



Office of Manpower
Economics

Stewardship Report 2018/19

© **Crown copyright 2019**

You may re-use this information (excluding logos) free of charge in any format or medium, under the terms of the Open Government Licence v.3. To view this licence visit www.nationalarchives.gov.uk/doc/open-government-licence/version/3/ or email PSI@nationalarchives.gsi.gov.uk

This publication is available at

https://www.gov.uk/government/publications?departments%5B%5D=office-of-manpower-economics&publication_type=corporate-reports

Any enquiries regarding this publication should be sent to:

Office of Manpower Economics

8th Floor Fleetbank

House

2-6 Salisbury Square

London EC4Y 8AE

Neil.Goodson@beis.gov.uk

Foreword by the Director, Office of Manpower Economics (OME)

This report briefly describes the work of the OME in 2018/19 in support of the independent public sector Pay Review Bodies.

For this pay round, all the Review Bodies were asked by their sponsor departments, and the devolved governments where appropriate, to submit reports, in accordance with their terms of reference. The National Health Service Pay Review Body was invited to report, but was not asked for pay recommendations, since its remit group were entering the second year of a negotiated three year pay settlement. In July 2018 the Welsh Education Secretary had announced new arrangements for pay and conditions for teachers in Wales, and therefore the School Teachers' Review Body did not make recommendations for this group of workers in 2018/19, and will no longer do so in future.

The Review Bodies sent in their reports on the requested timescales, and most of these reports received responses during July. The principal exception was Northern Ireland, where the devolved government remains suspended. The pay recommendations made were different across the different Review Bodies, reflecting the situations of their remit groups. The great majority of Review Body recommendations were accepted in full by the relevant governments and departments.

OME continued to commission and publish its own research, and held a research conference on public sector pay in March. Internally, we were able to use new flexibilities in civil service pay to introduce new performance management and reward arrangements, which we thought were appropriate for OME's particular needs and ethos.

As ever, I am very grateful for the support that OME has received during 2018/19 from our own staff, from all those providing oral and written evidence to Review Bodies, and from Review Body Chairs and members themselves.

Martin Williams
Director, OME
September 2019

Contents		Page
	Foreword	3
	The Office of Manpower Economics (OME)	5
	The Public Sector Pay Review Bodies	6
Chapter 1	About OME	7
	Budget and efficiency	7
	Staff	7
	Values and behaviours	8
	Learning and development	9
	Staff engagement	9
	Working with BEIS	9
	The Freedom of Information (Fol) Act 2000	10
Chapter 2	The Work of the Teams	11
	Overview	12
	The financial year 2018/19: context and Government pay policy	17
	Armed Forces' Pay Review Body (AFPRB) Secretariat	18
	Review Body on Doctors' and Dentists' Remuneration (DDRB) Secretariat	20
	National Crime Agency Remuneration Review Body (NCARRB) Secretariat	21
	National Health Service Pay Review Body (NHSPRB) Secretariat	22
	Police Remuneration Review Body (PRRB) Secretariat	23
	Prison Service Pay Review Body (PSPRB) Secretariat	24
	Review Body on Senior Salaries (SSRB) Secretariat	26
	School Teachers Review Body (STRB) Secretariat	28
	Research and Analysis Group	29
	Review Body appointments	30
Annex A	OME Staff Resources 2018 and 2019	31
Annex B	Review Body Secretariat Work Volumes 2018/19	32
Annex C	Research commissioned and managed by the OME September 2018 to August 2019	33

The Office of Manpower Economics (OME)

The Office of Manpower Economics provides an independent secretariat to the eight Review Bodies which make recommendations on pay for around 2.2 million workers – about 40 per cent of public sector staff – involving a pay bill of around £100 billion (just over half of the public sector pay bill)¹.

The OME's 2018/19 aim remained unchanged from previous years:

“Through the quality, timeliness, efficiency and rigour of its work, to support the Pay Review Bodies in offering evidence-based independent advice on public sector pay and conditions, in accordance with their terms of reference, and in making a positive contribution to public sector reform and delivery.”

The OME sought to do this by:

- Obtaining timely and high quality evidence, and providing research, analysis and advice, to inform Review Body decisions and underpin their recommendations.
- Enabling the Review Bodies to deliver their reports to the timetable and process required, and in accordance with their individual terms of reference and remits, by providing high quality secretariat services and through managing relationships with all parties to the process.
- Developing OME's capacity and capabilities through using the Civil Service's new Success Profiles and by meeting Investors in People, and Government Economic Service and Government Statistical Service standards for managing and developing people.
- Managing OME resources effectively with particular emphasis on flexible ways of working, and project management.

The OME is an independent non-statutory public body, free from Government direction in terms of its policy and operational activities. The staff are drawn mainly from the Department for Business, Energy and Industrial Strategy (BEIS), the Government Statistical Service, and the Government Economic Service. Its Director is responsible to the BEIS Accounting Officer for resource and staff issues.

Details of staffing and the organisational structure of OME are given in Chapter 1 and in Annex A.

¹ Estimates exclude academy schools which are not strictly part of the STRB remit group but in practice many use national pay and conditions. See more details in Table A.

The Public Sector Pay Review Bodies

There are currently eight independent Public Sector Pay Review Bodies serviced by OME. The Review Bodies advise the Prime Minister, relevant Secretaries of State, and the devolved administrations where required, on remuneration matters referred to them, including annual recommendations about pay levels.

Although the Review Bodies operate independently of one another, and each has different terms of reference, their procedures are broadly similar. Once issued with a remit they receive written and oral evidence from the Government, employers and representative organisations, such as trade unions and staff associations, about pay issues for the relevant workgroups. Other interested parties may also submit evidence. The Review Bodies then consider the evidence and their own independent research to formulate recommendations on the remuneration of their remit groups. Following this they submit their recommendations to Government.

In addition to the annual pay round described above, the Review Bodies are often asked to look at other issues affecting the pay and other terms and conditions of their respective workforces.

The work undertaken by each Review Body is set out fully in their published reports which are available on the OME pages of GOV.UK. This report summarises their work.

Chapter 1: About OME

- 1.1 The purpose of OME is to provide the Pay Review Bodies with the support they require in order to fulfil their respective terms of reference in making pay, and related recommendations for public sector workers. Similar to other government departments, it receives public funds to carry out this function. Its purpose is predominantly a secretariat role in support of the annual activity and process that is described in Chapter 2.
- 1.2 This report covers the period from 1 September 2018 to 31 August 2019, reflecting the Review Bodies' normal reporting cycle. It provides an account of OME's use of public funds in terms of its budget and the work for which it pays. OME's forward activity is set out in a Business Plan, which is also published on its GOV.UK website.

Budget and efficiency

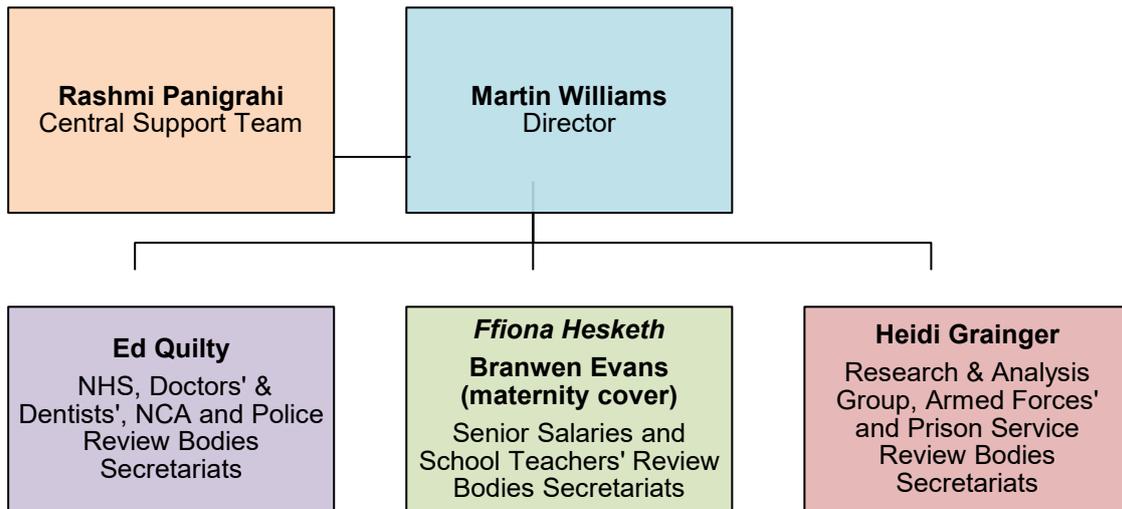
- 1.3 OME's total expenditure in 2018/19 was £2.74 million¹. This includes the costs of OME staff, the fees paid to Review Body members, the costs associated with running meetings and visits, and the costs of research and analysis commissioned by OME.
- 1.4 OME continues to look for further efficiency gains, for example from:
 - Rigorous assessment of business cases and effective procurement practice for research spending.
 - Increased in-house and on the job training.
 - Bearing down on costs, for example, of publications, travel and photocopying, and the sharing of back-office costs (i.e. photocopier lease and consumables) with the Low Pay Commission.
 - Using the BEIS shared services programme.

Staff

- 1.5 The OME ended the year with 32 staff (full time equivalent of 30.6) in post. The numbers (both headcount and full-time equivalent) by grade are given at Annex A.
- 1.6 OME provided secretariat support for eight Review Bodies across the year.

¹ The majority of OME expenditure is covered by the Department for Business, Energy and Industrial Strategy (BEIS). The fees paid to members are recovered from the relevant departments. Since a Cabinet Office review in 2006, it has been the policy that any new work must be fully funded by the sponsor department(s). So, for example, the OME costs of running the Police and National Crime Agency Remuneration Review Bodies are recovered from a combination of the Home Office, the National Crime Agency and the Department of Justice in Northern Ireland.

Figure 1: The OME Organisational Chart as at 31 August 2019

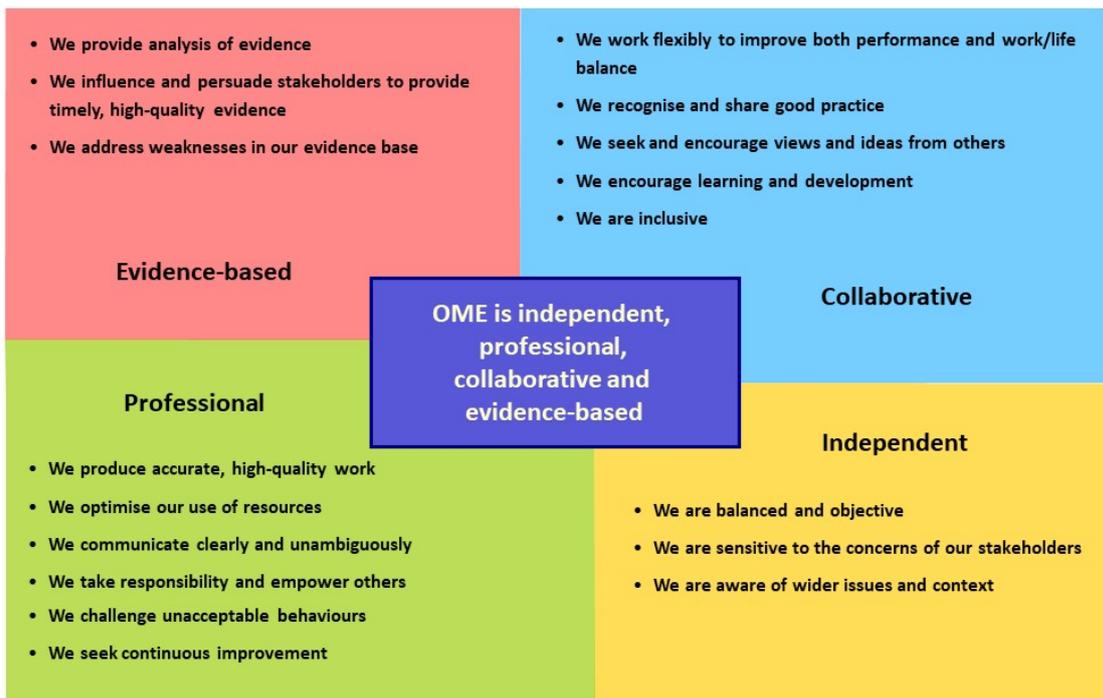


Values and behaviours

1.7 The OME values and behaviours shown below help staff to ensure that their work for the Pay Review Bodies is independent, professional, collaborative and evidence-based. New pay and performance management arrangements that we introduced in 2018/19 seek to reinforce these values.

Figure 2: The OME values and behaviours

OME values and behaviours



Learning and development

1.8 The OME's training and development activities continue to focus on:

- Promoting best practice across teams to ensure they offer the best possible support to the Pay Review Bodies.
- Developing individuals to improve their performance, enable them to operate flexibly across OME and BEIS and assist them to achieve future career aspirations. We encourage staff to keep up to date with BEIS learning and development initiatives and seminars.
- Encouraging individuals to develop key professional skills for the relevant OME competences. As part of this, ensuring analysts (who comprise a third of OME staff) comply with Continuous Professional Development (CPD) requirements for the Government Statistical Service and the Government Economic Service as appropriate.

Our approach at OME uses a range of tools, including coaching, mentoring, short term attachments, internal cross-cutting projects and shadowing, as well as formal training courses.

1.9 During 2018/19, our approach involved both organising in-house training and highlighting the opportunities for other learning and development activity – for example, through Civil Service Learning. The OME has always focused on increasing knowledge through attending specialist conferences and acquiring specific skills from internal courses, seminars and volunteering. This year these included: a research conference for OME staff and external stakeholders; workshops to invite views of OME staff on Learning and Development to help with BEIS's Shaping the Future Programme; various internal teach- in sessions to help staff in gaining technical skills. Newcomers have attended the BEIS Policy Excellence Week. OME staff have also taken part in volunteering, they have helped out at BEIS recruitment events, thereby, gaining new skills and knowledge as well as contributing to the corporate objective of making BEIS a mature learning organisation.

Staff engagement

1.10 OME's 2018 People Survey results (part of the wider Civil Service People Survey) were generally very good and an improvement over 2017. Our overall engagement index increased to 71%, returning to similar levels to those experienced between 2009 and 2014. OME's agreement percentages were almost all higher, and many considerably so, than published Civil Service Benchmarks.

Working with BEIS

1.11 The OME is a small organisation and BEIS provides the IT, accommodation, HR and finance services. Consequently, staff members are usually considered to be part of the BEIS "family" for pay purposes and logistical issues. However, OME maintains policy and operational independence, and

the Pay Review Bodies have no relationship with BEIS.

1.12 In 2018/19 OME staff were involved in a range of the Department's activity, including:

- Participating in the annual BEIS People Survey.
- Participating in the BEIS professional networks for Economists and Statisticians.
- Participating in the BEIS Partner Organisation and Governance Team meetings and annual returns.
- Participating in many BEIS staff events and BEIS training programmes, including Learning and Development Network meetings and BEIS Fast Stream Programme.
- Actively supporting BEIS in its large scale external recruitment campaigns by providing staff to sift applications and support the interview process.
- Developing further the use of Twitter for OME and the work of the Pay Review Bodies.
- Managing OME's recruitment by fully engaging with BEIS Recruitment Team and Policy colleagues and by adhering to the procedures in place.

The Freedom of Information (FOI) Act 2000

1.13 Details of requests received by OME for the release of information under the FOI Act can be found on our website:

https://www.gov.uk/government/publications?departments%5B%5D=office-of-manpower-economics&publication_type=foi-releases

Chapter 2: The Work of the Teams



Overview

- 2.1 The work of OME staff is directed by the requirements of the Pay Review Bodies that it supports. The Review Bodies normally receive annual remits from Government to recommend on pay for the groups that they represent, but may also receive “special remits”, such as the SSRB’s Major Review of the Judicial Salary Structure.
- 2.2 Secretariats’ work falls into a number of phases:
- Organising and supporting Members across an extensive visits programme of information gathering.
 - Commissioning research and survey work (for example, on pay comparability), and collecting data or analyses that the Review Body requests. These can include information about the remit group (such as on recruitment and retention) and more general information about the economy drawn from a variety of sources.
 - Liaising with the parties (such as Government departments, employers and unions). This is to ensure that written evidence is provided to the Review Bodies on time and that subsequent oral hearings with the major parties are arranged and supported.
 - Scheduling, arranging and supporting all meetings.
 - Preparing briefing and technical papers on the written evidence and responses from both the Government and the other parties to assist the Review Bodies in their consideration of the remits from Government.
 - Drafting the reports following the evidence sessions and the Review Body decision-making process. This involves a considerable amount of background briefing and clearance of technical detail.
 - Informal discussions with the parties about the outcome of the last round and likely points for the future.
- 2.3 The exact nature of the work varies between secretariats. Timetables and submission dates depend on when the annual pay increases are applied (for example, changes to police officers’ and teachers’ pay apply from 1 September but most other groups, including the Armed Forces and NHS staff, have awards and changes applying from 1 April each year). The Review Bodies are independent of one another, as well as of Government.
- 2.4 See Table 1 for more detailed information about the Review Bodies.

Table 1: Review Bodies Supported by the OME

Review Body	Status	Sponsoring Department	Remit Group	Consultees	No. within Remit Group (000s)	Annual paybill	National coverage
Armed Forces' Pay Review Body	Non Statutory	Ministry of Defence (MOD)	Members of the Armed Forces up to and including the rank of Brigadier (one star) and equivalents.	Ministry of Defence, Service Families' Federations, British Medical Association and British Dental Association.	163 (headcount)	£10 billion	United Kingdom
Review Body on Doctors' and Dentists' Remuneration	Non Statutory	Department of Health	Hospital doctors and dentists; general medical practitioners; ophthalmic medical practitioners; general dental practitioners; and doctors and dentists in public health, community health, and salaried primary dental care services.	Department of Health, Welsh Assembly Government, Scottish Executive Health Department, Department of Health, Northern Ireland, NHS Employers, NHS England, NHS Improvement, NHS Providers, Health Education England, British Medical Association, British Dental Association, Hospital Consultants and Specialists Association.	224 (headcount)	£19 billion	United Kingdom
National Crime Agency Remuneration Review Body	Non-Statutory	Home Office	National Crime Agency officers designated with operational powers.	Home Office, National Crime Agency, Public and Commercial Services Union, National Crime Officers' Association, FDA.	1.84 (FTE)	£109 million	United Kingdom

Review Body	Status	Sponsoring Department	Remit Group	Consultees	No. within Remit Group (000s)	Annual paybill	National coverage
NHS Pay Review Body	Non Statutory	Department of Health and Social Care	All staff employed in the NHS, and paid under Agenda for Change. This covers all NHS staff, with the exception of doctors, dentists and very senior managers.	Department of Health and Social Care, England; Welsh Government's Health and Social Services Group; Department of Health, Northern Ireland; Scottish Government Health and Social Care Directorates; NHS Employers; NHS Providers; Northern Ireland Public Service Alliance; the Joint Staff Side and its individual staff bodies, which are: Royal College of Nursing; Royal College of Midwives; Chartered Society of Physiotherapists; Society of Radiographers; Unison; GMB; Unite; British Association of Occupational Therapists; British Dietetic Association; British and Irish Orthotic Society; Community and District Nursing Association; Federation of Clinical Scientists; and Society of Chiropodists and Podiatrists.	1,390 (Headcount) 1,215 (FTE)	£49 billion	United Kingdom
Police Remuneration Review Body	Statutory	Home Office, Department of Justice for Northern Ireland.	Federated ranks of police officers and superintending ranks in England and Wales, and Northern Ireland. Chief police officers (2018-19).	Home Office; Police Federation of England and Wales; Police Superintendents' Association; National Police Chiefs' Council; Metropolitan Police Service; Association of Police and Crime Commissioners; Chief Police Officers' Staff Association; Police Service of Northern Ireland; Department of Justice Northern Ireland; Northern Ireland Policing Board; Police Federation for Northern Ireland; Superintendents' Association of Northern Ireland.	132 (headcount) 129 (FTE)	£6.7 billion	England & Wales; Northern Ireland

Review Body	Status	Sponsoring Department	Remit Group	Consultees	No. within Remit Group (000s)	Annual paybill	National coverage
Prison Service Pay Review Body	Statutory	Ministry of Justice (England & Wales)	Governing governors, other operational managers, officers and support grades in the England and Wales Prison Service.	Her Majesty's Prison and Probation Service, the POA, the Prison Governors' Association and the Public and Commercial Services Union.	27.5 (headcount) 26.4 (FTE)	£1 billion	England & Wales
		Department of Justice (Northern Ireland)	Governor grades, officers, support grades and Prisoner Escorting and Court Custody Service staff in the Northern Ireland Prison Service.	Northern Ireland Prison Service, the POA (Northern Ireland) and the Prison Governors' Association (Northern Ireland).	1.3 (headcount) 1.2 (FTE)	£53.5 million	Northern Ireland
Review Body on Senior Salaries	Non-Statutory	Cabinet Office, Ministry of Justice, Ministry of Defence, Department of Health, Home Office.	Senior Civil Servants (SCS), Senior Military Officers, Judiciary, Executive and Senior Managers in Department of Health Arm's Length Bodies (ESMs) and Police and Crime Commissioners (PCCs).	Cabinet Office, Ministry of Defence, Ministry of Justice, Department of Health, Home Office, Department of Justice for Northern Ireland, Scottish Government, Welsh government, Association of Police and Crime Commissioners, Civil Service Commission, FDA, Prospect, Managers in Partnership, Lord Chief Justice, Lord President of the Court of Session (Scotland), Lord Chief Justice of Northern Ireland, Judicial Appointments Commission (England and Wales), Judicial Appointments Board for Scotland, Northern Ireland Judicial Appointments Commission, members of the remit groups.	SCS 4.6; Senior Military 0.1; Judiciary 2.1; CPOs 0.2; and PCCs 0.04; (All headcount)	SCS: £531 million; Senior Military: £27.1 million; Judiciary: £391 million; PCCs: £3 million.	Judiciary and Senior Military: UK; SCS: GB; PCCs: England and Wales; ESMs: England.

Review Body	Status	Sponsoring Department	Remit Group	Consultees	No. within Remit Group (000s)	Annual paybill	National coverage
School Teachers' Review Body	Statutory	Department for Education	Teachers, including head teachers, in local authority maintained schools and services in England	Department for Education, National Employers' Organisation for School Teachers, National Governance Association, Association of School and College Leaders, British Association of Teachers of the Deaf, National Association of Head Teachers, NASUWT, National Education Union, Voice	237 (headcount) 212 (FTE)	£11 billion	England

Notes:

1. The figures above are OME estimates mostly made in September 2019. They give a general indication of orders of magnitude but have not been compiled on a wholly consistent basis due to the different nature of the data sources, timing and methodological approaches.
2. DDRB figures include GMPs and GDPs as well as salaried staff.
3. SSRB figures include the number of salaried judges in post in the UK. In addition, the Major Review of the judicial salary structure also included fee paid members within the UK court and tribunal judiciaries.
4. Remuneration of chief police officers was covered by the Police Remuneration Pay Review Body from 2017-18.
5. Please contact OME (see front of this report) if you would expect to be included in the list of consultees but are not shown listed above.
6. The STRB's remit group also included teachers in Wales until September 2018, when these matters were devolved to the Welsh Government.
7. The DfE pay bill estimate for 2018/19 covers all maintained schools in England. It includes basic salary costs and allowances, and on-costs (employers' national insurance and pension contributions).
8. All staff numbers (rounded to nearest 100) relate to maintained schools in England for 2018/19, based on the English Nov 2018 School Workforce Census).
9. Academy schools are not formally part of the STRB's remit group but, in practice, many choose to use the national teachers' pay and conditions framework. The combined annual paybill for all state-funded schools in England (local authority maintained schools and academies) is £ 23.9 billion, and the number of teachers (000s) is 475 (headcount) / 432 (FTE).

The financial year 2018/19: context and Government pay policy

- 2.6 For 2018/19, as for 2017/18, the Government did not seek a uniform pay award across the different Review Bodies. Departments provided written and oral evidence, and the Review Bodies then made their different recommendations in accordance with their terms of reference. The great majority of these recommendations were accepted in full.
- 2.7 In the course of 2018/19 the secretariats supported the Review Bodies in producing 12 reports which were submitted to the appropriate UK Governments and are published on the OME website. To support these, OME produced a large body of work including summaries and analysis of the evidence, reports on issues raised during visits, statistical and economic briefings, updates on pay and labour market issues, and the setting out of detailed options for Review Bodies to consider. Secretariats also arranged visits that enabled Review Body Members to meet the staff and managers affected by their recommendations and to discuss key issues with them. This complemented the formal evidence received from employers and staff representatives.
- 2.8 The following pages set out the main work of each secretariat, including the Review Body reports produced in the year and their main recommendations. The total number of visits, meetings and reports for each Review Body is at Annex B.
- 2.9 The final part of this chapter covers the work of the Research and Analysis Group as well as the Review Body appointments processes in which OME has some involvement.

Armed Forces' Pay Review Body (AFPRB) Secretariat

The AFPRB secretariat supports its Review Body in providing independent advice on the pay and charges for members of the Royal Navy, the Army and the Royal Air Force, stationed both within and outside the United Kingdom.

In 2018/19, the AFPRB secretariat supported the Review Body through its usual annual remit which covered both pay and allowances and accommodation and food charges. During the course of the year AFPRB endorsed Financial Retention Incentives (FRIs) for Royal Signals Communications Systems Engineers, Communication System Operators and Trade Group 1 Service personnel.

The AFPRB submitted its 48th annual report in May 2019. Its main recommendations were:

- An increase of 2.9 per cent in base pay;
- OR2-1 rate of base pay to be increased to £20,000;
- Targeted measures as part of the Defence Engineering Remuneration Review;
- A 2.9 per cent increase in most rates of Recruitment and Retention Payments (RRP), compensatory allowances and Reserves' Bounties;
- RRP (Diving): removal of Level 1 and retention of the Clearance Diver Pay Spine;
- RRP (Special Communications): to be paid on a Continuous Career Basis from April 2020;
- RRP (Special Forces Communications): to be paid on a Continuous Career Basis for specific groups and the establishment of an experience-based system replacing the rank-based payment, both with effect from April 2020;
- RRP (Mountain Leader), RRP (Parachute), RRP (Parachute Jumping Instructors) and RRP (Diving) to remain at current rates;
- Mine Counter Measure Vessels Environmental Allowance to be increased by 2.9 per cent, and an additional higher value tier should be introduced for Junior Ratings at £5.00 per day;
- The introduction (in April 2020) of a revised pay scale for Chaplains with qualifying point bars within the pay progression mechanism; a standard starting salary equivalent to the current increment Level 5; and application of the X-Factor taper to Chaplains Class 1. The existing Chaplain pay spine to be increased by 2.9 per cent;
- The Northern Ireland Resident's Supplement to continue to be paid to eligible Service personnel and increased by 2.9 per cent;
- Unpleasant Living Allowance to be retained and increased by 2.9 per cent; and the qualifying locations to be widened outside the current restriction of Afghanistan to allow qualifying locations worldwide;
- Service personnel currently on Specially Determined Rates of Pay as a result of transition to Pay16 to continue to receive increases in line with the main uniform pay award;

- A 2.9 per cent increase in pay for all ranks within the Medical and Dental Officer cadre;
- A 2.9 per cent increase in General Medical Practitioner (GMP) and General Dental Practitioner (GDP) Trainer Pay and Associate Trainer Pay;
- No increase in the value of military Clinical Excellence Awards and legacy Distinction Awards;
- The scope of the Golden Hello to be extended to include those recruited and selected by the MOD for Higher Training in those consultant cadres where there is a deficit of at least 10 per cent against the DMS requirement;
- For Service Family Accommodation (SFA), CAAS Band A charges to be increased by 0.6 per cent. This recommendation will affect the charges for all lower bands as they are in descending steps of 10 per cent of the Band A rate; and
- For Single Living Accommodation (SLA), charges for grade 1 to be increased by 0.6 per cent to grade 1, 0.4 per cent for grade 2, 0.2 per cent for grade 3 and no increase for grade 4.

The Government responded on 22 July 2019 accepting AFPRB's recommendations in full.

Review Body on Doctors' and Dentists' Remuneration (DDRB) Secretariat

The DDRB secretariat supports its Review Body in providing independent advice on rates of pay for doctors and dentists in England, Scotland, Wales and Northern Ireland.

DDRB's latest pay round took place from December 2018 to June 2019. It was asked to recommend on pay and allowances for all of its remit groups in all four countries.

DDRB submitted its 47th annual report in June 2019. The central recommendations in the reports were:

- A general uplift of 2.5 per cent, to be applied across our remit group, from the start of April 2019.
- For SAS grades, an additional 1 per cent as well as the 2.5 per cent general increase that we are recommending for all groups.

For England the Government response was a 2.5 per cent uplift in pay for all groups. The value of both national and old style local clinical excellence awards (CEAs) to be frozen. On 27 June the government announced a four-year deal between the British Medical Association (BMA) and NHS Employers to amend the junior doctors' contract. The four-year deal includes a 2 per cent increase per annum for the next four years and allowances to support flexible working and an increase in pay for those working weekends and shifts. The pay award does not include General Medical Practitioners as this is the first year of the five-year contract deal.

For Scotland the Government response was 2.5 per cent uplift in pay for NHS Scotland medical and dental staff, general medical practitioners and general dental practitioners backdated to 1 April 2019. The value of distinction awards and discretionary points for consultants is to be frozen.

For Wales the Government response was 2.5 per cent uplift in pay for NHS Wales medical and dental staff, general medical practitioners and general dental practitioners backdated to 1 April 2019. The value of commitment awards and national clinical excellence awards for consultants are to be frozen.

At the time of writing there had not been a response from Northern Ireland.

National Crime Agency Remuneration Review Body (NCARRB) Secretariat

The NCARRB secretariat supports its Review Body in providing independent recommendations on pay and allowances for NCA officers designated with operational powers below the level of Deputy Director. In 2018/19 the NCARRB secretariat supported the Review Body in producing one report covering 2019/20.

In February 2019, the Home Secretary's remit letter asked the Review Body for recommendations for 2019/20 on:

- The application of the pay award for NCA officers in the standard pay ranges;
- The application of the pay award for those NCA officers who had opted into the new pay structures effective from August 2017;
- The NCA's proposals on its wider pay strategy and responses to the recommendations in the NCARRB's Fourth Report.

The NCARRB Fifth Report was published on 8 August 2019. It contained the following recommendations:

- An overall pay bill uplift of 2.5%;
- The pay band minima for Grades 5 and 6 should be uplifted by 4.25% and 4.5% respectively; and
- All officers should receive a consolidated pay uplift of at least 1% and the NCA should aim to provide all officers with a minimum consolidated uplift as close as possible to 2%.
- London Weighting Allowance for 2019/20 for NCA officers designated with operational powers should increase by 2.5% to £3,339.
- Shift Allowance is revised to 15% of base pay.

The report also contained observations on NCA pay reform.

The Government responded by accepting the recommendations in full.

National Health Service Pay Review Body (NHSPRB) Secretariat

The OME secretariat supports the NHSPRB in its role to provide independent advice on the pay for NHS Agenda for Change staff (which excludes doctors and dentists and Very Senior Managers) in England, Scotland, Wales and Northern Ireland. For its 2019 Report the NHSPRB received remit letters from the UK Government, the Welsh Government and the Department of Health, Northern Ireland. The Scottish Government had not been able to identify substantive issues to form the basis of a remit. The 2019 NHSPRB Report did not make pay recommendations for 2019/20 pay round as the pay rates were set under the three-year AfC pay agreements.

For 2018/19 to 2019/20, AfC pay agreements are in place for England, Scotland and Wales. These include: pay increases for those at the top of AfC pay bands (2 to 8c); increases to other AfC staff between 9% and 29% through pay progression, changes to starting salaries and restructuring pay bands; increases to starting salaries by removing overlaps between pay bands and a new minimum basic pay rate; a new progression framework (in England); and other changes to terms and conditions. In December 2018, the Department of Health, Northern Ireland implemented the 2018/19 AfC pay award by applying the 2018/19 English settlement to existing pay rates in Northern Ireland.

The NHSPRB Report was welcomed by the UK Government and published in July 2019. It made no pay recommendations but provided commentary on its standing remit and made observations on the AfC pay agreements:

- Widespread recognition that the NHS workforce challenge was among the most significant faced by the NHS. An NHS People Plan was scheduled for later 2019 to underpin major service changes;
- There has been investment to reform AfC pay with the AfC agreements designed to support planned workforce developments. The Review Body's approach to monitoring the implementation and impact of the agreements was based the core issues in its standing terms of reference;
- Affordability considerations included securing sufficient ring-fenced resource for workforce developments and investment in training and development.
- The workforce gap persisted and continued to create high levels of vacancies, work pressures and potential risks to patient care. Recruitment risks were pre-registration entrants, EU recruits and the development of new roles. Retention risks were workload, flexible working and leadership;
- Trends in the nursing workforce were a particular concern from increasing vacancies and the decline in the number of degree applicants;
- Workforce planning needed to be informed by requirements for services and transformation, NHS funding constraints and expected productivity improvements. The accountability for workforce planning continued to be dispersed despite the need for system-wide solutions;
- The NHS Long Term Plan identified productivity improvements and, for NHS staff to contribute to these effectively, they should be fully involved in their planning and delivery; Bank working had allowed organisations to cover the workforce gap and had delivered flexibility for some staff. More work was needed its role as part of the overall resourcing strategy;
- With a tightening of the labour market, the reformed AfC pay structure needed to be supported by effective entry routes, new roles and career pathways, and by ensuring existing staff worked in a supportive and well-managed environment and so were able to act as advocates for AfC roles.

Police Remuneration Review Body (PRRB) Secretariat

The PRRB recommends on pay and allowances for all police officers up to and including the rank of chief superintendent in England, Wales and Northern Ireland.

PRRB Northern Ireland Fourth Report

This report was submitted to the Department of Justice Northern Ireland on 25 May 2018. The PRRB recommended that:

- The time-limited 1% non-consolidated pay award received by the federated and superintending ranks in 2017/18 should be consolidated into all pay points for officers at these ranks.
- In addition to and following the above recommendation, a consolidated increase of 2% to all pay points for police officers at all ranks.
- An increase of 2% in the current level of the Northern Ireland Transitional Allowance (NITA) and the Dog Handlers' Allowance.
- The Competence Related Threshold Payment (CRTP) scheme remains open to new applicants pending the outcome of the comprehensive review and that the current level of CRTP does not increase.

The report was published on 4 February 2019, when, in the absence of a Minister of Justice, the Permanent Secretary of the DoJ responded to the recommendations by awarding police officers at the federated and superintending ranks in Northern Ireland a backdated 2% consolidated pay increase. The DoJ also approved an increase of 2% to the NITA and Dog Handlers' Allowance. On 17 June 2019, the DoJ announced that chief police officers in Northern Ireland would receive a backdated consolidated pay increase of 2%, along with a 2% increase in the NITA.

PRRB England and Wales and Northern Ireland reports 2019/20

At the request of the Home Secretary and Permanent Secretary of the Department of Justice in Northern Ireland, chief police officers were included in the PRRB remit for 2019/20.

The recommendations from the 2019 PRRB report for England and Wales were:

- A one-year pay award for police officers in 2019/20.
- A consolidated increase of 2.5% to all police officer pay points for all ranks.
- Subject to further review in the next pay round, no change to the current arrangements for apprenticeship progression, namely that following twelve months, and subject to satisfactory completion of Year 1 of their apprenticeship, apprentice constables should move to the next pay point on the existing police constable pay scale.
- An increase of 2.5 per cent in London Weighting and Dog Handlers' Allowance.
- An increase in the On-call Allowance from £15 to £20.

The report also contained observations on police pay reform.

The Government responded on 22 July 2019 by accepting the PRRB's recommendations on England and Wales in full. The completed PRRB report for Northern Ireland was submitted to the Permanent Secretary at the Department of Justice for Northern Ireland on 29 May 2019. A response is awaited.

Prison Service Pay Review Body (PSPRB) Secretariat

The PSPRB secretariat supports its Review Body in providing independent advice on pay for governing governors, operational managers, prison officers and support grades in HM Prison Service (England and Wales) and equivalent posts in the Northern Ireland Prison Service.

The recommendations from the 2019 PSPRB England and Wales report were:

- The *Fair and Sustainable* National Bands 2, 4 and 5 base pay points, along with all closed support and officer grade spot rates, be increased by 2.2%, consolidated and pensionable for all staff
- The consolidated, pensionable salary for Prison Auxiliary and Night Patrol staff be increased to the National Living Wage or by 2.2%, whichever gives the greater amount.
- The Fair and Sustainable National Band 3 base pay points be increased by 3.0%, consolidated and pensionable for all staff.
- The *Fair and Sustainable* National Bands 7 to 11 base pay minima and maxima and the closed operational manager scales (including the closed grade Required Hours Addition cash element) be increased by 2.2%. Staff in *Fair and Sustainable Bands 7 to 11* should have their pay increased by 2.2% so that they remain at the same relative position in the 2019 pay range. This award to be consolidated and pensionable for all staff.
- The *Fair and Sustainable* operational graduate and Accelerated Development schemes consolidated, pensionable pay rates be increased by 2.2%.
- All staff in *Fair and Sustainable Bands 3 to 5* who are in post on 31 March 2019 progress by one pay point effective from 1 April 2019, unless they have been placed on formal poor performance procedures.
- Staff in Fair and Sustainable Band 5 who are in post on 31 March 2019 and receive a performance marking of 'Outstanding' receive an additional one per cent non-consolidated, non-pensionable performance pay award based on 31 March 2019 base pay.
- Staff in *Fair and Sustainable Bands 7 to 11* who are in post on 31 March 2019 and receive a performance marking of 'Good' receive a consolidated and pensionable progression increase of four per cent, capped at the new 2019 band maximum.

Staff in *Fair and Sustainable Bands 7 to 11* who are in post on 31 March 2019 and receive a performance marking of 'Outstanding' receive a consolidated and pensionable progression increase of six per cent, capped at the new 2018 band maximum. Those within six per cent of the maximum, or at the maximum, should receive the balance of the six per cent as a non-consolidated, non-pensionable payment, capped at two per cent of base pay.

- From 1 April 2019, pay point 1 of the *Fair and Sustainable* National Band 2 is removed so that the band becomes a spot rate. All staff on pay point 1 are to be moved to pay point 2, irrespective of eligibility or performance, to facilitate this change.
- From 1 April 2019 (and following the uplift in recommendation 4), the *Fair and Sustainable* National Band 7 pay range is shortened from 20 per cent to 15 per cent by raising the minimum so that the new 2019 maximum is 15 per cent above

that value. All staff below the minimum at this stage to move onto the new pay range minimum before progression is applied.

- The fixed cash pay differentials for the *Fair and Sustainable* Outer and Inner London zones are increased by 2.2% and continue to be applied consistently across all bands, positioning maxima at £2,659 and £4,046 respectively above the base 37 hour National zone pay. We also recommend adjusting minima and intermediate points so that progression steps are the same percentage as on the National bands. The increases to be consolidated and pensionable.
- The temporary £5 increase to the rates for Payment Plus, Operational Support Grade overtime and Tornado currently in place be made permanent from 1 April 2019.
- The introduction of a new non-pensionable and annualized on-call allowance of £6,670 for the National Tactical Response Group and the National Dog and Technical Support Group effective from 1 April 2019.
- The Prison Governors' Association and Her Majesty's Prison and Probation Service present, in evidence for the 2020 report, an update on the workloads of operational managers and the new workload management tool.

The Government responded to the 2019 England and Wales report on 22 July 2019 accepting the recommendations in full.

The recommendations from the 2018 PSPRB Northern Ireland report were:

- All staff to receive consolidated increases of at least 2.0%, after progression and this award. A number of restructuring changes to pay scales and spot rates.
- The rate for the Supplementary Risk Allowance (SRA) is increased to £2,950 for all eligible staff.
- The Governor on-call allowance rates to be increased to £11.65 (weekdays), £18.65 (weekends and privilege holidays) and £22.65 (public and bank holidays).
- The introduction of a three-tier, non-pensionable drivers' allowance for the Prisoner Escorting and Court Custody Service staff.
- All other allowance rates to remain at current levels.
- Proposals are put to us as soon as possible to align the SRA with the Police Service of Northern Ireland Transitional Allowance.

On 28 February 2019 the Permanent Secretary of the Department of Justice responded to the 2018 Northern Ireland report recommendations accepting the majority, with the exception of those for pre-2002 Senior Officers, and pre- and post-2002 Main Grade Officers. Awards for these grades were reduced to a consolidated 1.5% to all pay points and spot rates.

The PSPRB received an activation letter from the Permanent Secretary of the Department of Justice on 4 March 2019 to proceed with the 2019-20 Northern Ireland pay round. The PSPRB submitted its 2019 report to the Permanent Secretary of the Department of Justice on 30 July 2019. The Northern Ireland Government has yet to respond to the 2019 PSPRB Northern Ireland report.

Review Body on Senior Salaries (SSRB) Secretariat

The SSRB secretariat supports its Review Body in providing independent advice on the pay of: the Senior Civil Service (the SCS) in Great Britain; the salaried judiciary in the United Kingdom; senior officers of the Armed Forces of the Crown (stationed both within and outside the United Kingdom); Executive and Senior Managers (ESMs) in the Department of Health Arm's Length Bodies in England; Police and Crime Commissioners (PCCs) in England and Wales; and Chief Police Officers in England, Wales and Northern Ireland.

In June 2019, the SSRB submitted its annual report on the pay of the SCS and the senior military for 2019-20. In respect to the SSRB's other remits:

- Following our review last year of PCCs pay, the SSRB was not asked to conduct an annual review for this group this year.
- For the second year, ESMs remained temporarily removed from the SSRB's remit at the Review Body's suggestion.
- Also, for the second year, the SSRB was instructed by the government not to review the pay of Chief Police Officers as this would be covered by the Police Remuneration Review Body.
- The SSRB was not asked to consider a pay award for the judiciary pending a response to the Major Review. The government announced on 5 June 2019, that it was implementing a 2 per cent pay award to the judiciary which was backdated to 1 April 2019.

The SSRB's headline recommendations in the 2019 Report were:

- Pension flexibility should be examined as a matter of urgency with the aim of reducing the perverse incentives that senior public sector employees may be facing.
- Senior civil service (SCS): a 2.2 per cent increase to the paybill, allocated in the following order of priority: 0.9 per cent to address the lack of pay progression and anomalies; 0.2 per cent to increase the pay band minima; 0.9 per cent to provide a 1 per cent consolidated basic pay increase for all SCS members not benefiting from the increase to the pay band minima (except those subject to performance improvement measures) and 0.2 per cent to help fund specialist pay.
- Senior military: a 2.2 per cent consolidated increase to base pay.

The Report was published on 22 July 2019 and the response from the government on the main recommendations were:

- Commitment to keep under review the impact of the interaction between civil service pensions and the current tax rules on recruitment and retention.
- Senior civil service: the overall paybill increase should be limited to 2 per cent in line with the figure contained in the delegated pay remit guidance. The reduction of 0.2 per cent would be taken from the money set aside for specialist pay.
- Senior military: a 2 per cent consolidated pay increase to base pay.

In October 2016, the SSRB was asked by the then Lord Chancellor and Secretary of State for Justice to conduct a Major Review of the Judicial Salary Structure. The SSRB was invited to make recommendations on the judicial salary structure and appropriate pay levels required to recruit, retain and motivate high-caliber office holders at all levels in Courts and Tribunals. The Review also looked at whether the current salary structure could be simplified and how best to reward judicial leadership.

A Judicial Sub-Committee of the SSRB oversaw this work, which included a large number of visits, meetings, a public consultation, consideration of oral and written evidence (including a public call for evidence) and three pieces of commissioned research. The final report was submitted to government on 28 September 2018.

On 26 October 2018, the Major Review Report was published to which the government issued an interim response. The government announced it would implement a pay award of 2 per cent for the judiciary from 1 April 2018 (the SSRB had recommended an award of 2.5 per cent).

On 5 June 2019, the government responded in full to the Major Review recommendations, including:

- Introduction of short-term recruitment and retention allowances (RRAs) to address recruitment issues for salaried High Court judges (25 per cent), Circuit and Upper Tribunal judges (15 per cent), and for those judicial office holders above them in the judicial hierarchy who are members of the New Judicial Pension Scheme 2015. These allowances are to remain in place pending longer-term pension reform.
- Retention of the existing salary structure with a new salary group 8.
- Partial acceptance of the SSRB's recommendations to move some posts to higher salary groups.
- Rejection of the recommendation to introduce the leadership allowances.

School Teachers' Review Body (STRB) Secretariat

The STRB secretariat supports its Review Body in providing independent advice on the pay, professional duties and working time of school teachers, including head teachers, in England. The Review Body also advised on the pay and conditions of teachers in Wales until September 2018.

STRB received a remit from the Secretary of State for Education on 21 November 2018. The remit asked the review body to consider:

- An assessment of what adjustments should be made to the salary and allowance ranges for classroom teachers, unqualified teachers and school leaders to promote recruitment and retention. An assessment of what adjustments should be made to the salary and allowance ranges for classroom teachers, unqualified teachers and school leaders to promote recruitment and retention, within the bounds of affordability across the school system as a whole.

The STRB submitted its 29th report in May 2019, making the recommendation that the minima and maxima of all pay and allowance ranges for teachers and school leaders are uplifted by 2.75% from September 2019.

The Government published the report on 22 July 2019 and stated that, subject to statutory consultation, it planned to accept the recommendation in full and apply a 2.75% uplift to the minima and maxima of all pay ranges and allowances.

Research and Analysis Group

- 2.10 The Research and Analysis Group – comprising specialists in economics, statistics and remuneration – provides advice and analysis to the Review Bodies and their OME secretariats on pay, the economy and the labour market. As required, the Group commissions cross-cutting research of relevance across Review Bodies and to OME as a whole, and also contributes to research projects commissioned on behalf of individual Review Bodies. To do so, the Group draws on the expertise and knowledge of economist members of the Review Bodies. Members of the Group also keep up to date with external developments on the labour market and pay, including via professional networks within and outside Government. The Research and Analysis Group also undertakes in-house analysis, provides targeted statistical quality assurance, and ensures value for money, good quality research is procured and disseminated.
- 2.11 In the year to August 2019 three pieces of externally-commissioned cross-cutting research projects neared completion, including work focused on understanding the gender pay gap in the UK public sector (University of Cardiff); labour market interactions (National Institute of Economic and Social Research); and evaluating total reward, pay and pensions in the public sector Pay Review Body remit groups (University of Sussex). Early results from these projects, which were commissioned from the 2018 Open Call for research procurement exercise, were presented under Chatham House rules at an OME ‘research on public sector pay’ conference on 21 March 2019. It is intended that final reports from these projects will be published on the OME website in autumn 2019.
- 2.12 A new Open Call research procurement exercise was conducted during spring 2019 resulting in two new pieces of research being commissioned: the use of apprenticeships in the public sector (King's College London) and the impact of pay and reward on the retention of teachers (RAND Europe).
- 2.13 RAG continued to operate a flexible fast stream resource initiative: two fast stream economists in the team helped progress strategic cross-cutting research and analysis - including in the pensions and apprenticeships areas - and were also made available to support analytical work within secretariat teams. These fast streamers were, in practice, deployed extensively in Review Body secretariats during the busy Review Rounds.
- 2.14 RAG progressed analytical priorities within the Office, including revision of the analytical quality assurance guidelines and improving external stakeholder relationships. RAG accepted temporary responsibility for managing OME’s financial matters during a spell of maternity leave.

Review Body appointments

- 2.15 The OME does not appoint Pay Review Body Chairs and Members; this is the responsibility of the sponsoring departments. However, the secretariats support the process; for example, they check that adverts and candidate packs contain up-to-date information about the roles. The OME Director usually sits on the interviewing panel.
- 2.16 During the course of the year, 14 new Members joined the Review Bodies and 2 existing Members were re-appointed. OME provided advice to the sponsoring departments to support these processes and OME secretariats organised induction programmes for the new Members.

Annex A

OME Staff Resources 2018 and 2019

Table A: OME Staff in post (Headcount and Full-time equivalent)

Grade	As at 31 August 2018		As at 31 August 2019	
	Headcount	<i>Full-time equivalent</i>	Headcount	<i>Full-time equivalent</i>
SCS	4	3.8	5	4.8
Grade 6	1	1.0	1	1.0
Grade 7	11	10.4	10	9.4
SEO	1	1.0	1	1.0
	Fast stream		2	2.0
HEO	7	7.0	7	7.0
EO	1	1.0	1	1.0
AO	5	4.4	5	4.4
Total	32	30.6	32	30.6

Note: 2019 headcount includes 1 supernumerary SCS and excludes 2 vacancies, one each at both Grade 7 and HEO levels.

Annex B

Review Body Secretariat Work Volumes 2018/19

Secretariat	Visits	Meetings	Reports
AFPRB	18	17	1
DDRB	5	11	1
NCARRB	1	4	1
NHSPRB	8	15	1
PRRB	5	10	2
PSPRB	15	21	3
SSRB	5	10	1
SSRB – Major Review	n/a ²	n/a ³	1
STRB	17 ⁴	19	1
Total	74	107	12

² 17 visits were undertaken during the Major Review in the period July 2016 to February 2018.

³ A total number of 26 Judicial Sub-Committee (JSC) and Advisory and Evidence Group (AEG) meetings were held throughout the Major Review in the period July 2016 to August 2018.

⁴ The number of individual schools (or other organisations) visited.

Annex C

Research commissioned and managed by the OME September 2018 to August 2019

Research title	Pay Body / all OME	Aim and weblink (where available)
Discrimination Law and Pay Systems	OME	To inform on recent developments in the case and other law relating to discrimination, enabling Review Bodies to fulfil their remits to have regard to equality legislation. Also, to increase understanding of how developments in discrimination case law might be relevant to public sector pay structures and pay determination. [https://www.gov.uk/government/publications/discrimination-law-and-pay-systems-2018]
Understanding the gender pay gap within the UK public sector	OME	To examine the drivers of gender pay gaps in public sector workforces and identify their explained and unexplained components. [We expect this research to be published in autumn 2019]
The dynamics of public and private sector wages, pay settlements and employment	OME	To deepen understanding of public sector labour markets and their dynamic interactions with the private sector, looking at how the level of wages across sectors is determined in the UK and which sector acts as the long-run wage leader; and spillovers between the public and private sectors. [We expect this research to be published in autumn 2019]
Total Reward, Pay and Pensions in the Public Sector Pay Review Body Remit Groups	OME	To evaluate a comprehensive measure of total reward (pay, pensions and other 'benefits in kind') over the lifetime, and how to compare this for UK public and private sectors workers in different occupations. [We expect this research to be published in autumn 2019]
Use of Apprenticeships in the public sector	OME	To meet the need for evidence highlighted by the Review Bodies on the capacity of apprenticeships to fill 'workforce gaps' within public service workforces. Whether apprenticeships have and can meaningfully impact on recruitment and retention and, if so, how and why. [We expect this research to be published in late-spring / early summer 2020]
Impact of pay and reward on the retention of teachers	OME	To measure the impact of pay, reward and other working conditions on the retention of teachers. [We expect this research to be published in late-spring / early summer 2020]
Review of X-Factor components	AFPRB	To recommend a revised set of X-factor components that will form the basis for future comparisons of key aspects of military and civilian employment. [We expect this research to be published late 2019/early 2020]
Pay comparability study for UK prison staff	PSPRB	To develop a criteria-based methodology to identify appropriate comparators to a range of specified prison service roles and to identify suitable robust data sources that could be used to inform pay comparisons. The contractor may also undertake an initial analysis of the pay of prison staff in comparison to the identified roles. [We expect this research to be published in autumn 2019]

Teacher survey	STRB	To elicit views of school teachers on a number of pay related issues, including: the most important recruitment factors; the percentage of teachers considering leaving the profession and where they consider going instead; how pay and benefits compare to other professions; and views on key aspects of the existing pay framework. [We expect this research to be published in autumn 2019]
----------------	------	--