meet NIPS business needs. The aspiration was to conclude these discussions in time for our supplementary report.

Allowances 2.18 NIPS proposed that all specialist and other allowances be frozen at their current rate pending a review of their appropriateness. The POA proposed that all allowances should be increased by 3.5 per cent. In support of its proposals for specialist allowances, the POA argued that freezing them would demotivate staff whose specialist skills benefited the Service and increase the risk of their leaving, so threatening the delivery of specialist functions. Moreover, the POA argued that an increase was appropriate to reflect the fact that staff had to maintain the currency of their specialist skills and knowledge.

2.19 We were not persuaded by the POA's arguments. We note that specialist allowances are not payable to new entrants to specialisms and that there is no evidence to suggest that the Service has a specialist skills shortage. Moreover, we do not consider the payment of such allowances to be consistent with the enhanced role for all prison officers envisaged under the three-year deal. Similar considerations apply to the dog grooming allowance, which again reflects a specialist function. In the absence of evidence to the contrary, we concluded that we should continue our policy of freezing specialist allowances.

2.20 We examined the boot and clothing allowances in relation to the price indices for the relevant costs. We found that the indices at November 2006 showed a slight decrease in prices for footwear and clothing. We concluded that the allowances should remain at their current level.

² See Appendix C of our 2003 Report: Prison Service Pay Review Body, First Report on Northern Ireland 2003, Cm 5720. Available on the OME website: www.ome.uk.com

Recommendation 5: We recommend that all specialist and other allowances remain at their current level with effect from 1 April 2007. The effect of this recommendation is set out at Appendix C.

Conclusion 2.21 We do not underestimate the difficulties that the parties have overcome to reach agreement on the three-year pay and efficiency deal covered by this report, and we congratulate them on their achievement. Nor do we underestimate the work that remains to be done to deliver the 10 per cent reduction in the TSL by the target date of 1 April 2007. We anticipate submitting a supplementary report in April 2007 to validate, on the basis of the evidence, whether the terms of the deal have been met and the consolidated efficiency award is payable.

Jerry Cope (*Chair*)

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Appendix A: Remit letter from the Secretary of State for Northern Ireland



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31 July 2006

I am writing to set out the issues on which the Government seeks the advice of the Prison Service Pay Review Body in respect of the Northern Ireland Prison Service for the period beginning 1 April 2007.

I am required to give you directions under Regulation 4 of the Prison Service (Pay Review Body) Regulations 2001 as to the considerations to which you are to have regard. These directions supplement your Standing Terms of Reference.

The primary considerations for the award with effect from 1 April 2007 are:

- (1) that it should be affordable and consistent with the Department's PSA target to reduce the cost per prisoner place;
- (2) consistent with the Government's modernisation agenda and pay strategy;
- (3) that it is consistent with the implementation of the recommendations in the Hamill report, which may affect the period to which your recommendations apply; and
- (4) that it takes account of the Government's local pay policy, bearing in mind existing levels of pay relative to both those in England and Wales and those in the private sector in Northern Ireland.

You are aware that, as part of the Strategic Development Programme, NIPS management are already engaging with the staff associations on the terms and



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conditions of service for a new grade of staff to undertake escorting functions. We will also shortly be engaging with them on:

- a) a new support grade;
- b) deployment of officer grades; and
- c) the grading structure of the grades in the remit group.

Our aim is to reach a jointly agreed proposal in time to inform the deliberations of the PRB. We recognise that this is a challenging timetable, and I understand that Robin Masefield has discussed with you the possibility of a short deferment in the provision of our substantive evidence if that proves necessary.

If it does not prove possible to have a negotiated agreement in time for your deliberations, I would invite you to have regard to the following matters:

- (a) to consider realistic and affordable basic pay levels, within an overall reward package, for Prison Officer Grades and Prison Governor grades (the remit group) to recruit, retain and motivate, within the context of economic and market factors in which the Service operates;
- (b) to consider the appropriateness of the current starting pay and maximum of the pay range of each grade within the remit group and the current pay differentials;
- (c) to take account of the need for an element of non-consolidation in the award to stabilise the baseline costs for future years;
- (d) to take account of the reform and modernisation agenda which emphasises the requirement to link pay to performance;

I require the Prison Service Pay Review Body to report to the Prime Minister, to me and to the Director General of the Northern Ireland Prison Service the results of the examination of these matters as they think fit, in time for the Government to take



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decisions on the report by early 2006. I will then arrange for your report to be published.

I look forward to receiving your recommendations in due course. In the meantime, I have asked Robin Masefield to keep you abreast of developments.

A handwritten signature in blue ink, appearing to read 'Peter Hain'.

**RT HON PETER HAIN MP
SECRETARY OF STATE FOR NORTHERN IRELAND**

Appendix B: Current and recommended pay levels

Current and recommended pay ranges for governor grades

| <i>Grade</i> | | <i>Current range £ per annum (spine point)</i> | <i>Recommended range from 1 April 2007 £ per annum (spine point)</i> | |
|-------------------|-----------------|--|--|---|
| | | | <i>2% increase in basic pay</i> | <i>Additional 1.5% increase, conditional on validated delivery of efficiency target</i> |
| Governor 1 | Maximum | 71,823 (315) | 73,271 (319) | 74,376 (322) |
| | Minimum | 66,638 (300) | 67,983 (304) | 69,009 (307) |
| Governor 2 | Maximum | 64,351 (293) | 65,648 (297) | 66,638 (300) |
| | Minimum | 60,612 (281) | 61,834 (285) | 62,766 (288) |
| Governor 3 | Maximum | 55,962 (265) | 57,090 (269) | 57,950 (272) |
| | Minimum | 52,488 (252) | 53,505 (256) | 54,312 (259) |
| Governor 4 | Maximum | 49,401 (240) | 50,396 (244) | 51,156 (247) |
| | Minimum | 45,612 (224) | 46,530 (228) | 47,232 (231) |
| Governor 5 | Maximum | 44,934 (221) | 45,840 (225) | 46,530 (228) |
| | Minimum | 40,066 (198) | 40,872 (202) | 41,487 (205) |
| | Trainee rate | 33,482 (162) | 34,156 (166) | 34,671 (169) |

Current and recommended pay ranges for uniformed grades

| Grade | | Current range £ per annum (spine point) | | Recommended range from 1 April 2007 £ per annum (spine point) | | | |
|---|-------------|---|--------|--|--------|--|--------|
| | | | | 2% increase in basic pay | | Additional 1.5% increase, conditional on validated delivery of efficiency target | |
| Principal officer | Maximum | 40,266 | (199) | 41,076 | (203) | 41,694 | (206) |
| | Minimum | 36,626 | (180) | 37,364 | (184) | 37,928 | (187) |
| Senior officer | Maximum | 36,444 | (179) | 37,178 | (183) | 37,739 | (186) |
| | Minimum | 33,482 | (162) | 34,156 | (166) | 34,671 | (169) |
| Prison officer (Pre 1 April 2002)^(a) | Maximum | 33,315 | (161) | 33,986 | (165) | 34,499 | (168) |
| | Minimum | 17,421 | (31) | 17,772 | (35) | 18,040 | (38) |
| Prison officer (Post 1 April 2002)^(b) | Maximum | 26,884 | (118) | 27,425 | (122) | 27,839 | (125) |
| | Minimum | 17,421 | (31) | 17,772 | (35) | 18,040 | (38) |
| Auxiliary | Maximum | 19,248 | (51) | 19,636 | (55) | 19,932 | (58) |
| | Minimum | 15,925 | (13) | 16,246 | (17) | 16,491 | (20) |
| Night patrol officer^(c) | Maximum | 16,454 | (NP43) | 16,786 | (NP47) | 17,039 | (NP50) |
| | Minimum | 14,238 | (NP14) | 14,525 | (NP18) | 14,744 | (NP21) |
| Senior prisoner custody officer | Hourly rate | 8.17 | | 8.33 | | 8.46 | |
| Prisoner custody officer | Hourly rate | 7.72 | | 7.88 | | 7.99 | |
| Officer Support Grade^(d) | | | – | | | | |
| Night custody officer | Annual rate | 19,074 | | 19,455 | | 19,742 | |

Notes

- Those employed as prison officers prior to 1 April 2002.
- Those employed as prison officers since 1 April 2002.
- The range shown for night patrol officers is on a separate spinal table to that for auxiliary, officer and governor grades.
- The single spine point rate for officer support grades is yet to be determined.

Spinal Scales¹ (1-324) – Auxiliary, Officer and Governor Grades

| Point | £ per annum | Point | £ per annum | Point | £ per annum | Point | £ per annum |
|-------|-------------|-------|-------------|-------|-------------|-------|-------------|
| 324 | 75,122 | 272 | 57,950 | 220 | 44,710 | 168 | 34,499 |
| 323 | 74,748 | 271 | 57,662 | 219 | 44,488 | 167 | 34,327 |
| 322 | 74,376 | 270 | 57,375 | 218 | 44,267 | 166 | 34,156 |
| 321 | 74,006 | 269 | 57,090 | 217 | 44,047 | 165 | 33,986 |
| 320 | 73,638 | 268 | 56,806 | 216 | 43,828 | 164 | 33,817 |
| 319 | 73,272 | 267 | 56,523 | 215 | 43,610 | 163 | 33,649 |
| 318 | 72,907 | 266 | 56,242 | 214 | 43,393 | 162 | 33,482 |
| 317 | 72,544 | 265 | 55,962 | 213 | 43,177 | 161 | 33,315 |
| 316 | 72,183 | 264 | 55,684 | 212 | 42,962 | 160 | 33,149 |
| 315 | 71,823 | 263 | 55,407 | 211 | 42,748 | 159 | 32,984 |
| 314 | 71,465 | 262 | 55,131 | 210 | 42,535 | 158 | 32,820 |
| 313 | 71,109 | 261 | 54,857 | 209 | 42,323 | 157 | 32,657 |
| 312 | 70,755 | 260 | 54,584 | 208 | 42,112 | 156 | 32,495 |
| 311 | 70,402 | 259 | 54,312 | 207 | 41,902 | 155 | 32,333 |
| 310 | 70,051 | 258 | 54,042 | 206 | 41,694 | 154 | 32,172 |
| 309 | 69,702 | 257 | 53,773 | 205 | 41,487 | 153 | 32,012 |
| 308 | 69,355 | 256 | 53,505 | 204 | 41,281 | 152 | 31,853 |
| 307 | 69,009 | 255 | 53,239 | 203 | 41,076 | 151 | 31,695 |
| 306 | 68,665 | 254 | 52,974 | 202 | 40,872 | 150 | 31,537 |
| 305 | 68,323 | 253 | 52,710 | 201 | 40,669 | 149 | 31,380 |
| 304 | 67,983 | 252 | 52,448 | 200 | 40,467 | 148 | 31,224 |
| 303 | 67,644 | 251 | 52,187 | 199 | 40,266 | 147 | 31,069 |
| 302 | 67,307 | 250 | 51,927 | 198 | 40,066 | 146 | 30,914 |
| 301 | 66,972 | 249 | 51,669 | 197 | 39,867 | 145 | 30,760 |
| 300 | 66,638 | 248 | 51,412 | 196 | 39,669 | 144 | 30,607 |
| 299 | 66,306 | 247 | 51,156 | 195 | 39,472 | 143 | 30,455 |
| 298 | 65,976 | 246 | 50,901 | 194 | 39,276 | 142 | 30,303 |
| 297 | 65,648 | 245 | 50,648 | 193 | 39,081 | 141 | 30,152 |
| 296 | 65,321 | 244 | 50,396 | 192 | 38,887 | 140 | 30,002 |
| 295 | 64,996 | 243 | 50,145 | 191 | 38,694 | 139 | 29,853 |
| 294 | 64,673 | 242 | 49,896 | 190 | 38,501 | 138 | 29,704 |
| 293 | 64,351 | 241 | 49,648 | 189 | 38,309 | 137 | 29,556 |
| 292 | 64,031 | 240 | 49,401 | 188 | 38,118 | 136 | 29,409 |
| 291 | 63,712 | 239 | 49,155 | 187 | 37,928 | 135 | 29,263 |
| 290 | 63,395 | 238 | 48,910 | 186 | 37,739 | 134 | 29,117 |
| 289 | 63,080 | 237 | 48,667 | 185 | 37,551 | 133 | 28,972 |
| 288 | 62,766 | 236 | 48,425 | 184 | 37,364 | 132 | 28,828 |
| 287 | 62,454 | 235 | 48,184 | 183 | 37,178 | 131 | 28,685 |
| 286 | 62,143 | 234 | 47,944 | 182 | 36,993 | 130 | 28,542 |
| 285 | 61,834 | 233 | 47,705 | 181 | 36,809 | 129 | 28,400 |
| 284 | 61,526 | 232 | 47,468 | 180 | 36,626 | 128 | 28,259 |
| 283 | 61,220 | 231 | 47,232 | 179 | 36,444 | 127 | 28,118 |
| 282 | 60,915 | 230 | 46,997 | 178 | 36,263 | 126 | 27,978 |
| 281 | 60,612 | 229 | 46,763 | 177 | 36,083 | 125 | 27,839 |
| 280 | 60,310 | 228 | 46,530 | 176 | 35,903 | 124 | 27,700 |
| 279 | 60,010 | 227 | 46,299 | 175 | 35,724 | 123 | 27,562 |
| 278 | 59,711 | 226 | 46,069 | 174 | 35,546 | 122 | 27,425 |
| 277 | 59,414 | 225 | 45,840 | 173 | 35,369 | 121 | 27,289 |
| 276 | 59,118 | 224 | 45,612 | 172 | 35,193 | 120 | 27,153 |
| 275 | 58,824 | 223 | 45,385 | 171 | 35,018 | 119 | 27,018 |
| 274 | 58,531 | 222 | 45,159 | 170 | 34,844 | 118 | 26,884 |
| 273 | 58,240 | 221 | 44,934 | 169 | 34,671 | 117 | 26,750 |

Spinal Scales¹ (1-324) – Auxiliary, Officer and Governor Grades (continued)

| Point | per annum | Point | per annum | Point | per annum | Point | per annum |
|-------|-----------|-------|-----------|-------|-----------|-------|-----------|
| 116 | 26,617 | 87 | 23,034 | 58 | 19,932 | 29 | 17,248 |
| 115 | 26,485 | 86 | 22,919 | 57 | 19,833 | 28 | 17,162 |
| 114 | 26,353 | 85 | 22,805 | 56 | 19,734 | 27 | 17,077 |
| 113 | 26,222 | 84 | 22,692 | 55 | 19,636 | 26 | 16,992 |
| 112 | 26,092 | 83 | 22,579 | 54 | 19,538 | 25 | 16,907 |
| 111 | 25,962 | 82 | 22,467 | 53 | 19,441 | 24 | 16,823 |
| 110 | 25,833 | 81 | 22,355 | 52 | 19,344 | 23 | 16,739 |
| 109 | 25,704 | 80 | 22,244 | 51 | 19,248 | 22 | 16,656 |
| 108 | 25,576 | 79 | 22,133 | 50 | 19,152 | 21 | 16,573 |
| 107 | 25,449 | 78 | 22,023 | 49 | 19,057 | 20 | 16,491 |
| 106 | 25,322 | 77 | 21,913 | 48 | 18,962 | 19 | 16,409 |
| 105 | 25,196 | 76 | 21,804 | 47 | 18,868 | 18 | 16,327 |
| 104 | 25,071 | 75 | 21,696 | 46 | 18,774 | 17 | 16,246 |
| 103 | 24,946 | 74 | 21,588 | 45 | 18,681 | 16 | 16,165 |
| 102 | 24,822 | 73 | 21,481 | 44 | 18,588 | 15 | 16,085 |
| 101 | 24,699 | 72 | 21,374 | 43 | 18,496 | 14 | 16,005 |
| 100 | 24,576 | 71 | 21,268 | 42 | 18,404 | 13 | 15,925 |
| 99 | 24,454 | 70 | 21,162 | 41 | 18,312 | 12 | 15,846 |
| 98 | 24,332 | 69 | 21,057 | 40 | 18,221 | 11 | 15,767 |
| 97 | 24,211 | 68 | 20,952 | 39 | 18,130 | 10 | 15,689 |
| 96 | 24,091 | 67 | 20,848 | 38 | 18,040 | 9 | 15,611 |
| 95 | 23,971 | 66 | 20,744 | 37 | 17,950 | 8 | 15,533 |
| 94 | 23,852 | 65 | 20,641 | 36 | 17,861 | 7 | 15,456 |
| 93 | 23,733 | 64 | 20,538 | 35 | 17,772 | 6 | 15,379 |
| 92 | 23,615 | 63 | 20,436 | 34 | 17,684 | 5 | 15,302 |
| 91 | 23,498 | 62 | 20,334 | 33 | 17,596 | 4 | 15,226 |
| 90 | 23,381 | 61 | 20,233 | 32 | 17,508 | 3 | 15,150 |
| 89 | 23,265 | 60 | 20,132 | 31 | 17,421 | 2 | 15,075 |
| 88 | 23,149 | 59 | 20,032 | 30 | 17,334 | 1 | 15,000 |

Spinal Scales¹ (1-56) – Night Patrol Officers

| Point | £ per annum | Point | £ per annum | Point | £ per annum | Point | £ per annum |
|-------|-------------|-------|-------------|-------|-------------|-------|-------------|
| NP56 | 17,556 | NP42 | 16,372 | NP28 | 15,268 | NP14 | 14,238 |
| NP55 | 17,469 | NP41 | 16,291 | NP27 | 15,192 | NP13 | 14,167 |
| NP54 | 17,382 | NP40 | 16,210 | NP26 | 15,116 | NP12 | 14,097 |
| NP53 | 17,296 | NP39 | 16,129 | NP25 | 15,041 | NP11 | 14,026 |
| NP52 | 17,210 | NP38 | 16,048 | NP24 | 14,966 | NP10 | 13,956 |
| NP51 | 17,124 | NP37 | 15,969 | NP23 | 14,892 | NP9 | 13,887 |
| NP50 | 17,039 | NP36 | 15,889 | NP22 | 14,817 | NP8 | 13,818 |
| NP49 | 16,954 | NP35 | 15,810 | NP21 | 14,744 | NP7 | 13,749 |
| NP48 | 16,870 | NP34 | 15,732 | NP20 | 14,671 | NP6 | 13,681 |
| NP47 | 16,786 | NP33 | 15,653 | NP19 | 14,597 | NP5 | 13,613 |
| NP46 | 16,702 | NP32 | 15,576 | NP18 | 14,525 | NP4 | 13,545 |
| NP45 | 16,619 | NP31 | 15,498 | NP17 | 14,453 | NP3 | 13,478 |
| NP44 | 16,536 | NP30 | 15,421 | NP16 | 14,381 | NP2 | 13,411 |
| NP43 | 16,454 | NP29 | 15,344 | NP15 | 14,309 | NP1 | 13,344 |

¹ Each point on the spinal scale is 0.5 per cent higher than the previous point.

Appendix C: Current and recommended allowances

| | <i>Current level £ per annum</i> | <i>Recommended level from 1 April 2007 £ per annum</i> |
|--|--------------------------------------|--|
| <i>Specialist allowances¹</i> | | |
| Librarian | 679 | 679 |
| Dog handler | 723 | 723 |
| Physical education instructor | 723 | 723 |
| Groundsman | 723 | 723 |
| Hospital officer | 814 | 814 |
| Emergency control room staff | 852 | 852 |
| Works officer | 949 | 949 |
| Laundry officer | 1,062 | 1,062 |
| Caterer | 1,118 | 1,118 |
| Weapons officer | 1,118 | 1,118 |
| Fire officer | 1,132 | 1,132 |
| Instructor ² | 1,183 | 1,183 |
| | 1,490 | 1,490 |
| Firearms officer | 2,322 | 2,322 |
| <i>Other allowances³</i> | | |
| Dog grooming allowance | 4,526 | 4,526 |
| Boot allowance | 92.80 | 92.80 |
| Clothing allowance | 603.65 | 603.65 |

¹ Specialist allowances are not paid to new staff entering these specialisms. Those in receipt of allowances continue to receive them on a protected basis while they remain in their specialism.

² The two different rates of payment relate to the different skills levels.

³ Paid to all officer grade staff who meet the eligibility criteria for payment.



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