

IDR

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Prison Staff Pay Comparability

A report for the Office of Manpower Economics



IDR

Pay Data | Intelligent Decisions

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Disclaimer

The content of this report reflects the methods developed by IDR for this exercise and the findings do not necessarily represent the views of OME or of the PSPRB.

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1. Introduction and key findings

Background

This report presents the findings of a pay comparability exercise for operational Prison Service staff conducted by Incomes Data Research (IDR) for the Office of Manpower Economics, which provides the secretariat to the Prison Service Pay Review Body (PSPRB). The research reflects the methods applied by IDR and the findings do not necessarily represent the views of OME or of the PSPRB.

The Prison Service Pay Review Body (PSPRB) examines and makes recommendations on the rates of pay and allowances for operational Prison Service Governors, operational managers, Prison Officers and support grades in the England and Wales Prison Service, and equivalent posts in the Northern Ireland Prison Service. While direct pay comparisons are not formally part of the body's remit, it is required to consider labour markets and their effects on the recruitment and retention of suitably able and qualified Prison Service staff. It is in this context that a pay comparability exercise, comparing pay for prison staff with that for jobs deemed to be comparable in the wider market, can make a useful contribution to the wider labour market evidence base available to PSPRB in its consideration of Prison Service pay.

This exercise involved identifying a set of potential comparators for the 'Fair and Sustainable' (F&S) Prison Service grades using our own methodology, followed by pay comparisons which examined the 2018/2019 HMPPS salary ranges in relation to those for comparators identified by IDR as the most appropriate.

Identification of comparators

Pay comparisons are usually undertaken by looking at pay for similar jobs. In the case of operational Prison Service grades, the specific working environment and responsibilities mean there are few direct external comparators. However, it is still possible to undertake robust pay comparisons based on characteristics commonly found in other roles at a similar level of skill and responsibility and within broadly comparable disciplines or working environments. While the identified comparators are not necessarily 'competitors' to the Prison Service roles in all

areas of the country, we believe they do provide a useful benchmark. Section 2 of this report provides a description of the methodology used to identify pay comparators for Prison Service grades and our findings are detailed in section 3. Appendix 1 provides the details of our assessments, rationale and overall ratings for each of the comparators considered.

The number of comparators varies for each role and the reader should bear in mind that the proposed comparators are the result of IDR's particular approach and methodology; other approaches might identify alternative/additional comparator professions. In this context, the pay comparisons in this report should be considered as being *indicative* of the relative position of Prison Service pay.

Key findings on comparator professions

Through a detailed process of examining and eliminating a large pool of jobs that *might* serve as comparators for Prison Service grades, we reached a set of comparators considered by IDR to provide a good match for each grade as follows:

- **Operational Support Grade (Band 2)** Operations Support Officer in privately managed prisons, Scottish Prison Service Operations Officer, Security Officer in the NHS, Airport Security Officer in the private sector, and Ambulance Care Assistant/Patient Transport Driver in the private sector
- **Prison Officer (Band 3)** – Prison Officer in privately-managed prisons, Scottish Prison Service Residential Officer, Police Constable (in the first 2 to 4 years of their career), 999/101 Emergency Call Handler, Firefighter, Police Community Support Officer, Ambulance Emergency Care Assistant in the NHS, Approved Premises Residential Worker in the National Probation Service, Residential Children's Worker in the private sector, and Assistant Border Force Officer (AO grade) at the Home Office
- **Supervising/Specialist Prison Officer (Band 4)** – Supervising Officer in privately-managed prisons, Police Constable (after 4 years in role), Fire Service Crew Commander, Army Sergeant, and Border Force Officer (EO grade) at the Home Office
- **Custodial Manager (Band 5)** – Operations Manager in privately-managed prisons, Fire Service Station Manager/Watch Manager, Army Warrant Officer Class 2 and Police Sergeant

- **Deputy Governor/Head of Function (Band 8)** – Deputy Governor/Director in privately-managed prisons, Police Chief Inspector/Superintendent; Fire Service Area Manager, Army Lieutenant Colonel (OF4), and Approved Premises Area Manager in the National Probation Service
- **Governor (Band 10)** – Army Colonel (OF5), Police Chief Superintendent, Assistant Chief Fire Officer, Secondary School Headteacher, Scottish Prison Service Governor (Band H), and Head of Operation Function (band C) in the National Probation Service
- **Governor (Band 11)** – Prison Director in privately-managed prisons, Army Brigadier (OF6, one-star), Scottish Prison Service Governor (Band I), Secondary School Headteacher, Assistant Chief Fire Officer, Assistant Chief Police Constable, and Local Government Service Director

Initial pay comparisons

Once we had established a final list of ‘good’ comparators, we set about undertaking initial pay comparisons. These examine the relative position of Prison Staff basic pay, including any location allowances, and basic pay plus unsocial hours pay by comparing HMPPS salary ranges with salary ranges for professions deemed as ‘good’ comparators from the earlier work.

There are a number of important points to note here about our approach:

- The focus of our comparisons here is on gross basic earnings. This includes consolidated payments for any shift or unsocial hours working or location payments but excludes wider elements of the reward package, including pensions, which were outside the scope of this study.
- The analysis includes comparisons of basic pay and of basic pay plus unsocial hours pay, both nationally and regionally, recognising market supplements where appropriate.
- Salaries for some comparators, including roles in private prisons, incorporate the requirement to work unsocial hours in a single ‘basic salary’ range. For completeness, we have presented that salary range in both the ‘basic pay’ and ‘basic pay plus unsocial hours’ comparisons in this report. In such cases, we would advise that the ‘basic pay plus unsocial hours’ comparisons is the most appropriate.

- Salary data for comparators is generally for 2018/19. The exception is that for private prisons roles (included in the 'National' comparisons) where the collected data relate to 2019.
- The number of comparators varies by pay band, depending on the number of 'good' comparators identified. Similarly, the number of 'good' comparators varies by region and can be small, dependent on both the existence of roles in a particular region and on data availability.
- Salary data used in the pay comparisons covers 2018/2019 and has been sourced specifically for the purposes of this exercise, drawing on a number of sources as follows: published salary ranges for key public sector groups, data provided by employers as requested by IDR, panels of job advertisements compiled by IDR, and published annual accounts.
- The pay comparisons presented in this report cover one year only 2018/2019. Whilst this provides some indication of the relative position of Prison Service pay, greater value may result from tracking the relevant pay data over subsequent years, thereby supporting an analysis of the extent to which the relative position of Prison Service pay changes over time.
- The pay comparisons in this report should be considered as being indicative of the relative position of Prison Service pay.

Key findings from initial pay comparisons

Section 4 of this report provides the detailed analyses. The headline findings from our analysis are as follows:

- The basic pay range for an **Operational Support Grade (Band 2)** is below that for comparator professions in all regions (National, South East, inner and outer London). There is, however, a mixed picture when pay for unsocial hours is included in the analysis.
- **Prison Officer (Band 3)** salary ranges tend to overlap with the salary ranges for comparators, particularly when unsocial hours pay is included.
- The **Supervising/Specialist Prison Officer (Band 4)** pay ranges are below those for the majority of comparators. The picture is improved against some comparators when unsocial hours payment is included in the analysis.

- The **Custodial Manager (Band 5)** basic pay ranges are below those for comparators across all regions. The picture is improved against some comparators when unsocial hours payment is included in the analysis.
- The **Deputy Governor/Head of Function (Band 8)** basic pay range is below six out of seven of the comparator ranges. Results are similar when unsocial hours payment is included in the analysis.
- The **Governor (Band 10) and Governor (Band 11)** basic pay ranges fall below the majority of comparator ranges. However, when unsocial hours pay is included the analysis is more mixed.

Every effort has been taken to ensure that the analysis in this report is accurate and complete. The analysis has been checked for errors, particularly the comparator salary data in our working file which was cross-checked against the various original data sources. The report has also been peer-reviewed by the Editor in Chief, Ken Mulkearn.

2. Methodology

Further details of our methodology are provided in the following sections.

2.1. Identifying comparators

IDR undertook a desk-based exercise, assessing the suitability of a range of potentially comparable jobs and subsequently undertook comparisons of pay for those jobs deemed most appropriate with salary ranges for the operational Prison Service grades.

Our methodology involved a number of detailed steps as outlined below.

a) Obtain role profiles for each of the F&S prison grades

As a starting point we obtained job descriptions from the Prison Service for each of the prison grade roles to be included in the comparability exercise¹. In some cases, we also reviewed individual job descriptions for jobs found within the group profile. For example, we reviewed the job description for Band 3 which sets out the group profile for a Prison Officer, as well as the individual job description for a 'Safe, Decent and Secure Prison Officer' at Band 3 to gain a better understanding of the different types of roles covered by the role profile.

b) Job evaluate each of the F&S prison grades

Once collected we reviewed the job descriptions and evaluated them using our own scheme². The purpose of the job evaluation was not to challenge the Prison Service's job evaluations of the Prison Service jobs but was used instead to provide us with a solid understanding of each of the grades, and thus formed the groundwork for the next step, i.e. identifying comparators for the F&S grades. This process also enabled us to identify three key characteristics of Prison Service roles which we would use as a means of assessing the quality of job matches, as follows: skills mix; working environment; and incident response (see below).

¹ 'Fair & Sustainable' (F&S) grades 2, 3, 4, 5, 8, 10 and 11.

² The IDR Job Evaluation Scheme itself is a seven-factor analytical scheme covering the most common components of jobs.

The IDR Job Evaluation Scheme was used on the grounds that a) the IDR project team are most familiar with this scheme since we developed it; b) we have used the scheme to evaluate a wide range of roles found across the public and private sectors; and c) our staff have used this methodology to review Prison Service jobs previously for an exercise undertaken for the PSPRB in 2015³.

c) Undertake semi-structured interviews with key stakeholders

To further enhance our understanding of the jobs and work involved we conducted semi-structured telephone interviews with representatives from the Prison Service, the Prison Governors' Association (PGA)⁴ and members of the PSPRB. These interviews allowed us to gain further insights from both the employer and employee perspective about day-to-day working in prisons and similarities and differences with jobs in other parts of the economy. These discussions provided useful context for the nature of the jobs to be compared and provided some suggestions as to possible comparable jobs. Information from these conversations also helped us to arrive at the set of three key characteristics for Prison Service grades.

d) Identify possible comparators in the external market

Following discussions with representatives from the Prison Service, the PGA and the PSPRB we set about compiling a relatively large pool of potential comparators from both the public and private sectors for review using a range of sources as follows:

- i.) Previous studies undertaken for the PSPRB⁵
- ii.) Semi-structured interviews with key stakeholders
- iii.) *IDR Pay Benchmark* database – identifying jobs in our database that have previously been evaluated to be at the same level of responsibility and skill as each of the Prison Service jobs
- iv.) IDR suggestions for comparators based on our knowledge of the Prison Service jobs and those in the wider labour market.

³ 'Pay, pensions and reward packages for private custodial service staff', IDS, March 2015.

⁴ We also approached the POA and PCS.

⁵ Undertaken by Michael Armstrong and Whitmuir Management Consultants in 2002 and DLA MCG Consulting in 2005 and as detailed in the PSPRB's reports.

The IDR project team have undertaken similar exercises identifying comparators as part of other client projects comprising a range of 'unique' roles in both the private and public sectors. One of these projects included a review of Prison Service jobs for an exercise undertaken for the PSPRB in 2015. Each of these comparability exercises involved using a thorough and tested job evaluation process under the IDR job evaluation scheme. Since we have used the IDR scheme to evaluate a wide range of roles across the public and private sectors as part of other projects, we were able to draw on this knowledge when it came to identifying potential comparators for this project.

e) **Collect comparator job descriptions**

Once the pool of potential comparator jobs had been identified, the next step was to gather job descriptions. Some of these were provided to us, for example for jobs in the Probation Service. Others we already held in our archive of job descriptions, but the majority were obtained from careers sites and via recruitment websites. Job descriptions can vary significantly in the detail provided so therefore individual job descriptions were selected based on the richness of the description of the role and where these provided both a detailed outline of the role's responsibilities and a personal specification, setting out the key attributes required, which provided an indication of the nature of the role.

Due to time constraints, we examined one job description per comparator role, rather than a sample of job descriptions. In the majority of cases these cover role profiles for key professionals in the public sector and are, therefore, of a high quality and rich in information. In the few instances where full job descriptions could not be obtained, indicative descriptions or role profiles were collected. For example, the role of Colonel had been identified as a potential comparator to the Deputy Governor/Head of Function role in the Prison Service and a summary outline of the role of Colonel from the British Army website was used to assess its suitability as a comparator in the absence of a full job description.

f) Assess the suitability of wider pool of comparator jobs

Once we had a large pool of possible comparators to consider, the team undertook a high-level sifting process, discounting any jobs considered ‘not ‘relevant’ by the project. We did this by reflecting on the Prison Service role and discussing the suitability of each role as a comparator (including the duties, nature and context of the role). Some roles were identified as being not relevant even though they operate at the same broad job level, for example, by being too administrative in nature and not ‘hands-on’ enough to serve as a suitable comparator and were discounted. In each case we provide our rationale in the detailed tables at Appendix 1. For Band 2, for example, we began the process with 26 jobs in total, of which seven were eliminated at this early stage, leaving 19 for our detailed assessment.

Jobs were considered at the ‘competent’ level of experience, rather than entry or experienced, except in the case of Police and Army comparators where longer pay scales and career grades meant comparisons are better matched to particular points in the career. For example, Police Constables in years two to four were considered to provide a good comparator for competent Prison Officers in Band 3, whereas more experienced Police Constables serve as a comparator for Supervising/ Specialist Officers in Band 4.

g) Determine a refined group of ‘good’ comparators

The final step involved assessing the extent to which comparator jobs serve as a good fit based on key characteristics by means of a comparator matrix. This matrix tested the proposed comparisons between the prison jobs and the comparator jobs using the three key characteristics of prison roles identified previously:

- i.) Skills mix
- ii.) Incident response
- iii.) Working environment.

The **skills mix** factor involved comparing the skills mixes of different jobs at the same level, rather than at skill level as such, since this had already been established by the work undertaken in the previous step.

Incident response is a term used to describe the well-coordinated effort to rapidly respond to incidents, many difficult and some involving life-threatening, violent, traumatic and distressing situations. It aims to represent the unpredictability of Prison Service work and requirement for maintaining good order and control, as well as the degree to which job holders are required to follow procedures, respond to dynamic situations, and plan ahead to ensure the safety of all concerned.

Working environment captures the degree to which comparator jobs a) work in ‘controlled’ conditions and b) face similar physical and/or emotionally demanding situations. ‘Controlled’ conditions may be exercised through a formal rank system as in the military, the police, and fire and rescue service or by procedures as in the NHS or certain care establishments. In respect of physical and emotional demands, these include threat of violence or abuse and exposure to difficult or distressing situations and vary by frequency and intensity across different occupations. The exercise undertaken here is limited to making a broad judgement on comparability, for example, a Prison Officer may experience abuse and physical threats more frequently than a firefighter, but the latter is more likely to face more intense life-threatening situations.

Each job was then assessed as providing either a low, medium or high match on each of the three factors, which corresponded to 1, 2 or 3 points respectively (see table ME1). The points were then combined to produce an overall score which correlates to one of three overall assessments detailed in the table overleaf. These ‘good’ comparators are those which IDR consider are the most appropriate comparator.

After completing this process, we held an internal workshop of the IDR project team to discuss and peer review the outcomes of each assessment. Additionally, we reviewed the scoring system to sense check both the scoring for the individual characteristics and our overall match rating. The results of this element of work were shared with the OME and PSPRB members and we attended a meeting to gather feedback from individual members on our recommended comparators, as well as discussing draft outputs with the OME and two review body members

in further detail. We subsequently reviewed some of the matching, adjusting as necessary, before finalising the list of comparator roles for each of the operational Prison Service grades to be used in the pay comparisons. The final list of ‘good’ comparators is provided in section 3 and the details of our assessment at Appendix 1.

Table ME1 Scoring matrix for reaching an overall assessment

Total number of points	Overall assessment	Definition
Less than 5	Poor	The role undertakes similar duties but which may not be at the same level of skill/responsibility and/or the role offers little matching in terms of the key characteristics
More than 5 but less than 7	Fair	The role provides a fair match for the main duties and responsibilities and partly matches the key characteristics
7 or more	Good	The role provides a good match both in terms of the main duties and responsibilities and has similar key characteristics

2.2. Initial pay comparisons

Once we had established a final list of ‘good’ comparators, we set about undertaking initial pay comparisons. These examine the relative position of Prison Staff salary ranges for basic pay, including any location allowances, and basic pay plus unsocial hours pay and compare HMPPS salary ranges with salary ranges for comparators. Salary data for comparators in the public sector was sourced from publicly available pay scales. In the case of private sector salary data, IDR compiled panels of data sourced from job advertisements. Where necessary IDR sought clarifications from employers regarding salary levels and any additional payments. There are specific items to note about the salary data used in our analysis as detailed below.

a. HMPPS salary data

HMPPS basic salary ranges are based on a 37-hour week and the minimum and maximum figures used in the pay comparisons refer to pay points 1 and 5 of the pay zone respectively for band 2, 3, 4 and 5, effective 1 April 2018. The exception is for Band 3 prison officers in red and amber sites where the minimum is pay point 3 (the midpoint of the salary range) and also

includes the relevant market supplement (see below). It should be noted the practice of recruiting new staff at these sites to the midpoint of the range has ceased in April 2019, with new recruits starting at the pay range minimum. Pay comparisons including unsocial hours pay is based on 37 hours including 17% unsocial hours pay for Bands 2 to 5 and for 37 hours including Required Hours Addition for Bands 7 to 11.

b. Comparator data

NHS salary ranges are based on the minimum and maximum of the relevant pay band for the comparator role, effective 1 April 2018. Where appropriate, this includes the relevant High Cost Area Supplement of 20% in inner London, 15% in outer London, and 5% in the South East (subject to minimum and maximum supplements which vary by pay band), as published in Appendix B of the NHS Pay Review Body, 31st Report 2018. Comparisons of basic pay plus unsocial hours pay include unsocial hours pay element worth 23%, as calculated by IDR. Unsocial hours premiums in the NHS vary both time of work and pay band. Our calculation involved assessing a number of different shift patterns covering 24/7 working for staff in Band 2 and 3 in the specific roles we have identified as good comparators.

Armed Forces (Ministry of Defence) salary ranges are based on the minimum of supplement 1 pay range and maximum of supplement 4 range of the relevant rank. The salary figures exclude the 14.5% X-Factor payment, which is tapered for staff in grades OF5 and OF6, as provided by the OME, effective 1 April 2018. There are no additional payments for unsocial hours working in the Army, therefore the salary figures shown in the comparisons of basic pay plus unsocial hours pay are the same as the basic pay figures.

Department of Education salary ranges for headteachers are the minimum and maximum of the national, fringe, outer London and inner London salary ranges for headteachers in Group 7 (for Band 10) and Group 8 (for Band 11), effective 1 September 2018. Salary ranges for Deputy Headteachers are based on the national, fringe, outer London and inner London leadership pay points **L18 (minimum) to L24 (maximum), effective 1 September 2018**. There are no

additional payments for unsocial hours working in schools, therefore the salary figures shown in the comparisons of basic pay plus unsocial hours pay are the same as the basic pay figures.

Scottish Prison Service salary ranges refer to pay point 1 (minimum) and pay point 4 (maximum) of the relevant pay band (C, D, H and I), effective 1 April 2018. Note that data is only included in the national pay comparisons since there are no roles in the South East or London. Payments for working additional hours for grades C and D are ex-gratia and managers are employed on 'all hours' contracts (which provides flexibility within the 37-hour contracted week and therefore do not work overtime), therefore the salary figures shown in the comparisons of basic pay plus unsocial hours pay are the same as the basic pay figures.

National Probation Service salary ranges are those as published by the NPS and include a London allowance of £3,889 where relevant, effective 1 April 2019. They do not include the Market Forces Allowance since we have not matched to any roles which attract MFA. The salary figures shown in the comparisons of basic pay plus unsocial hours pay for the Approved Premises Residential Worker include a premium of 16.6%. This figure has been calculated by IDR on the basis that staff work more day and late shifts, than night or weekend shifts. Additional hours for comparators used in our analysis are generally compensated by time off in lieu for more senior roles, therefore the salary figures shown in the comparisons of basic pay plus unsocial hours pay are the same as the basic pay figures.

Local Authority Fire & Rescue Services salary data covering Firefighter, Crewman, Station Manager and Area Manager roles are as detailed in Appendix A of the National Joint Council for Local Authority Fire and Rescue Services circular NJC/4/18, which details pay rate for firefighting roles with effect from 1 July 2018. The minimum and maximum salary varies by role as follows: Firefighter minimum salary refers to the 'trainee' rate and the maximum is the 'competent' rate; Crewman minimum salary refers to the 'development' rate and the maximum is the 'competent' rate; Station and Area Manager minimum salaries refer to the 'development' rate and the maximum salaries are the 'competent B' rate. Firefighter roles on the flexible duty

system are paid a pensionable supplement of 20% of basic pay and this payment has been included in the comparisons of basic pay plus unsocial hours pay.

Salary data for **senior fire roles** is from the National Joint Council for Brigade Managers Salaries and Numbers Survey 2017, as published by the Local government Association in July 2017, which details salaries for brigade managers at May 2017. The minimum refers to the minimum of Band 1 and the maximum refers to the maximum of Band 3. It should be noted that there are four bands covering all UK fire authorities. We have excluded Band 4 since it includes London Fire Brigade and therefore skews the national picture. The data for Assistant Chief Fire Officers has also been adjusted by IDR to account for difference sized fire brigades (with a lower quartile adjustment of 0.92 applied to the fire service data for use in the Band 10 Governor pay comparison and an upper quartile adjustment of 1.06 applied to the fire service data for use in the Band 11 Governor pay comparison). Salary data for London is that for Assistant Director of Control and Mobilising in the London Fire Brigade, as included in the published accounts for 2018/19. There are no additional payments for unsocial hours working.

Police Officer salary data is drawn from Police Remuneration Review Body (PRRB) reports. London-based officers receive London Weighting of £2,445 and London allowance of £4,338 (a combined payment of £6,783). A number of South East forces pay a South East Allowance which ranges from £1,000 to £3,000; for the purposes of this report we have applied the (2017/18) median value of £2,000. Officers in the rank of constable, sergeant, inspector or chief inspector are paid an unsocial hours allowance at an hourly rate of 10% of the hourly rate of pay for officers in respect of every full hour worked between 8pm and 6am. For the purposes of this report, we have used the median values of unsocial hours allowance earned in 2017/18, as set in the 2019 PRRB report.

Privately managed prisons data was collected by IDR from G4S, Serco and Sodexo. **Please note that the salary data collected for this exercise relate to 2019.** The contracting organisations provided details of the minimum and maximum salary for each grade by site on the basis that the data would be used in aggregate form. The analysis is therefore based on the

average minimum and maximum for each grade. We only provide a national comparison since there is only one privately managed prison in the South East (run by Sodexo) and one in London (run by Serco). There are no separate payments for unsocial hours/shift working; the requirement to work such hours is incorporated in 'basic pay'.

Police staff, local government, Home Office and private sector salary data is based on a panel of data from job advertisements compiled by IDR specifically for the purposes of this exercise. Sample numbers are provided in brackets in the tables provided in section 4. Salary ranges used in the analysis are the median, minimum and maximum of the sample of advertised minimum and maximum salaries. Note that we were not able to locate data for local government job matches for the South East. Police staff shift pay is based on a 20% addition, Home Office a 30% addition and private sector shift pay is based on the median of the advertised unsocial hours payment included in the panel. No additional unsocial hours payments have been included for local government roles.

3. Comparator roles

The following sections detail the results of the study, presenting both our recommended comparators and the pay comparisons.

3.1. Comparator assessment

This section outlines the results of our assessment of comparable jobs. The detailed tables in Appendix 1 set out the jobs that were considered, the source and the results of our assessment. The ‘good’ comparators for each grade are as follows:

Operational Support Grade (Band 2)

- Operations Support Officer (privately managed prisons)
- Operations Officer (Scottish Prison Service)
- Security Officer (NHS)
- Airport Security Officer (private sector)
- Ambulance Care Assistant/Patient Transport Driver (private sector)

Prison Officer (Band 3)

- Prison Officer (privately managed prisons)
- Residential Officer (Scottish Prison Service)
- Police Constable (2 to 4 years)
- 999/101 Emergency Service Contact Handler
- Firefighter
- Police Community Support Officer
- Ambulance Emergency Care Assistant (NHS)
- Approved Premises Residential Worker (NPS)
- Residential Children’s Worker (private sector)
- Assistant Border Force Officer (AO grade)

Supervising/Specialist Officer (Band 4)

- Supervising Officer (privately managed prisons)
- Police Constable (after 4 years)
- Fire Service Crew Commander
- Army Sergeant
- Border Force Officer (EO grade)

Custodial Manager (Band 5)

- Operations Manager (privately managed prisons)
- Fire Service Station Manager/Watch Manager
- Police Sergeant
- Army Warrant Officer Class 2

Deputy Governor/Head of Function (Band 8)

- Deputy Governor (privately managed prisons)
- Police Chief Inspector/Superintendent
- Fire Service Area Manager
- Army Colonel (OF4)
- Approved Premises Area Manager (National Probation Service (NPS))

Governor (Band 10)

- Army Colonel (OF5)
- Police Chief Superintendent
- Assistant Chief Fire Officer
- Secondary School Headteacher
- Scottish Prison Service Governor (Band H)
- Head of Operational Function (Band C, NPS)

Governor (Band 11)

- Prison Director (privately managed prisons)
- Army Brigadier (OF6 1 Star)
- Scottish Prison Service Governor (Band I)
- Secondary School Headteacher
- Assistant Chief Fire Officer
- Police Assistant Chief Constable
- Local Government Service Director

The outcomes and rationale of our assessment for each considered role are detailed in the tables at Appendix 1.

4. Initial pay comparisons

In this section of the report we present an initial set of pay comparisons. These compare salary ranges for those comparators identified as the most appropriate (rated 'good') with HMPPS salary ranges for the grades covered by this exercise, as at 1 April 2018. The pay data presented cover one year (2018-19). Whilst this provides some indication of the relative position of Prison Service pay, greater value may result from tracking the relevant pay data over subsequent years, thereby supporting an ongoing analysis of the extent to which the relative position of Prison Service changes over time.

Separate analyses are presented which compare pay - both including and excluding unsocial hours pay⁶ - broken down by region, covering salary ranges nationally (excluding any location pay), in the South East, outer London and inner London including any relevant location payments ('market supplements'). Approaches for London and other high-cost locations vary, with some employers applying payments and others not. Where additions are paid, the localities in which they apply vary according to the specifics of the pay structure.

The number of comparators varies by pay band, depending on the number of 'good' comparators identified. Similarly, the number of 'good' comparators varies by region and can be small, dependent on the existence of roles in a particular region and data availability. Salary data for the majority of the comparators draws on published salary ranges, however where salaries are derived from panels of job advertisements, the sample size is included in brackets after the job title, for information.

Presentation of results

The results are presented by pay band in separate sub-sections numbered 4.1 to 4.7. The tables in each sub-section provide details of the minimum and maximum salary for each individual comparator, both including and excluding unsocial hours pay. HMPPS salary ranges

⁶ The term 'unsocial hours pay' is used throughout this report to refer both to the HMPPS unsocial hours payment of 17% for operational staff and to other forms of unsocial hours working payments, such as shift allowances and premiums, at other organisations.

are also provided for comparison. The accompanying charts illustrate salary ranges for the HMPPS grade and each comparator, firstly for basic pay (including any location pay) and secondly for basic plus any unsocial hours pay.

4.1. Operational Support Grade (Band 2)

To note:

- Salaries for some comparators, including roles in private prisons, incorporate the requirement to work unsocial hours in a single ‘basic salary’ range. For completeness, we have presented that salary range in both the ‘basic pay’ and ‘basic pay plus unsocial hours’ comparisons below. In such cases, we would advise that the ‘basic pay plus unsocial hours’ comparisons is the most appropriate.
- Please note that salary data for private prisons roles (included in the ‘National’ comparisons) relate to 2019. All other data relate to 2018.

Tables 1a to 1d and Figures 1a to 1h present the pay ranges for OSG (Band 2) alongside comparator professions. The key findings are:

- The basic pay range for an OSG (Band 2) is below that of the comparator professions in all regions (National, South East, Inner and outer London) (figures 1a, c, e and g)
- There is, however, a mixed picture when pay for unsocial hours is included in the analysis, as follows:
 - **Nationally**, the OSG (Band 2) pay range is below that of two of the comparators [NHS Security Officer and Airport Security Officer]. It overlaps with two comparators [SPS Operations Manager and Private Prisons Operations Support Officer] and exceeds one [Ambulance Care Assistant] (figure 1b)
 - The OSG (Band 2) pay range in the **South East** overlaps with one comparator [Ambulance Care Assistant] and sits below that for the two remaining comparators [NHS Security Officer and Airport Security Officer] (figure 1d)
 - The OSG (Band 2) pay range in **outer London** exceeds that of one comparator [Ambulance Care Assistant] and falls below that of the two remaining comparators [NHS Security Officer and Airport Security Officer] (figure 1f)
 - The OSG (Band 2) pay range in inner London falls below that of one comparator [NHS Security Officer] (figure 1h)

Detailed tables

Table 1a OSG (Band 2) and comparator salary ranges (national)

Organisation/ Source	Comparator job title	Basic pay including location pay		Basic pay plus unsocial hours	
		Minimum	Maximum	Minimum	Maximum
NHS	NHS Security Officer	£17,460	£18,702	£21,476	£23,003
Scottish Prison Service	SPS Operations Officer	£18,871	£23,373	£18,871	£23,373
Private sector	Airport Security Officer (n=4)	£20,451	£20,451	£22,205	£22,205
Private sector	Ambulance Care Assistant (n=7)	£18,236	£18,236	£18,236	£18,236
Private sector	Operations Support Officer	£18,181	£21,602	£18,181	£21,602
HMPPS	OSG (Band 2)	£16,005	£16,805	£18,726	£19,662

Figure 1a OSG (Band 2) basic pay range versus comparator pay ranges (national)

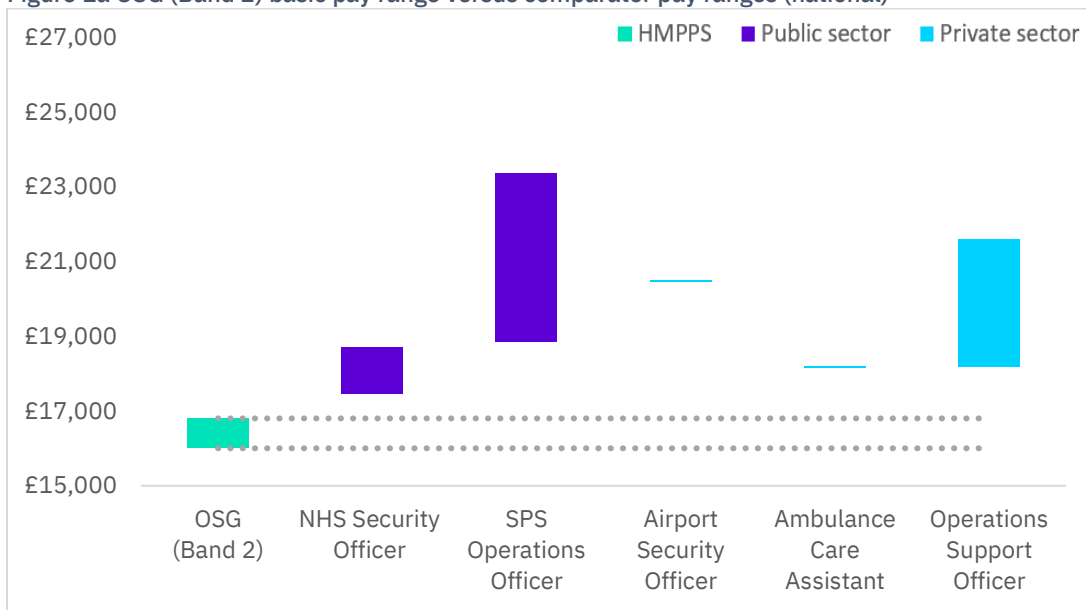


Figure 1b OSG (Band 2) basic pay plus unsocial hours range versus comparator pay ranges (national)

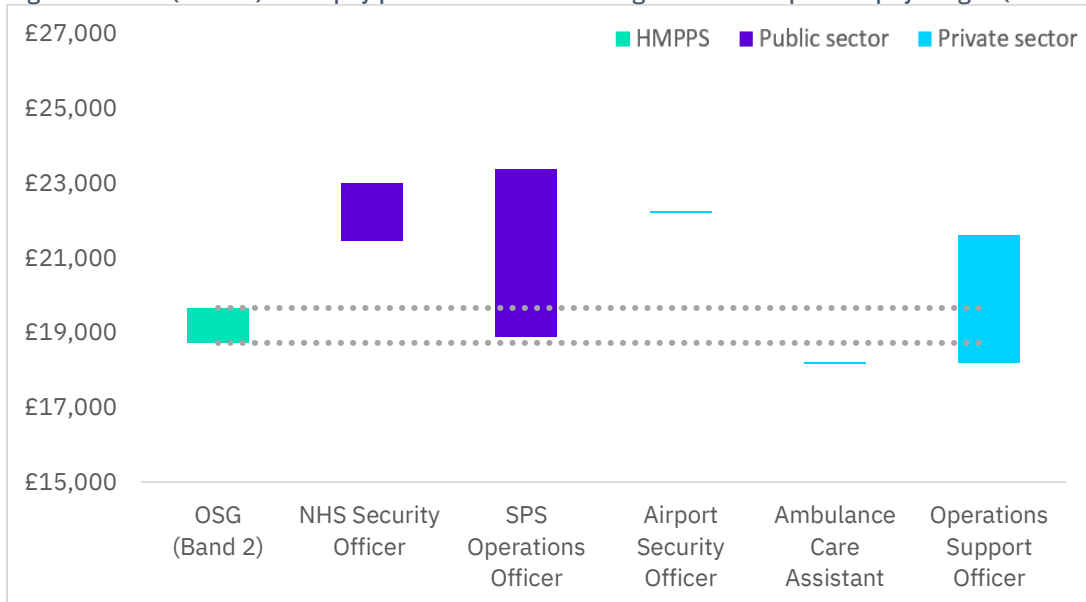


Table 1b OSG (Band 2) and comparator salary ranges (South East)

Organisation/ Source	Comparator job title	Basic pay including location pay		Basic pay plus unsocial hours	
NHS	Security Officer	£18,460	£19,702	£22,476	£24,003
Private sector	Ambulance Care Assistant (n=7)	£18,770	£18,770	£18,770	£18,770

Figure 1c OSG (Band 2) basic pay range versus comparator pay ranges (South East)

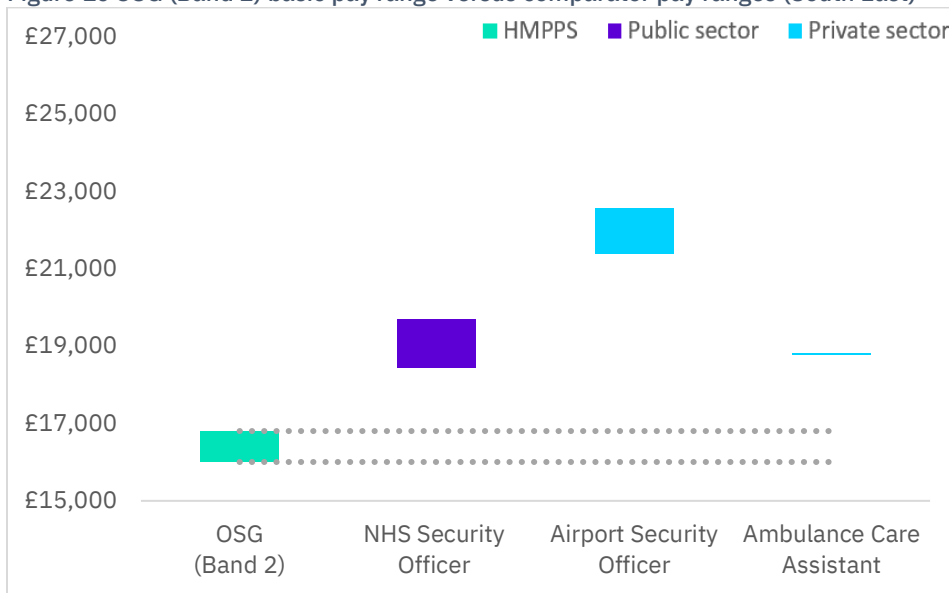


Figure 1d OSG (Band 2) basic pay plus unsocial hours range versus comparator pay ranges (South East)

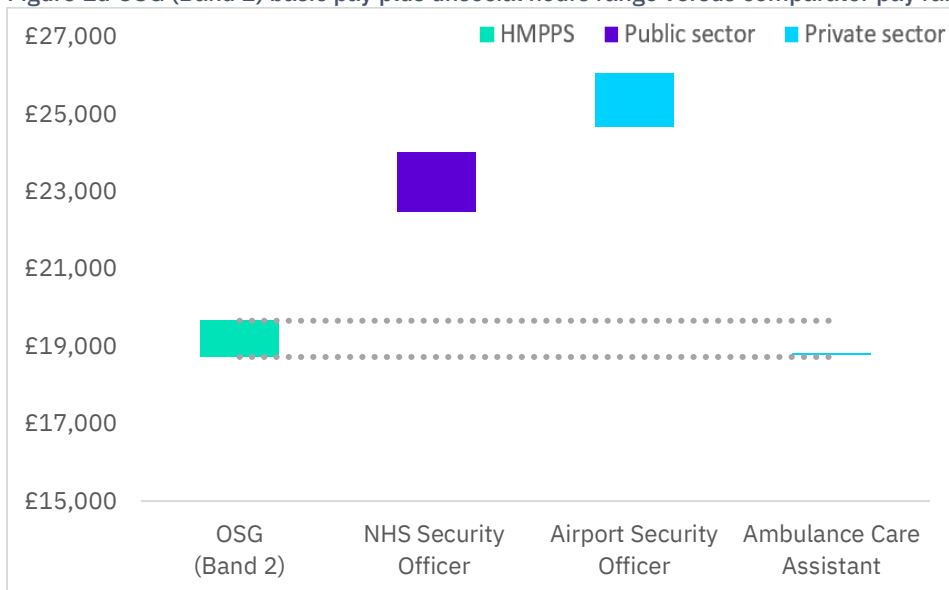


Table 1c OSG (Band 2) and comparator salary ranges (outer London)

Organisation/ source	Comparator job title	Basic pay including location pay		Basic pay plus unsocial hours	
NHS	Security Officer	£21,119	£22,361	£25,135	£26,662
Private sector	Ambulance Care Assistant (n=6)	£20,131	£20,131	£20,131	£20,131

Figure 1e OSG (Band 2) basic pay range versus comparator pay ranges (outer London)

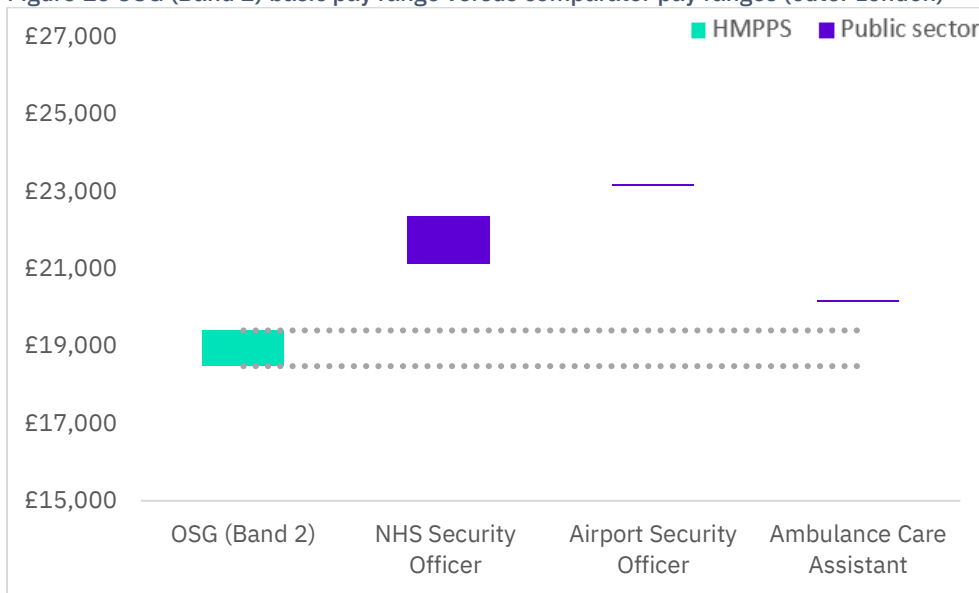


Figure 1f OSG Band 2 basic pay plus unsocial hours range versus comparator pay ranges (outer London)

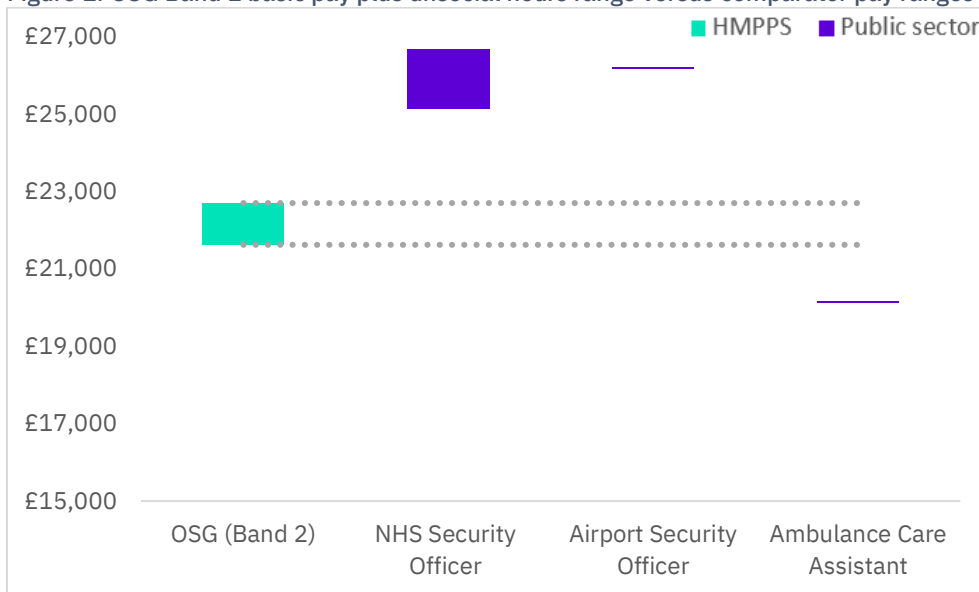


Table 1d OSG (Band 2) and comparator salary ranges (inner London)

Organisation/ source	Comparator job title	Basic pay including location pay		Basic pay plus unsocial hours	
		Minimum	Maximum	Minimum	Maximum
NHS	Security Officer	£21,786	£23,028	£25,802	£27,329
HMPPS	OSG (Band 2)	£19,775	£20,765	£23,137	£24,292

Figure 1g OSG (Band 2) basic pay range versus comparator pay ranges (inner London)

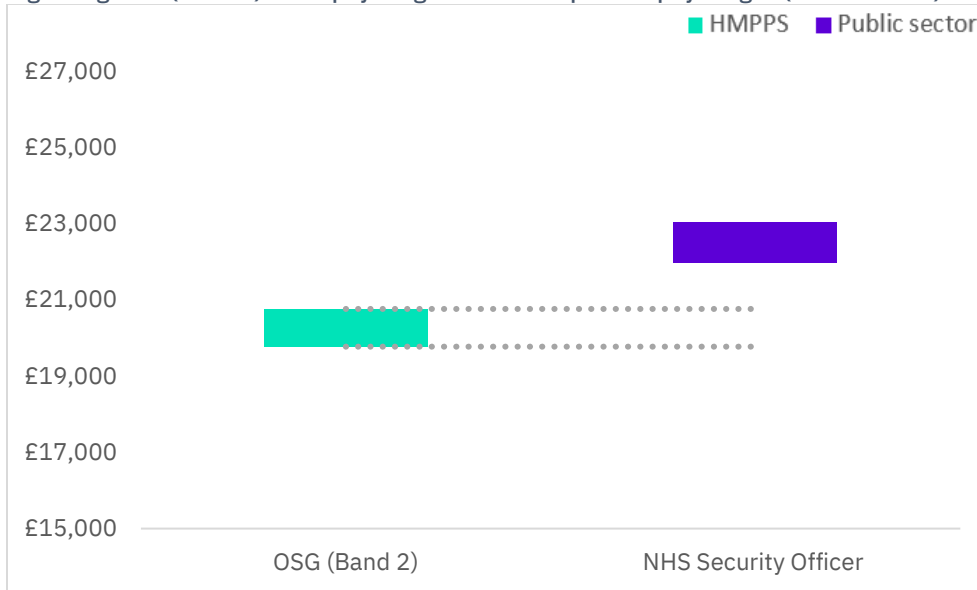
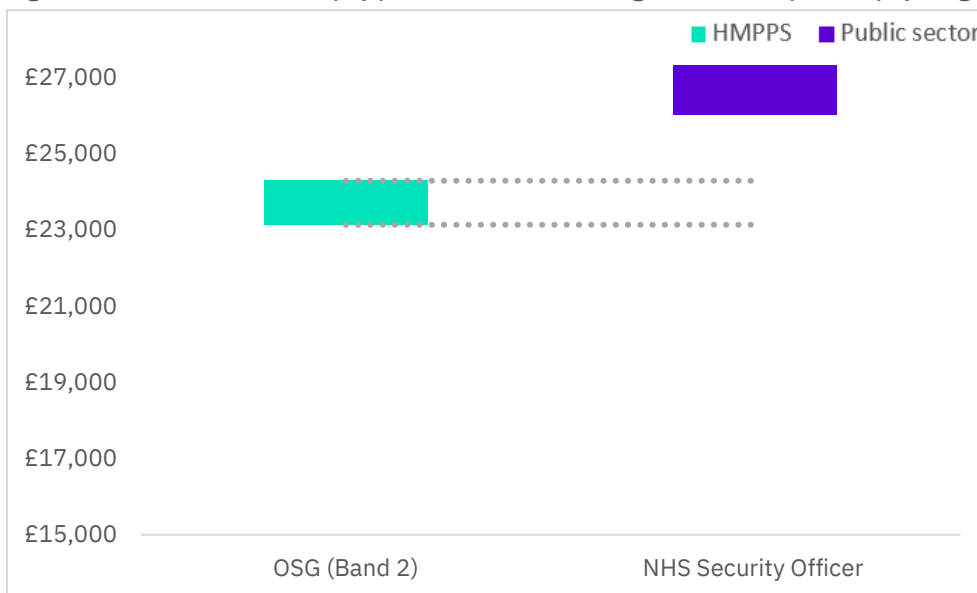


Figure 1h OSG (Band 2) basic pay plus unsocial hours range versus comparator pay ranges (inner London)



4.2. Prison Officer (Band 3)

To note:

- Salaries for some comparators, including roles in private prisons, incorporate the requirement to work unsocial hours in a single ‘basic salary’ range. For completeness, we have presented that salary range in both the ‘basic pay’ and ‘basic pay plus unsocial hours’ comparisons below. In such cases, we would advise that the ‘basic pay plus unsocial hours’ comparisons is the most appropriate.
- Please note that salary data for private prisons roles (included in the ‘National’ comparisons) relate to 2019. All other data relate to 2018.

Tables 2a to 2d and Figures 2a to 2h present the pay ranges for a Prison Officer (Band 3) alongside comparator professions. Overall, we find a mixed picture with the relative position of Band 3 pay improved when unsocial hours pay and market supplements are included. Detailed findings are:

National

- **Nationally**, the Prison Officer (Band 3) basic pay scale overlaps with that of six comparators [Probation Service Approved Premises Residential Worker, NHS Ambulance Care Assistant, Police Community Support Officer, Residential Children's Worker, Private Sector Prison Officer and Emergency Care Assistant]. The Pay Range falls below that of the remaining six comparators [Assistant Border Force Officer, Firefighter, Police Call Handler, Police Constable, SPS Residential Officer and Community Payback Supervisor] (figure 2a)
- When unsocial hours pay range is included in the analysis the Prison Officer (Band 3) (National) pay range overlaps with that of nine comparators and is below that of three of the comparators [Assistant Border Force Officer, Police Call Handler and Police Constable] (figure 2b)
- Where market supplements are paid, this significantly improves the relative position of Band 3 Prison Staff pay

South East

- Prison Officer (Band 3) basic pay range in the **South East** overlaps with four of the comparators [NHS Ambulance Care Assistant, Police Contact Handler, Police Community Support Officer and Probation Service Approved Premises Residential Worker] and sits below the remaining seven comparators) (figure 2c)
- Prison Officer (Band 3) pay range with unsocial hours exceeds one of the comparators [Private Prisons Prison Officer]. The pay scale overlaps with seven comparators [NHS Ambulance Care Assistant, Firefighter, Probation Service Approved Premises Residential Worker, Police Community Support Officer, Residential Children’s Worker, Community Payback Supervisor and Emergency Care Assistant] and is below that of the remaining three comparators [Assistant Border Force Officer, Police Contact Handler, Constable] (figure 2d)
- Where market supplements are paid, this significantly improves the relative position of Band 3 Prison Staff pay

Outer London

- Prison Officer (Band 3) basic pay range in **outer London** indicates it overlaps with five of the comparators and sits below the remaining five (figure 2e)
- When unsocial hours pay is included in the analysis the Prison Officer (Band 3) shows it exceeds one of the comparators [Emergency Care Assistant]. It overlaps with four of the comparators [NHS Ambulance Care Assistant, Probation Service Approved Premises Residential Worker, Residential Children’s Worker and Police Community Support Officer] and sits below the remaining five comparators (figure 2f)
- Where market supplements are paid, this significantly improves the relative position of Band 3 Prison staff pay

Inner London

- The **inner London** Prison Officer (Band 3) basic pay scale overlaps with three comparators [NHS Ambulance Care Assistant, Probation Service Approved Premises Residential Worker and Police Community Support Office] and sits below the remaining four comparators

[Assistant Border Force Officer, Firefighter, Police Contact Handler and Police Constable]
(figure 2g)

- With unsocial hours pay included in the analysis Prison Officer (Band 3) shows it overlaps with four comparators [NHS Ambulance Care Assistant, Firefighter, Probation Service Approved Premises Residential Worker and Police Community Support Office] and sits below the remaining three comparators [Assistant Border Force Officer, Police Contact Handler and Police Constable] (figure 2h)
- Where market supplements are paid, this significantly improves the relative position of Band 3 Prison Staff pay

Detailed tables

Table 2a Prison Officer (Band 3) and comparator salary ranges (national)

Organisation/ source	Comparator job title	Basic pay including location pay		Basic pay plus unsocial hours	
		Minimum	Maximum	Minimum	Maximum
Home Office	Assistant Border Force Officer (AO grade)	£20,721	£20,721	£26,937	£26,937
NHS	NHS Ambulance Emergency Care Assistant	£17,787	£20,448	£21,878	£25,151
Local Authority Fire & Rescue Services	Firefighter	£22,908	£30,533	£22,908	£30,533
Police (staff)	Police Community Support Officer (n=4)	£19,620	£21,947	£23,512	£24,770
Police (staff)	Police Call Handler (n=2)	£25,597	£29,554	£25,597	£29,554
Police (E&W)	Police Constable (2 to 4 years)	£24,654	£26,802	£25,211	£27,359
National Probation Service	Approved Premises Residential Worker	£17,932	£22,257	£20,909	£25,952
Scottish Prison Service	SPS Residential Officer	£23,564	£30,356	£23,564	£30,356
Care services	Residential Children's Worker (n=33)	£19,500	£22,000	£20,800	£22,123
Private sector	Community Payback Supervisor (n=2)	£22,782	£35,017	£22,782	£35,017
Private sector	Emergency Care Assistant (n=5)	£19,216	£22,266	£19,216	£22,266
Private sector	Private Prisons Prison Officer	£21,634	£27,267	£21,634	£27,267
HMPPS	Prison Officer (Band 3)	£18,499	£20,565	£21,644	£24,061
	<i>Amber site</i>	£22,783	£23,565	£26,146	£27,571
	<i>Red site</i>	£24,783	£25,565	£28,146	£28,994

Figure 2a Prison Officer (Band 3) basic pay range versus comparator pay ranges (national)

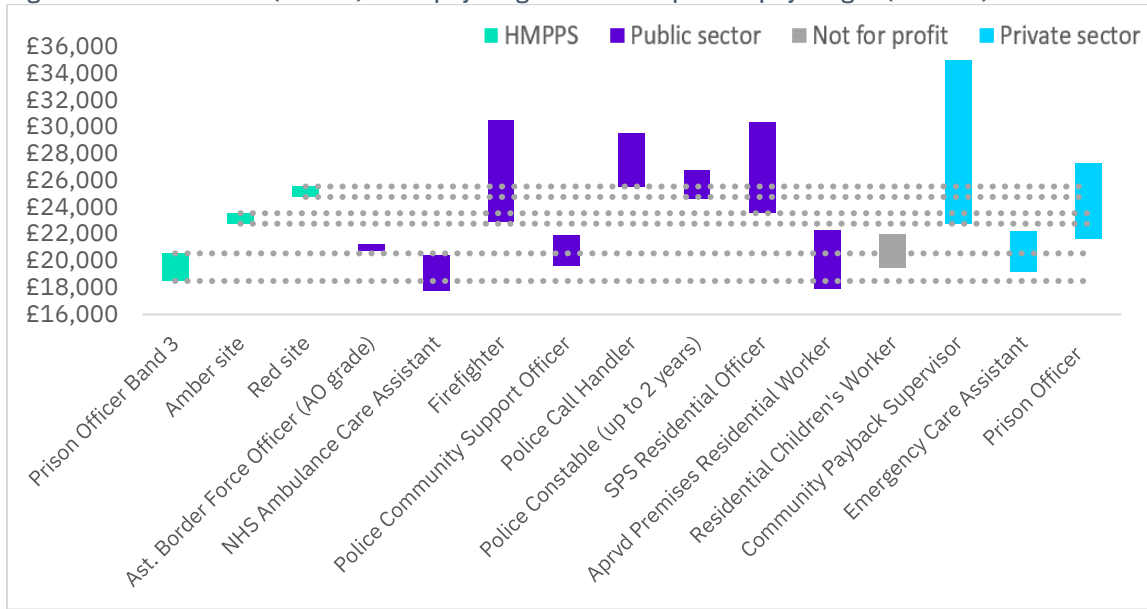


Figure 2b Prison Officer (Band 3) basic pay plus unsocial hours range versus comparator pay ranges (national)

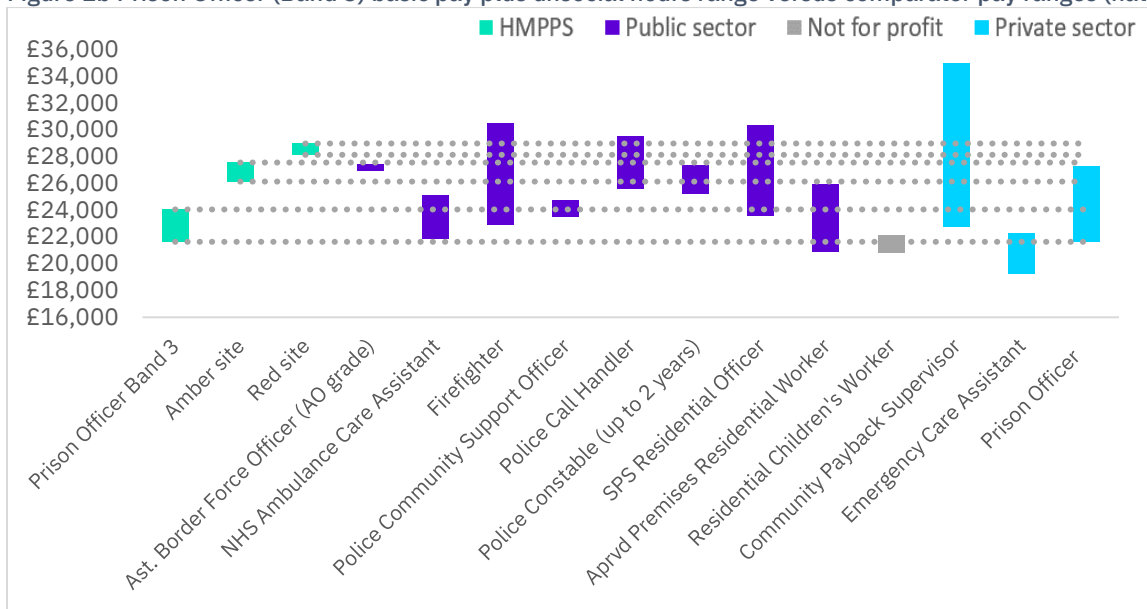


Table 2b Prison Officer (Band 3) and comparator salary ranges (South East)

Organisation/ source	Comparator job title	Basic pay including location pay		Basic pay plus unsocial hours	
		Minimum	Maximum	Minimum	Maximum
Home Office	Assistant Border Force Officer (AO grade)	£21,615	£21,615	£28,100	£28,100
NHS	Ambulance Emergency Care Assistant	£18,787	£21,448	£22,878	£26,151
Local Authority Fire & Rescue Services	Firefighter	£22,908	£30,533	£22,908	£30,533
Police (staff)	Contact Handler (n=6)	£20,058	£24,407	£24,180	£29,554
Police (staff)	Police Community Support Officer (n=6)	£20,115	£22,275	£20,115	£24,503
Police (E&W)	Constable (2 to 4 years)	£26,654	£28,802	£27,211	£29,359
National Probation Service	Approved Premises Residential Worker	£17,932	£22,257	£20,909	£25,952
Care services	Residential Children's Worker (n=15)	£21,140	£23,400	£21,140	£23,400
Private sector	Community Payback Supervisor (n=2)	£22,520	£26,637	£24,000	£24,000
Private sector	Emergency Care Assistant (n=3)	£24,000	£24,000	£24,000	£24,000
HMPPS	Prison Officer (Band 3)	£18,499	£20,565	£21,644	£24,061
	<i>Amber site</i>	£22,783	£23,565	£26,146	£26,994
	<i>Red site</i>	£24,783	£25,565	£28,146	£28,994

Figure 2c Prison Officer (Band 3) basic pay range versus comparator pay ranges (South East)

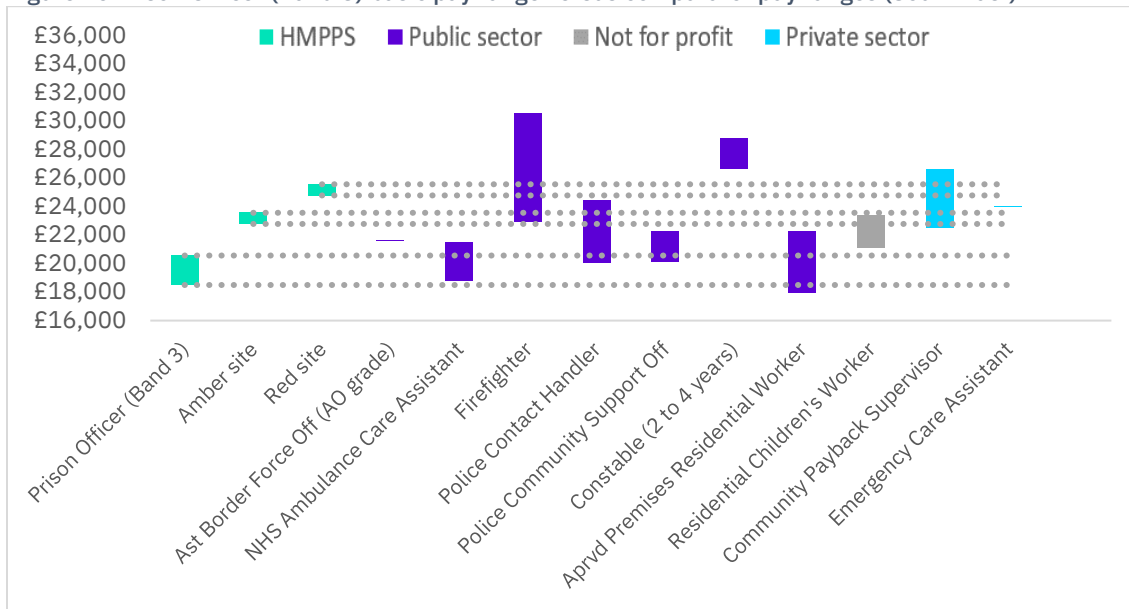


Figure 2d Prison Officer (Band 3) basic pay plus unsocial hours range versus comparator pay ranges (South East)

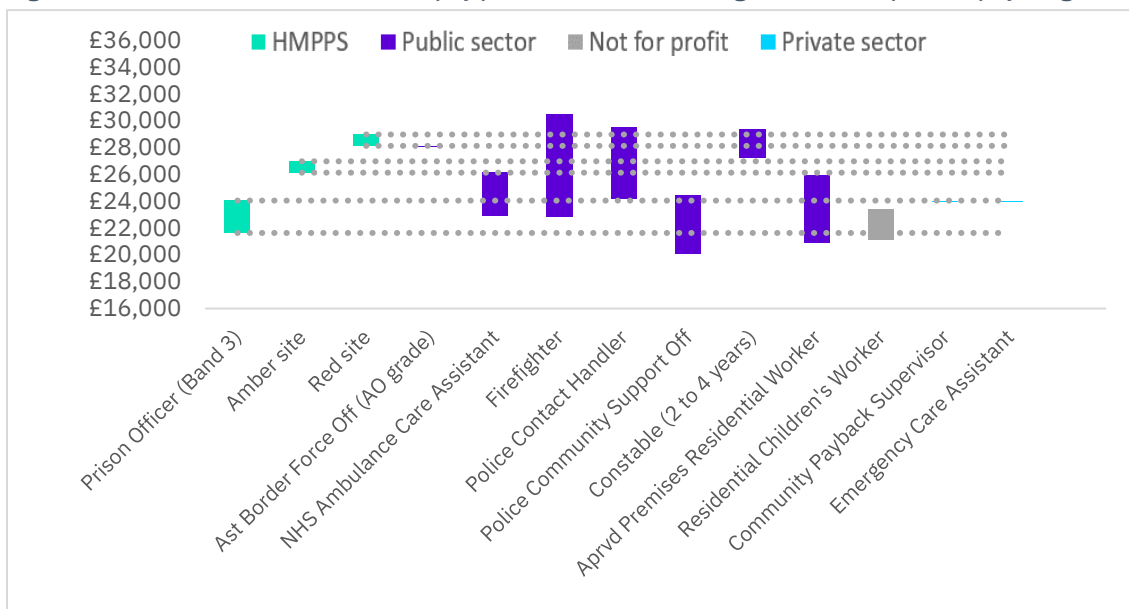


Table 2c Prison Officer (Band 3) and comparator salary ranges (outer London)

Organisation/ source	Comparator job title	Basic pay including location pay		Basic pay plus unsocial hours	
		Minimum	Maximum	Minimum	Maximum
Home Office	Assistant Border Force Officer (AO grade)	£24,777	£24,777	£32,210	£32,210
NHS	Ambulance Emergency Care Assistant	£21,446	£24,107	£25,537	£28,810
Local Authority Fire & Rescue Services	Firefighter	£28,285	£35,910	£28,285	£35,910
Met Police (staff)	Contact Handler	£24,304	£26,852	£31,196	£34,508
National Probation Service	Approved Premises Residential Worker	£21,821	£26,146	£24,798	£29,841
Police (staff)	Police Community Support Officer (PCSO) (n=2)	£21,747	£23,021	£27,533	£29,062
Police (E&W)	Constable (2 to 4 years)	£31,437	£33,585	£31,994	£34,142
Care services	Residential Children's Worker (n=4)	£18,146	£23,150	£18,327	£24,453
Private sector	Emergency Care Assistant	£24,000	£24,000	£24,000	£24,000
HMPPS	Prison Officer (Band 3)	£20,840	£23,166	£24,383	£27,104
	<i>Amber site</i>	<i>£25,286</i>	<i>£26,166</i>	<i>£29,075</i>	<i>£30,029</i>
	<i>Red site</i>	<i>£27,286</i>	<i>£28,166</i>	<i>£31,075</i>	<i>£32,029</i>

Figure 2e Prison Officer (Band 3) basic pay range versus comparator pay ranges (outer London)

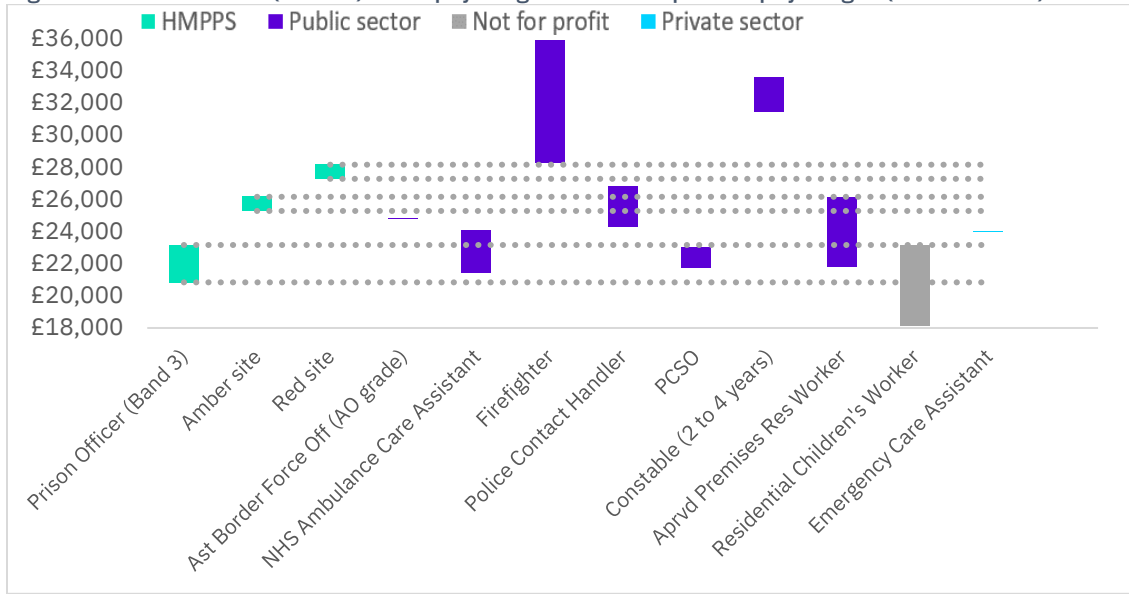


Figure 2f Prison Officer (Band 3) basic pay plus unsocial hours range versus comparator pay ranges (outer London)

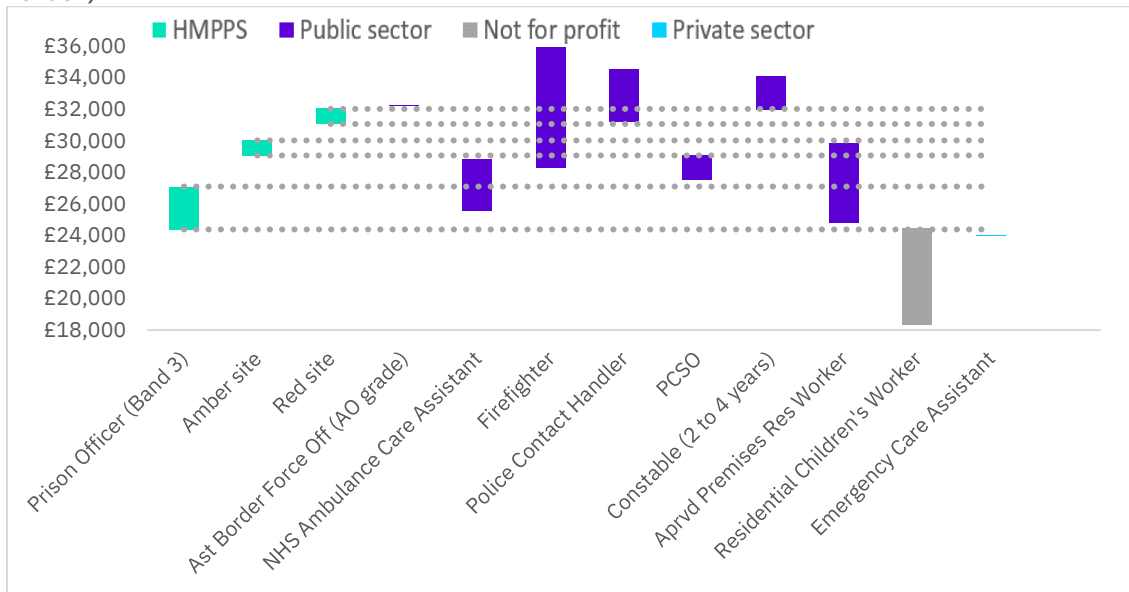


Table 2d Prison Officer (Band 3) and comparator salary ranges (inner London)

Organisation/ source	Comparator job title	Basic pay including location pay		Basic pay plus unsocial hours	
		Minimum	Maximum	Minimum	Maximum
Home Office	Assistant Border Force Officer (AO grade)	£24,777	£24,777	£32,210	£32,210
NHS	Ambulance Emergency Care Assistant	£22,113	£24,774	£26,204	£29,477
Local Authority Fire & Rescue Services	Firefighter	£28,285	£35,910	£28,285	£35,910
Met Police (staff)	Contact Handler	£25,903	£28,451	£32,795	£36,107
National Probation Service	Approved Premises Residential Worker	£21,821	£26,146	£24,798	£29,841
Police (staff)	Police Community Support Officer (PCSO) (n=2)	£21,747	£23,021	£27,533	£29,062
Police (E&W)	Constable (2 to 4 years	£31,437	£33,585	£31,994	£34,142
HMPPS	Prison Officer (Band 3)	£22,060	£24,523	£25,810	£28,692
	<i>Amber site</i>	£26,591	£27,523	£30,601	£31,612
	<i>Red site</i>	£28,591	£29,523	£32,601	£33,612

Figure 2g Prison Officer (Band 3) basic pay range versus comparator pay ranges (inner London)

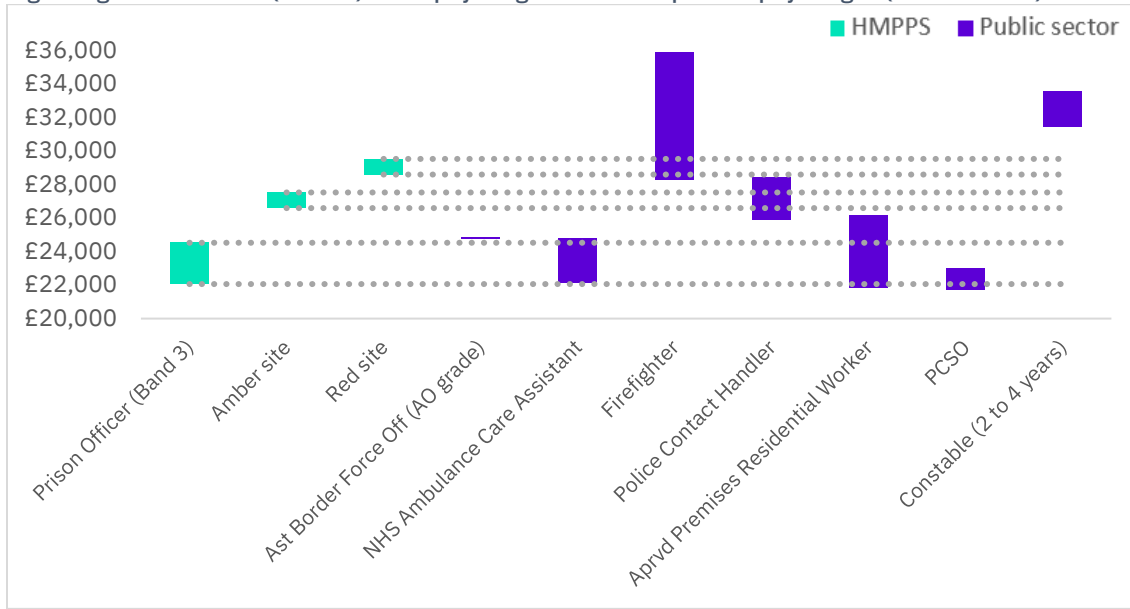
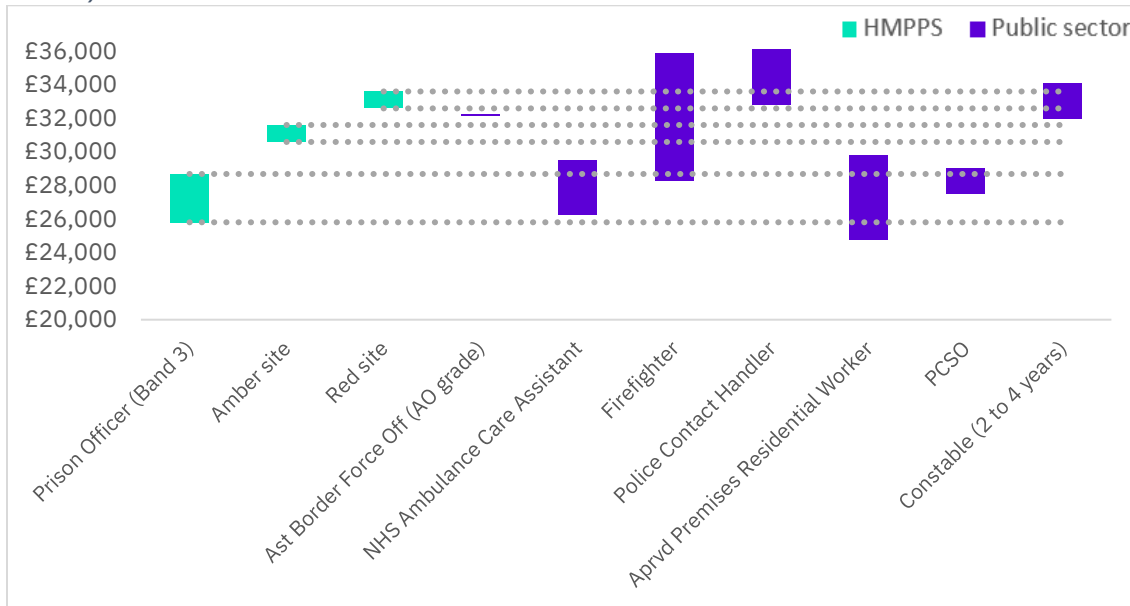


Figure 2h Prison Officer (Band 3) basic pay plus unsocial hours range versus comparator pay ranges (inner London)



4.3. Supervising/Specialist Officer (Band 4)

To note:

- Salaries for some comparators, including roles in private prisons, incorporate the requirement to work unsocial hours in a single 'basic salary' range. For completeness, we have presented that salary range in both the 'basic pay' and 'basic pay plus unsocial hours' comparisons below. In such cases, we would advise that the 'basic pay plus unsocial hours' comparisons is the most appropriate.
- Please note that salary data for private prisons roles (included in the 'National' comparisons) relate to 2019. All other data relate to 2018.

Tables 3a to 3d and Figures 3a to 3h present the pay ranges for Supervising/Specialist Officer (Band 4) alongside comparator professions. Key findings are:

- The basic pay range for a Supervising/Specialist Officer (Band 4) falls below that for three of the comparator professions [Fire Crew Manager, Army Sergeant and Police Constable] in all regions (national, South East, inner and outer London) and it overlaps the pay scale for two comparators [Border Force Officer and Private Prisons Supervising Officer]
- There is some variation when unsocial hours pay is included in the analysis. The Supervising/Specialist Officer (Band 4) pay range overlaps with that of Army Sergeant pay (in all regions) and with that of the Police Constable (national), Private Prisons Supervising Officer (national) Border Force Officer (national, South East and inner London ranges). Otherwise, it falls below that of the comparator ranges (figures 3b, d, f and h)

Detailed tables

Table 3a Supervising/Specialist Officer (Band 4) and comparator salary ranges (national)

Organisation/ source	Comparator job title	Basic pay including location pay		Basic pay plus unsocial hours	
		Minimum	Maximum	Minimum	Maximum
Home Office	Border Force Officer (EO grade)	£23,447	£26,966	£30,481	£39,010
Local Authority Fire & Rescue Services	Fire Crew Manager	£32,452	£33,851	£32,452	£33,851
MoD	Army Sergeant	£29,834	£36,917	£29,834	£36,917
Police (E&W)	Police Constable (after 4 years)	£28,947	£39,150	£29,500	£39,703
Private sector	Supervising Prison Officer	£22,933	£33,813	£22,933	£33,813
HMPPS	Supervising/Specialist Officer (Band 4)	£23,501	£26,138	£27,496	£30,581

Figure 3a Supervising/Specialist Officer (Band 4) basic pay range versus comparator pay ranges (national)

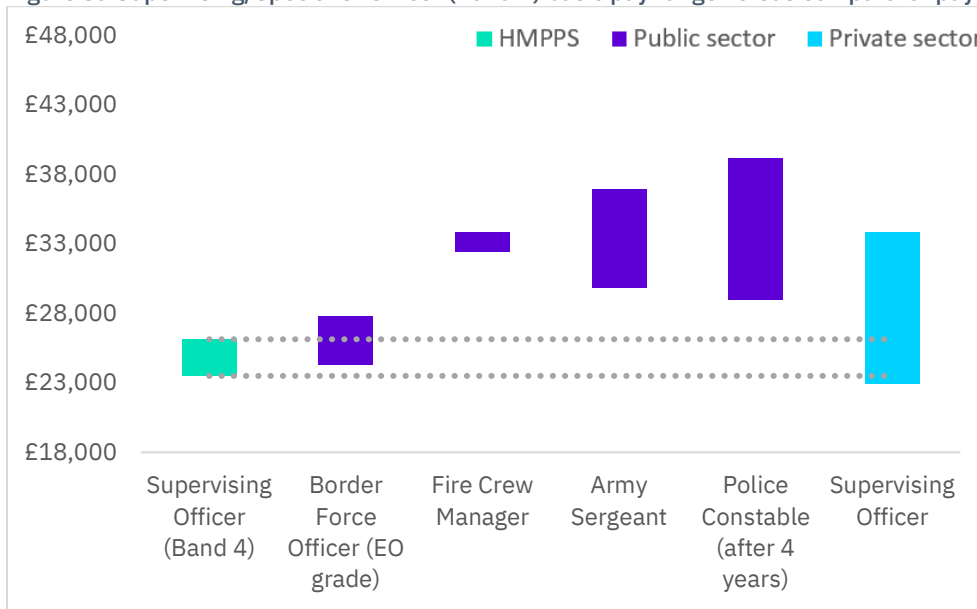


Figure 3b Supervising/Specialist Officer (Band 4) basic pay plus unsocial hours range versus comparator pay ranges (national)

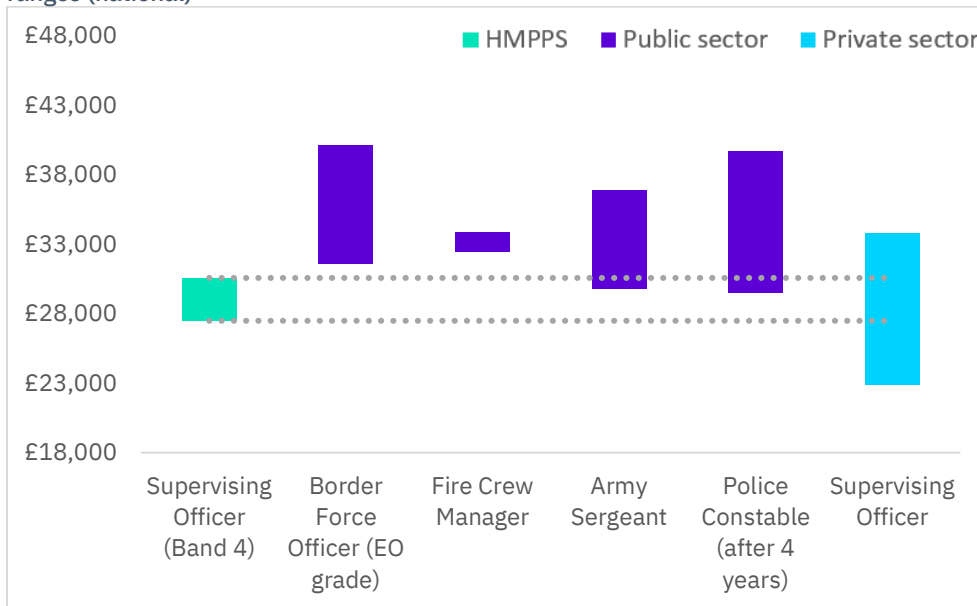


Table 3b Supervising/Specialist Officer (Band 4) and comparator salary ranges (South East)

Organisation/ source	Comparator job title	Basic pay including location pay		Basic pay plus unsocial hours	
Home Office	Border Force Officer (EO grade)	£24,286	£27,929	£31,572	£40,497
MoD	Army Sergeant	£29,834	£36,917	£29,834	£36,917
HMPPS	Supervising/Specialist Officer (Band 4)	£23,501	£26,138	£27,496	£30,581

Figure 3c Supervising/Specialist Officer (Band 4) basic pay range versus comparator pay ranges (South East)

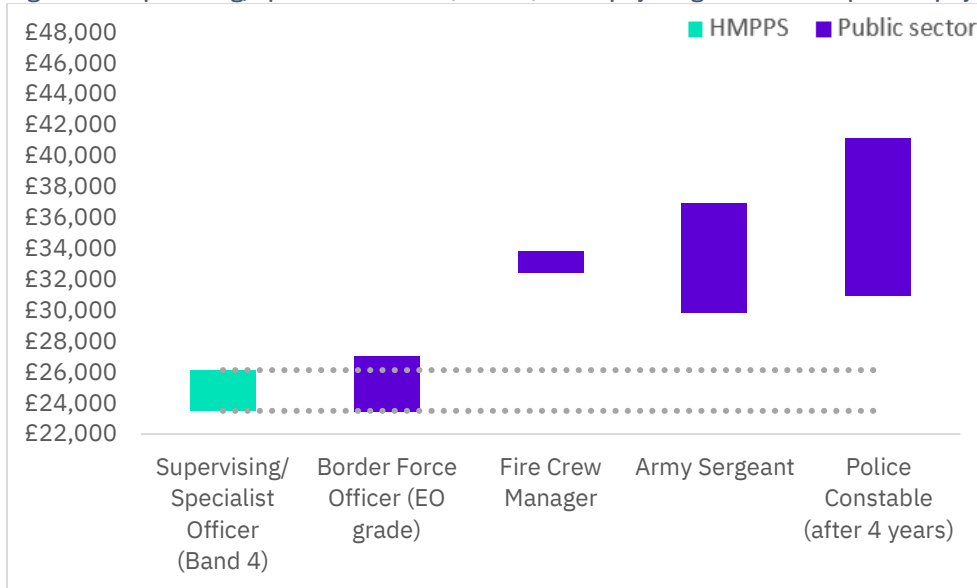


Figure 3d Supervising/Specialist Officer (Band 4) pay plus unsocial hours range versus comparator pay ranges (South East)

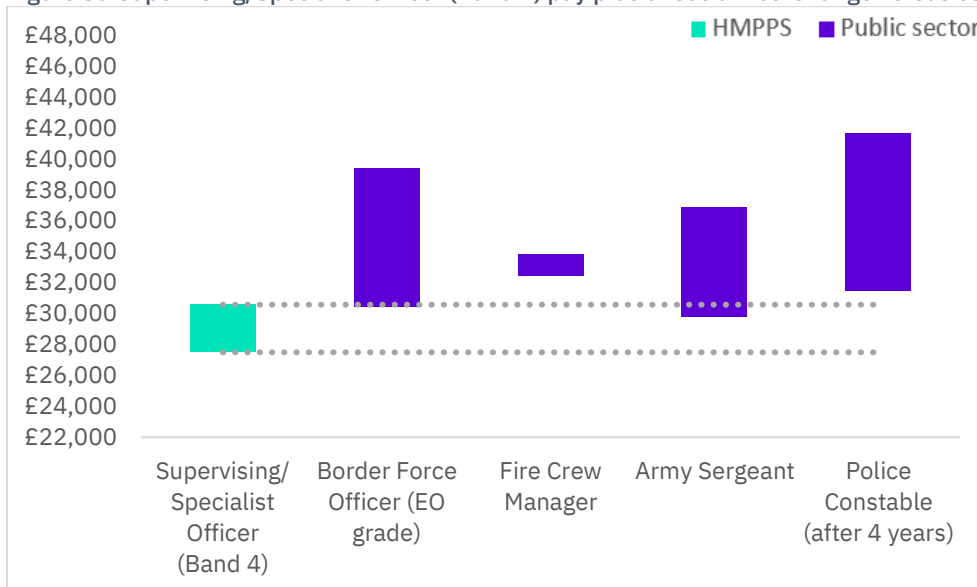


Table 3c Supervising/Specialist Officer (Band 4) and comparator salary ranges (outer London)

Organisation/ source	Comparator job title	Basic pay including location pay		Basic pay plus unsocial hours	
		Minimum	Maximum	Minimum	Maximum
Home Office	Border Force Officer (EO grade)	£27,001	£31,051	£35,101	£45,024
Local Authority Fire & Rescue Services	Fire Crew Manager	£37,829	£39,228	£37,829	£39,228
MoD	Army Sergeant	£29,834	£36,917	£29,834	£36,917
Police (E&W)	Police Constable (after 4 years)	£35,730	£45,933	£36,283	£46,486
HMPPS	Supervising/Specialist Officer (Band 4)	£25,842	£28,739	£30,235	£33,625

Figure 3e Supervising/Specialist Officer (Band 4) basic pay range versus comparator pay ranges (outer London)

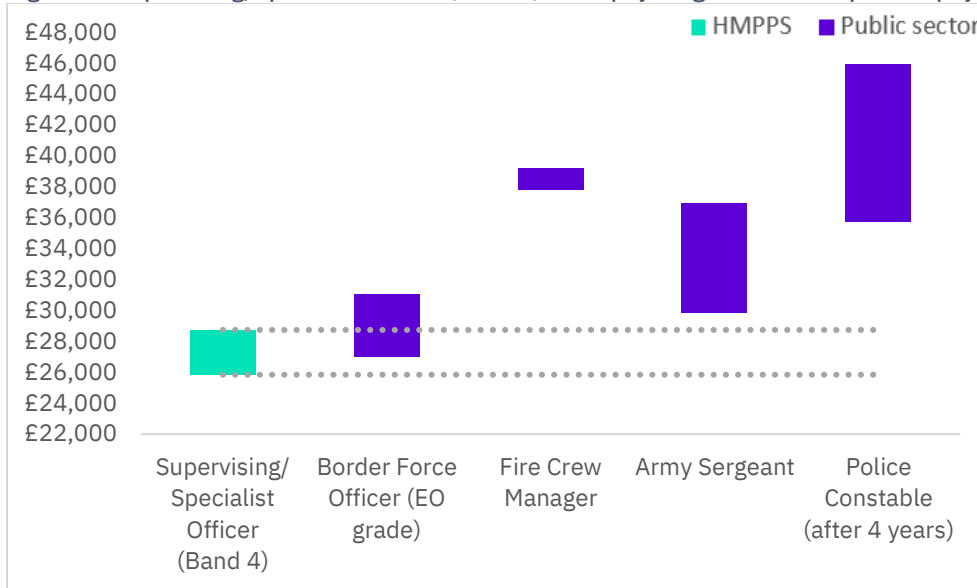


Figure 3f Supervising/Specialist Officer (Band 4) basic pay plus unsocial hours range versus comparator pay ranges (outer London)

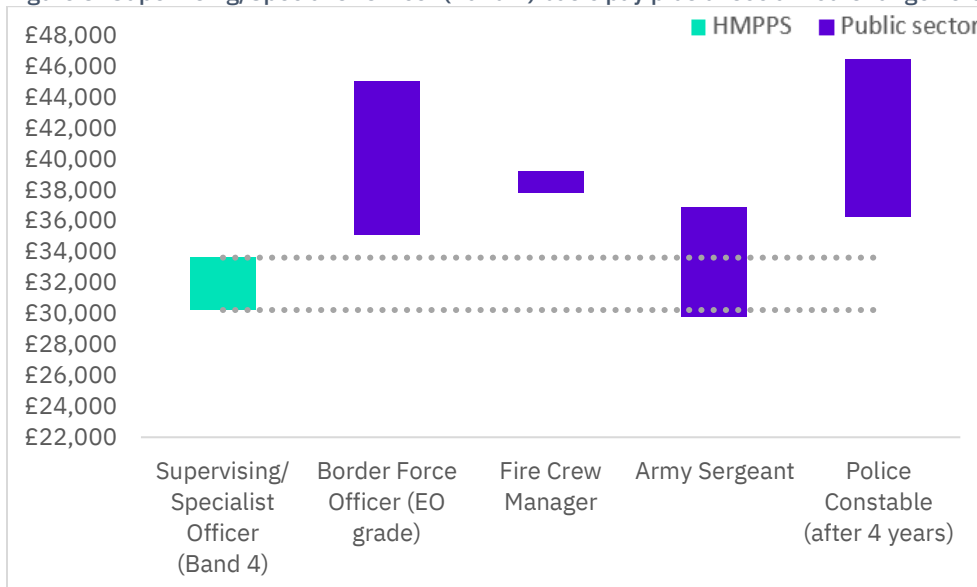


Table 3d Supervising/Specialist Officer (Band 4) and comparator salary ranges (inner London)

Organisation/ source	Comparator job title	Basic pay including location pay		Basic pay plus unsocial hours	
		Minimum	Maximum	Minimum	Maximum
Home Office	Border Force Officer (EO grade)	£27,001	£31,051	£35,101	£45,024
Local Authority Fire & Rescue Services	Fire Crew Manager	£37,829	£39,228	£37,829	£39,228
MoD	Army Sergeant	£29,834	£36,917	£29,834	£36,917
Police (E&W)	Police Constable (after 4 years)	£35,730	£45,933	£36,283	£46,486
HMPPS	Supervising/Specialist Officer (Band 4)	£27,062	£30,096	£31,663	£35,212

Figure 3g Supervising/Specialist Officer (Band 4) basic pay range versus comparator pay ranges (inner London)

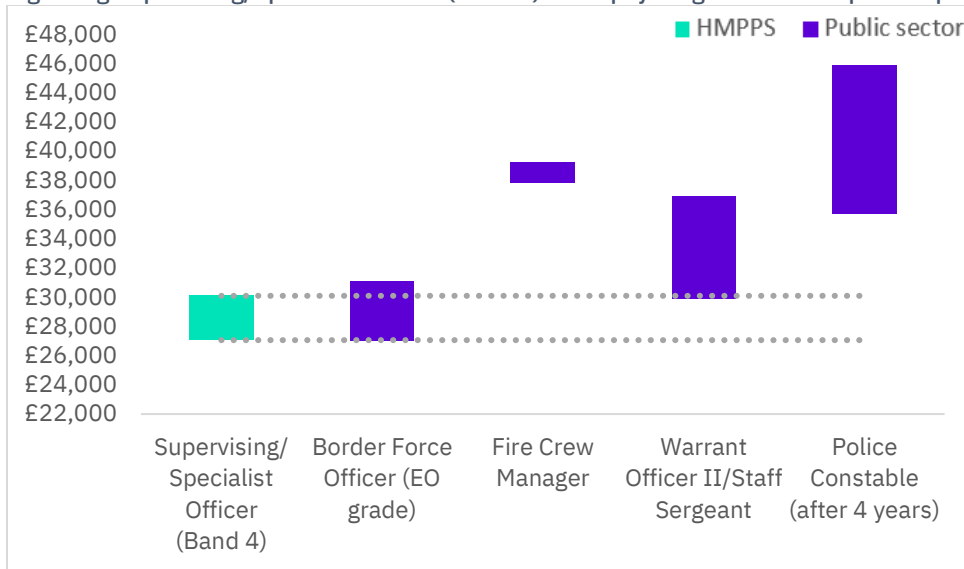
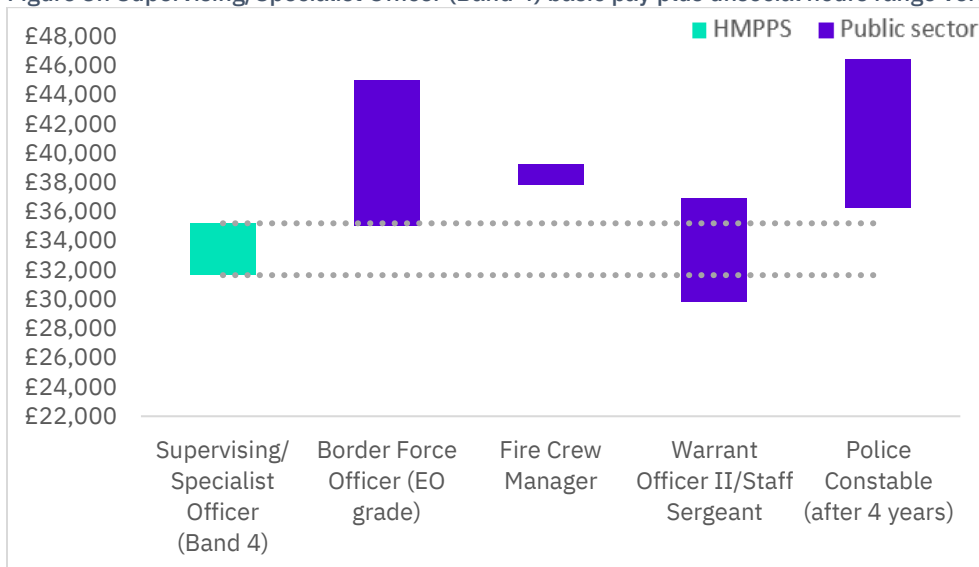


Figure 3h Supervising/Specialist Officer (Band 4) basic pay plus unsocial hours range versus comparator pay ranges (inner London)



4.4. Custodial Manager (Band 5)

To note:

- Salaries for some comparators, including roles in private prisons, incorporate the requirement to work unsocial hours in a single ‘basic salary’ range. For completeness, we have presented that salary range in both the ‘basic pay’ and ‘basic pay plus unsocial hours’ comparisons below. In such cases, we would advise that the ‘basic pay plus unsocial hours’ comparisons is the most appropriate.
- Please note that salary data for private prisons roles (included in the ‘National’ comparisons) relate to 2019. All other data relate to 2018.

Tables 4a to 4d and Figures 4a to 4h present the pay ranges for Custodial Manager (Band 5) alongside comparator professions. Key findings are:

- The basic pay range for a Custodial Manager (Band 5) falls below all of the comparator professions [Fire Station Manager, Army Warrant Officer II/Staff Sergeant, Police Sergeant and Private Prisons Operations Manager (national only)] in all regions (figures 4a, c, e and g)
- The pay range with unsocial hours pay in all regions for a Custodial Manager (Band 5) falls below two of the comparators [Fire Station Manager and Police Sergeant] in all regions and overlaps with the pay scale for Army Warrant Officer II/Staff Sergeant in all regions and with Private Prisons Operations Manager nationally (figure 4b, d, f and h)

Detailed results

Table 4a Custodial Manager (Band 5) and comparator salary ranges (national)

Organisation/ Source	Comparator job title	Basic pay including location pay		Basic pay plus unsocial hours	
Local Authority Fire & Rescue Service	Fire Station Manager	£39,374	£43,428	£47,485	£51,539
Police (E&W)	Police Sergeant	£40,488	£43,998	£40,771	£44,281
HMPPS	Custodial Manager (Band 5)	£26,438	£29,760	£30,932	£34,819

Figure 4a Custodial Manager (Band 5) basic pay range versus comparator pay ranges (national)

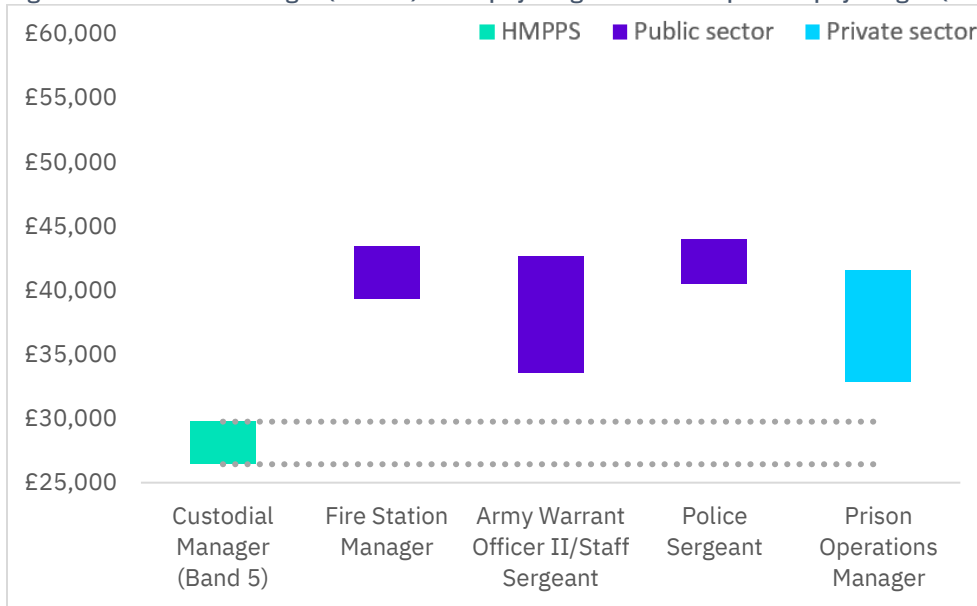


Figure 4b Custodial Manager (Band 5) basic pay plus unsocial hours range versus comparator pay ranges (national)

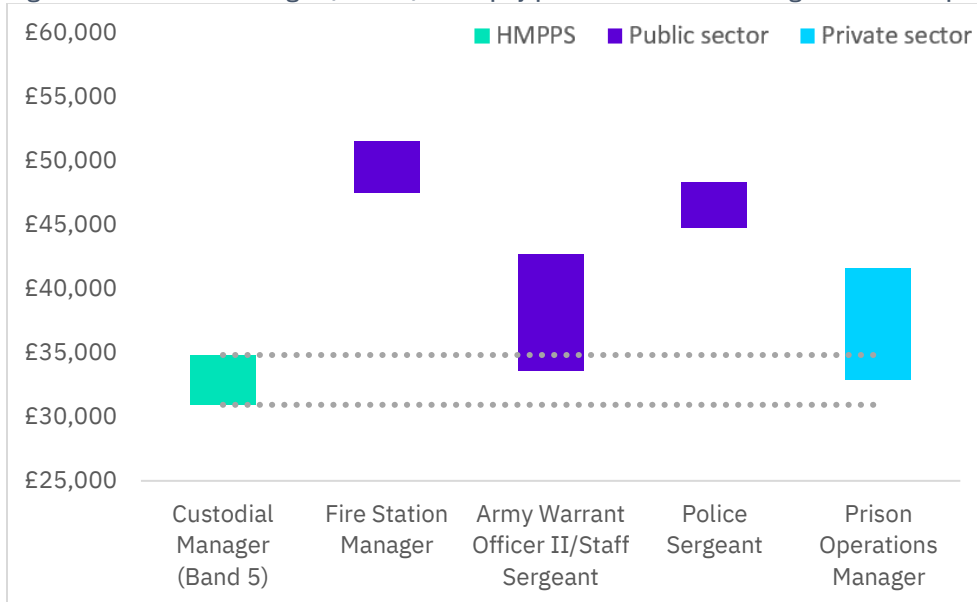


Table 4b Custodial Manager (Band 5) and comparator salary ranges (South East)

Organisation/ source	Comparator job title	Basic pay including location pay		Basic pay plus unsocial hours	
Local Authority Fire & Rescue Services	Station Manager	£39,374	£43,428	£48,123	£52,177
Police (E&W)	Sergeant	£42,488	£45,998	£42,771	£46,281

Figure 4c Custodial Manager (Band 5) basic pay range versus comparator pay ranges (South East)

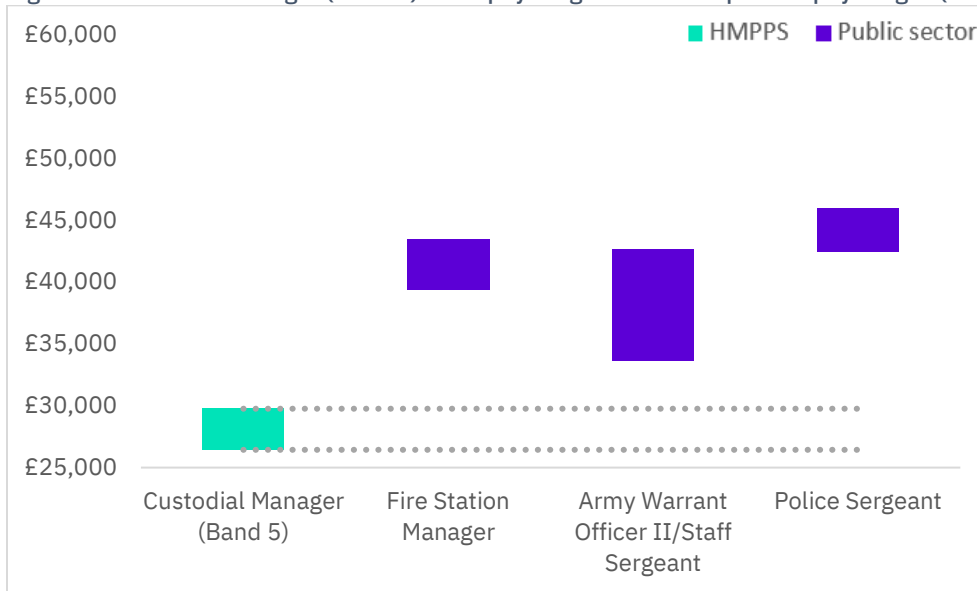


Figure 4d Custodial Manager (Band 5) basic pay plus unsocial hours range versus comparator pay ranges (South East)

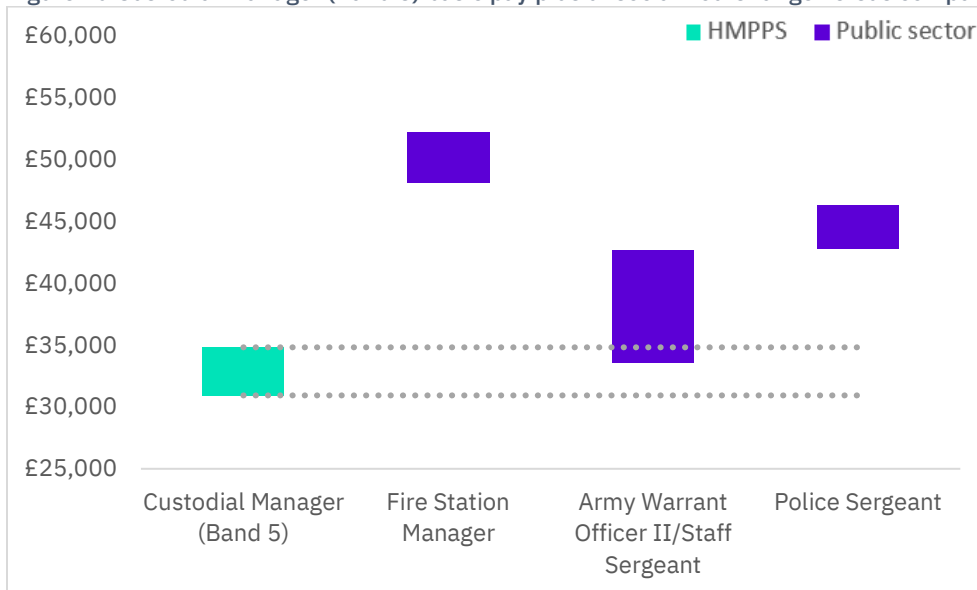


Table 4c Custodial Manager (Band 5) and comparator salary ranges (outer London)

Organisation/ source	Comparator job title	Basic pay including location pay		Basic pay plus unsocial hours	
Local Authority Fire & Rescue Services	Station Manager	£44,751	£48,805	£53,789	£57,843
Police (E&W)	Sergeant	£47,271	£50,781	£47,554	£51,064

Figure 4e Custodial Manager (Band 5) basic pay range versus comparator pay ranges (outer London)

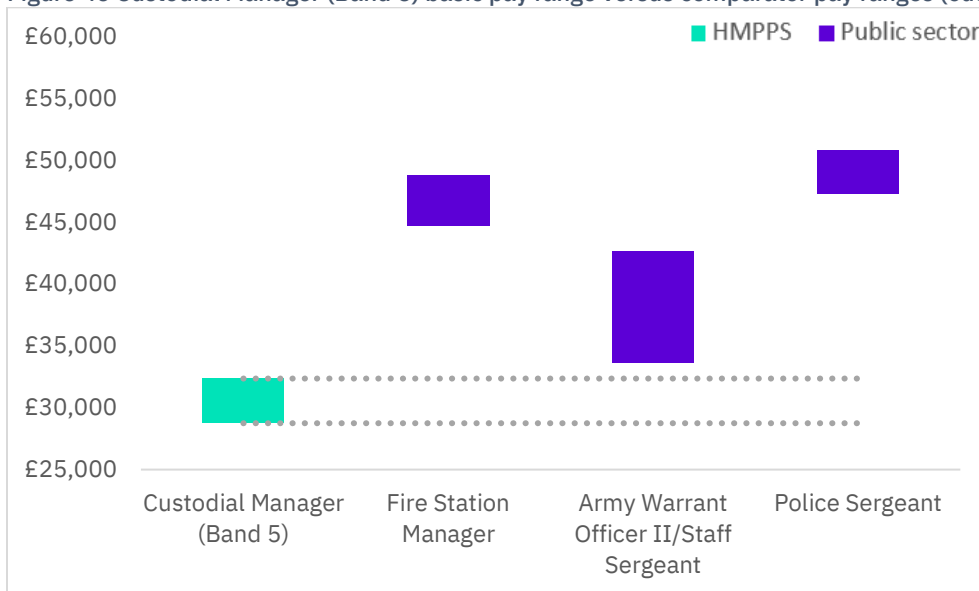


Figure 4f Custodial Manager (Band 5) basic pay plus unsocial hours range versus comparator pay ranges (outer London)

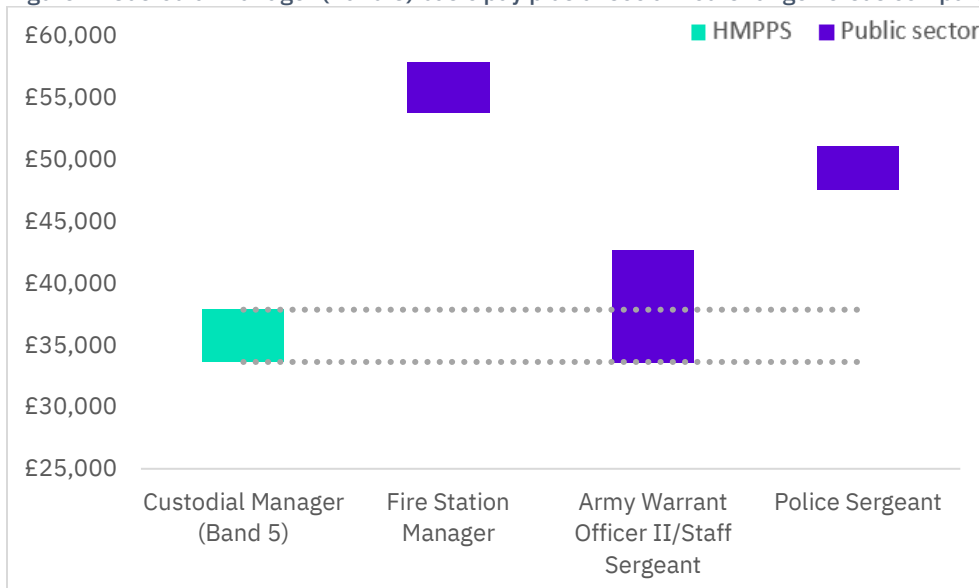


Table 4d Custodial Manager (Band 5) and comparator salary ranges (inner London)

Organisation/ source	Comparator job title	Basic pay including location pay		Basic pay plus unsocial hours	
		Minimum	Maximum	Minimum	Maximum
Local Authority Fire & Rescue Services	Fire Station Manager	£44,751	£48,805	£53,789	£57,843
MoD	Army Warrant Officer II/Staff Sergeant	£33,583	£42,666	£33,583	£42,666
Police (E&W)	Police Sergeant	£47,271	£50,781	£47,554	£51,064
HMPPS	Custodial Manager (Band 5)	£29,957	£33,718	£35,050	£39,450

Figure 4g Custodial Manager (Band 5) basic pay range versus comparator pay ranges (inner London)

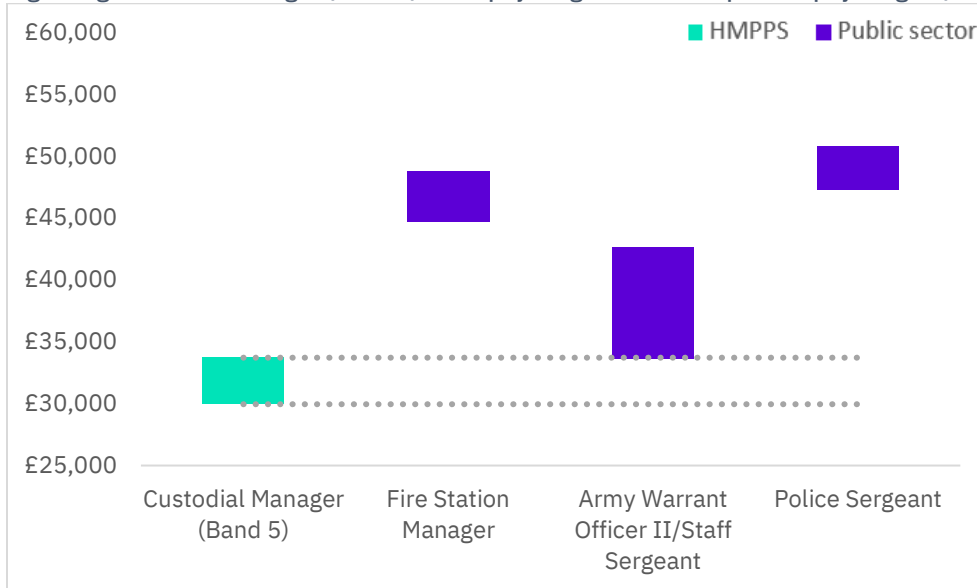
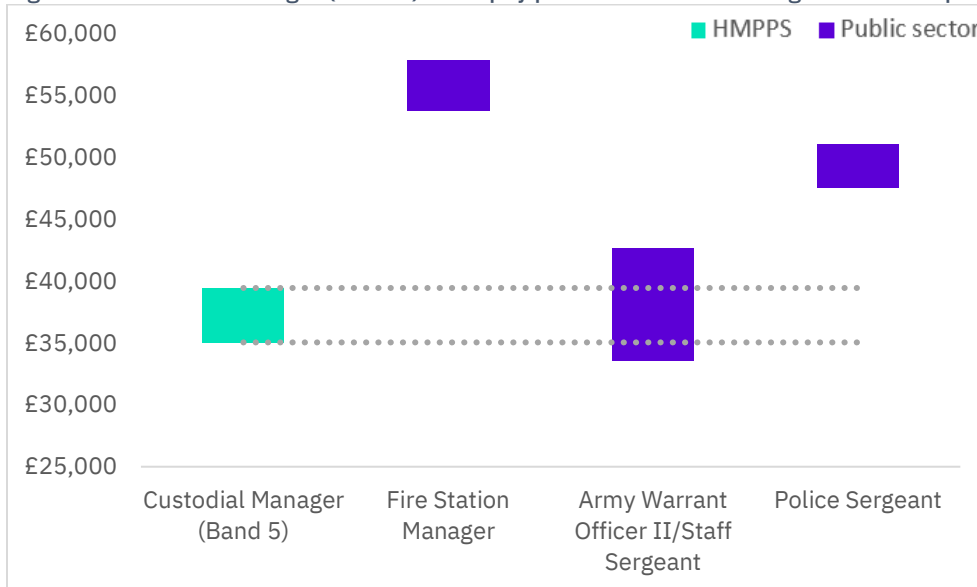


Figure 4h Custodial Manager (Band 5) basic pay plus unsocial hours range versus comparator pay ranges (inner London)



4.5. Deputy Governor/Head of Function (Band 8)

To note:

- Salaries for some comparators, including roles in private prisons, incorporate the requirement to work unsocial hours in a single ‘basic salary’ range. For completeness, we have presented that salary range in both the ‘basic pay’ and ‘basic pay plus unsocial hours’ comparisons below. In such cases, we would advise that the ‘basic pay plus unsocial hours’ comparisons is the most appropriate.
- Please note that salary data for private prisons roles (included in the ‘National’ comparisons) relate to 2019. All other data relate to 2018.

Tables 5a to 5d and Figures 5a to 5h present the pay ranges for a Deputy Governor/Head of Function (Band 8) alongside six comparator professions. Key findings are:

- The basic pay range for a Deputy Governor/Head of Function (Band 8) falls below that of six of the comparator professions [Fire Area Manager, Local Government Function Head, Army Lt Colonel, Police Chief Inspection/Superintendent, Deputy Head Teacher and Private Prison Deputy Director (national only)] in all regions and overlaps with one comparator [Probation Service Approved Premises Area Manager] (figure 5a, c, e and g)
- **Nationally**, the pay range including unsocial hours pay for a Deputy Governor/Head of Function (Band 8) falls below five of the comparators with two comparators overlapping [Probation Service Approved Premises Area Manager and Police Chief Inspector/Superintendent] (figure 5b)
- Unsocial Hours pay scale for the remaining regions, **South East, Outer and inner London** are the same, with the pay range for a Deputy Governor/Head of Function (Band 8) falling below four of the comparators [Fire Area Manager, Army Lt Colonel, Police Chief Inspector/Superintendent and Deputy Head Teacher] and overlapping with one comparator [Probation Service Approved Premises Area Manager] (figure 5d, f and h)

Detailed results

Table 5a Deputy Governor/Head of Function (Band 8) and comparator salary ranges (national)

Organisation/ source	Comparator job title	Basic pay inc. location pay		Basic pay plus unsocial pay	
		Minimum	Maximum	Minimum	Maximum
Local Authority Fire & Rescue Services	Fire Area Manager	£53,238	£58,397	£64,206	£69,365
Local government	Social Services Function Head	£66,828	£73,197	£66,828	£73,197
MoD	Army Lt Colonel	£63,035	£72,990	£63,035	£72,990
National Probation Service	Approved Premises Area Manager	£39,427	£49,016	£39,427	£49,016
Police (E&W)	Police Chief Inspector/Superintendent	£55,521	£78,888	£55,607	£78,974
Schools (E&W)	Deputy Head Teacher	£60,755	£70,370	£60,755	£70,370
Private sector	Deputy Prison Director	£66,753	£78,105	£66,753	£78,105
HMPPS	Deputy Governor/Head of Function (Band 8)	£40,690	£48,831	£47,607	£57,132

Figure 5a Deputy Governor/Head of Function (Band 8) basic pay range versus comparator pay ranges (national)

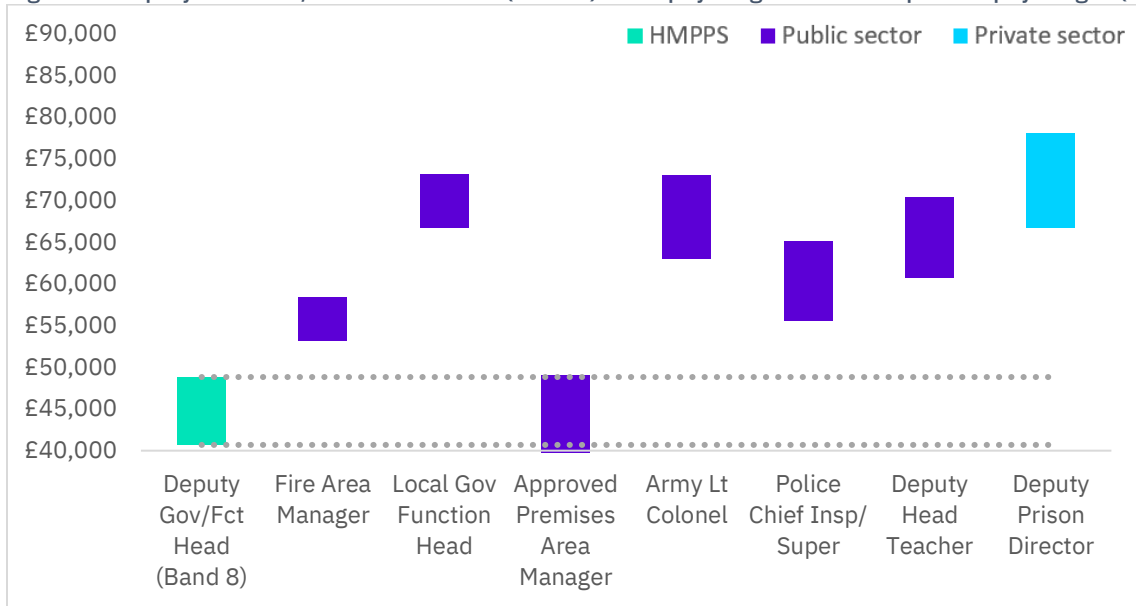


Figure 5b Deputy Governor/Head of Function (Band 8) basic pay plus unsocial hours range versus comparator pay ranges (national)

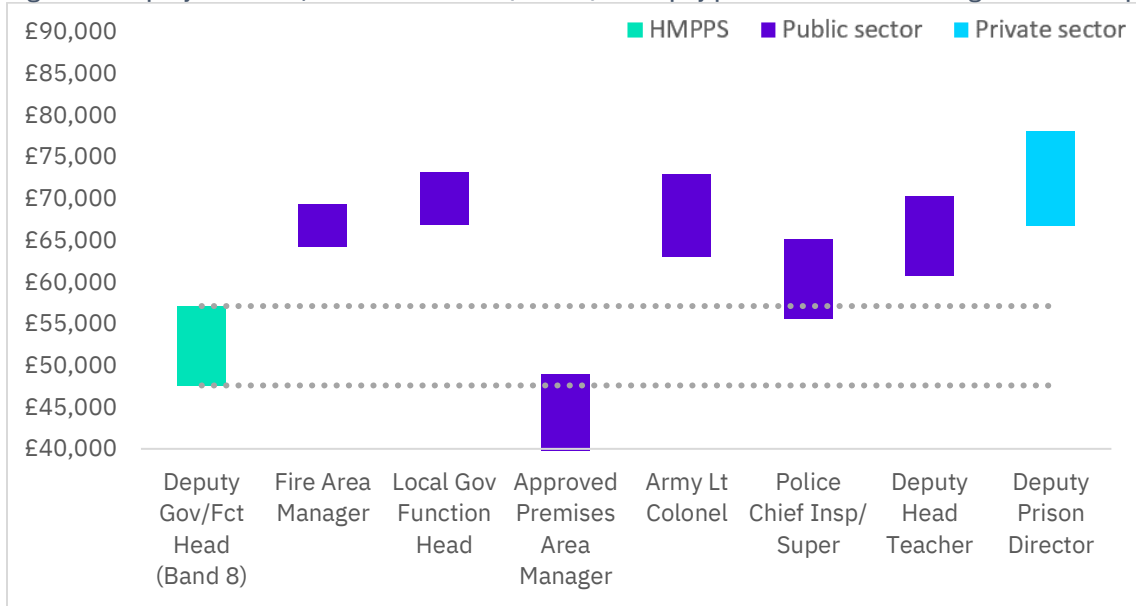


Table 5b Deputy Governor/Head of Function (Band 8) and comparator salary ranges (South East)

Organisation/ source	Comparator job title	Basic pay including location pay		Basic pay plus unsocial hours	
Local Authority Fire & Rescue Services	Area Manager	£53,238	£58,397	£64,206	£69,365
National Probation Service	Approved Premises Area Manager	£39,427	£49,016	£39,427	£49,016
Schools (E&W)	Deputy Head Teacher	£61,860	£71,480	£61,860	£71,480

Figure 5c Deputy Governor/Head of Function (Band 8) basic pay range versus comparator pay ranges (South East)

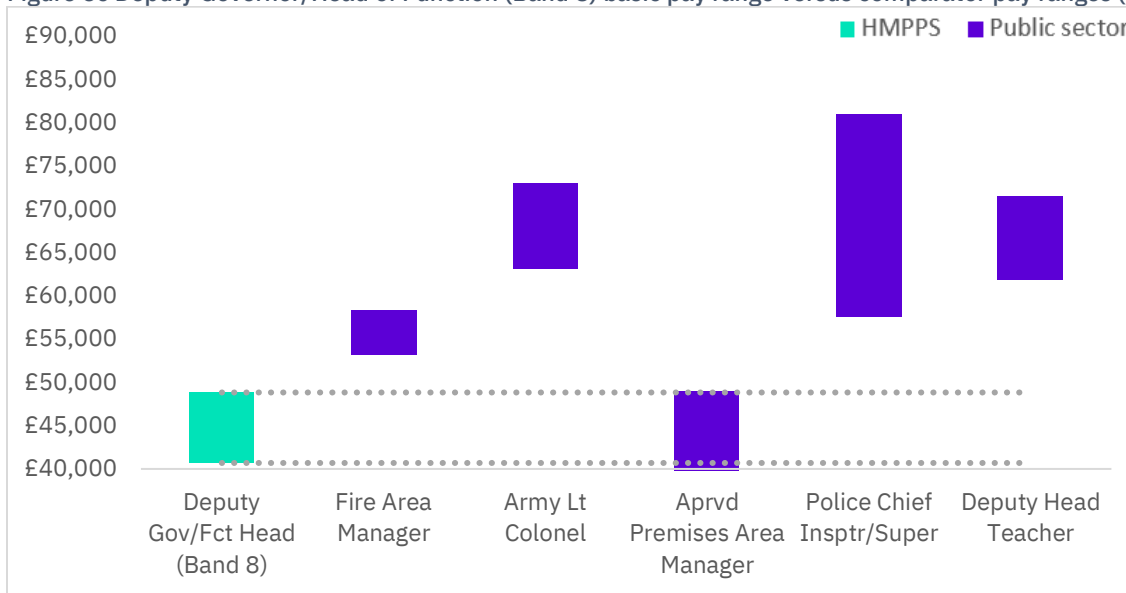


Figure 5d Deputy Governor/Head of Function (Band 8) basic pay plus unsocial hours range versus comparator pay ranges (South East)

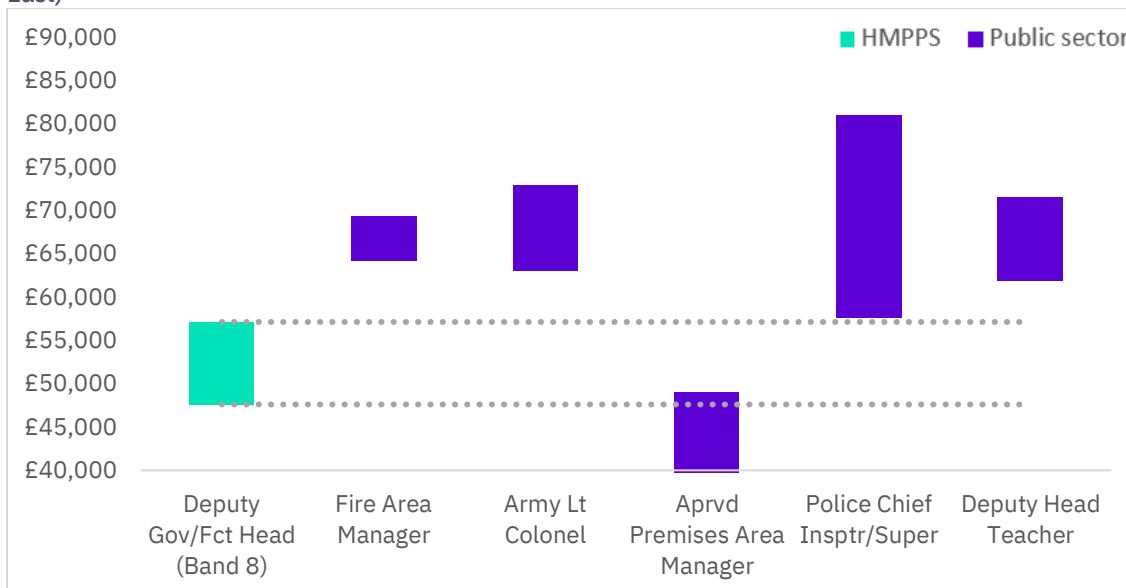


Table 5c Deputy Governor/Head of Function (Band 8) and comparator salary ranges (outer London)

Organisation/ Source	Comparator job title	Basic pay including location pay		Basic pay plus unsocial hours	
Local Authority Fire & Rescue Services	Area Manager	£58,615	£63,774	£69,583	£74,742
MoD	Army Lt Colonel	£63,035	£72,990	£63,035	£72,990
Police (E&W)	Chief Inspector/Superintendent	£62,304	£85,671	£62,390	£85,757
HMPPS	Deputy Governor/Head of function (Band 8)	£42,858	£51,432	£50,144	£60,175

Figure 5e Deputy Governor/Head of Function (Band 8) basic pay range versus comparator pay ranges (outer London)

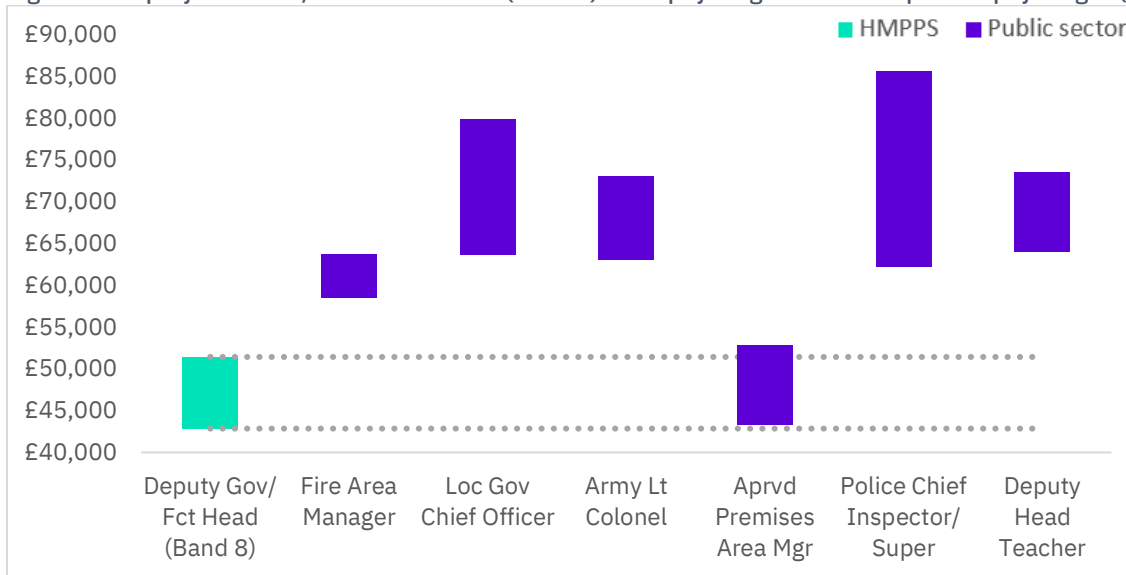


Figure 5f Deputy Governor/Head of Function (Band 8) basic pay plus unsocial hours versus comparator pay ranges (outer London)

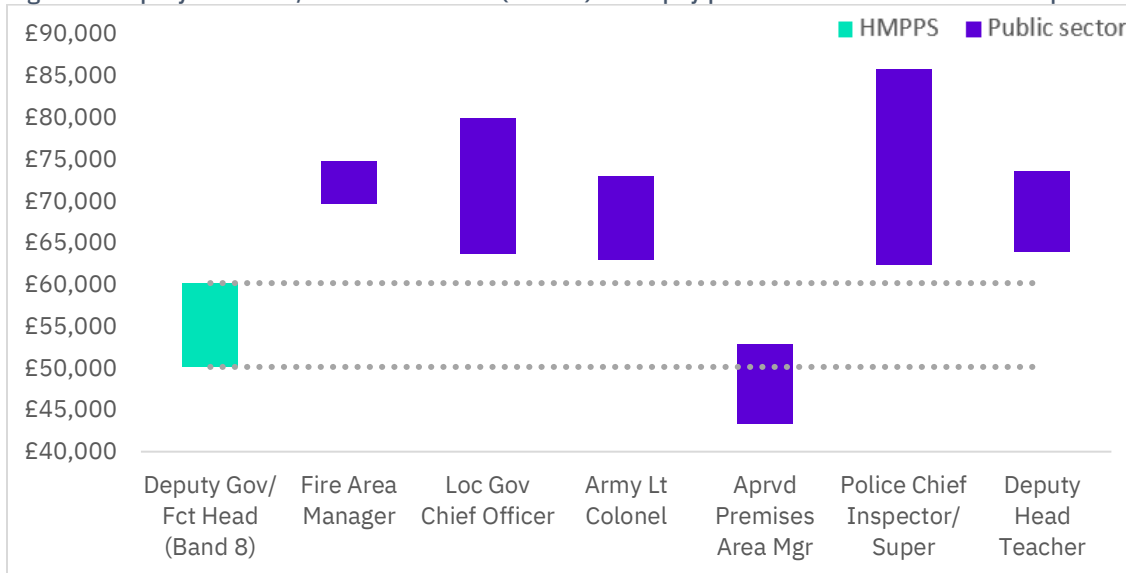


Table 5d Deputy Governor/Head of Function (Band 8) and comparator salary ranges (inner London)

Organisation/ source	Comparator job title	Basic pay inc. location pay		Basic pay plus unsocial pay	
Local Authority Fire & Rescue Services	Fire Area Manager	£58,615	£63,774	£69,583	£74,742
MoD	Army Lt Colonel	£63,035	£72,990	£63,035	£72,990
Police (E&W)	Police Chief Inspector/Superintendent	£62,304	£85,671	£62,390	£85,757
HMPPS	Deputy Governor/Head of function (Band 8)	£43,989	£52,789	£51,467	£61,763

Figure 5g Deputy Governor/Head of Function (Band 8) basic pay range versus comparator pay ranges (inner London)

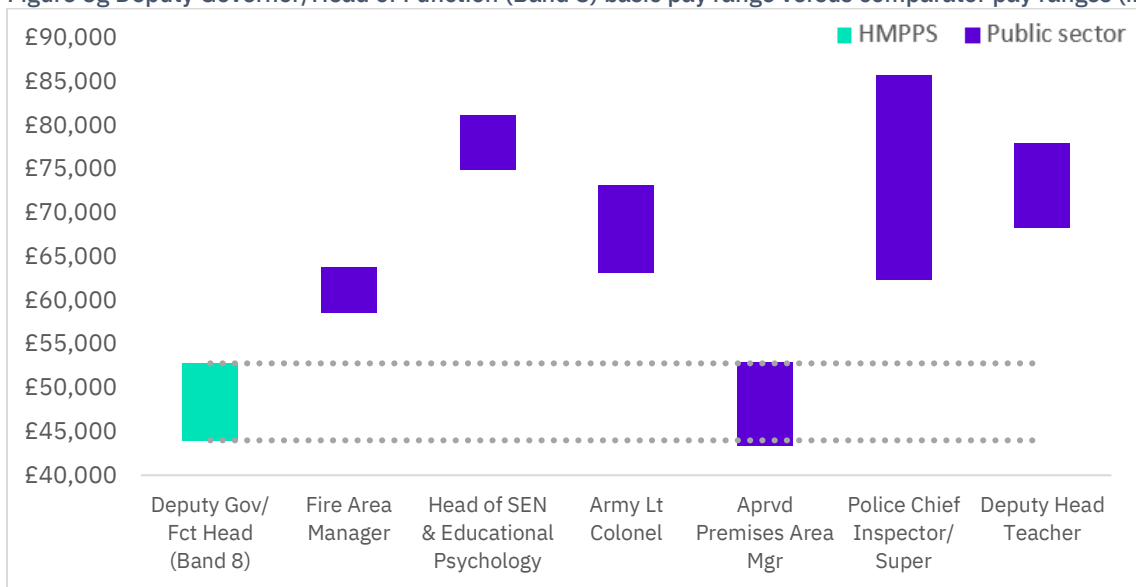
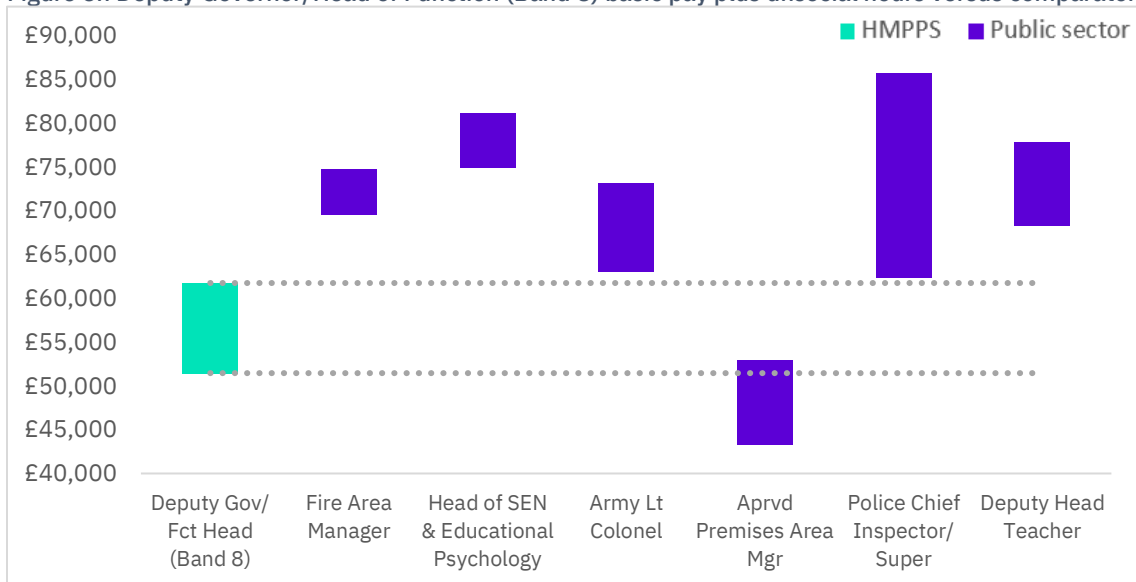


Figure 5h Deputy Governor/Head of Function (Band 8) basic pay plus unsocial hours versus comparator pay ranges (inner London)



4.6. Governor (Band 10)

To note:

- Salaries for some comparators, including roles in private prisons, incorporate the requirement to work unsocial hours in a single ‘basic salary’ range. For completeness, we have presented that salary range in both the ‘basic pay’ and ‘basic pay plus unsocial hours’ comparisons below. In such cases, we would advise that the ‘basic pay plus unsocial hours’ comparisons is the most appropriate.
- Please note that salary data for private prisons roles (included in the ‘National’ comparisons) relate to 2019. All other data relate to 2018.

Tables 6a to 6d and Figures 6a to 6h present the pay ranges for a Governor (Band 10) alongside comparator professions. Key findings are:

National

- **Nationally** the basic pay range for a Governor (Band 10) falls below that of five of the comparator professions, [Assistant Chief Fire Officer, Local Government Assistant Director, Army Colonel, Police Chief Superintendent and Head Teacher (Group 7)] and overlaps with two comparators [Probation Service Operational Function Head Band C and Scottish Prison Service Governor Band H] (figure 6a)
- The pay range (**nationally**) with unsocial hours pay for a Governor (Band 10) falls below two of the comparators [Assistant Chief Fire Officer and Police Chief Superintendent] with four comparators overlapping [Local Government Assistant Director, Army Colonel/Brigadier, Probation Service Operational Function Head Band C and Head Teacher (Group 7)]. The pay range for a Governor (Band 10) exceeds one comparator [Scottish Prison Service Governor Band H] (figure 6b)

South East

- The pay range in the **South East** Region for a Governor Band 10 falls below four of the five comparators [Assistant Chief Fire Officer, Army Colonel, Police Chief Superintendent and

Head Teacher (Group 7)]. It overlaps with the remaining comparator [Probation Service Operational Function Head Band C] (figure 6c)

- The unsocial hours pay range for a Governor Band 10 in the **South East** region is below two of the five comparators [Assistant Chief Fire Officer and Police Chief Superintendent] and overlaps with the remaining three comparators [Army Colonel, Probation Service Operational Function Head Band C and Head Teacher (Group 7)] (figure 6d)

Outer London

- The pay range for a Governor Band 10 in **outer London** falls below five of the six comparators, Fire Assistant Director Control and Mobilising, Local Government Chief Officer D, Army Colonel, Police Chief Superintendent and Head Teacher (Group 7) and overlaps with one comparator, Operational Function Head Band C (figure 6e)
- The Governor (Band 10) pay range with unsocial hours in **outer London** falls below two of six comparators [Assistant Director Fire Service and Police Chief Superintendent] and overlaps with the remaining four (figure 6f)

Inner London

- **Inner London** basic pay range for a Governor Band 10 falls below four of the five comparators [Assistant Director Fire Service, Army Colonel, Police Chief Superintendent and Head Teacher (Group 7)], overlaps with the remaining comparator [Probation Service Operational Function Head Band C] (figure 6g)
- Unsocal hours pay range for **inner London** for a Governor (Band 10) falls below two of the five comparators [Assistant Director Fire Service and Police Chief Superintendent], overlapping with the remaining three comparators [Army Colonel, Op Function Head Band C and Head Teacher (Group 7)] (figure 6h)

Detailed results

Table 6a Governor (Band 10) and comparator salary ranges (national)

Organisation/ source	Comparator job title	Basic pay inc. location pay		Basic pay plus unsocial pay	
		Minimum	Maximum	Minimum	Maximum
Local Authority Fire & Rescue Services	Assistant Chief Fire Officer	£84,099	£91,830	£84,099	£91,830
Local government	Assistant Director (n6)	£80,486	£83,860	£80,486	£87,357
MoD	Army Colonel	£79,503	£88,184	£79,503	£88,184
NPS	Operational Function Head (C)	£56,657	£74,112	£56,657	£74,112
Police (E&W)	Chief Superintendent	£82,779	£87,327	£82,779	£87,327
Schools (E&W)	Head Teacher (Group 7)	£70,370	£100,568	£70,370	£100,568
Scottish Prisons	SPS Governor Band H	£52,361	£60,790	£52,361	£60,790
HMPSS	Governor (Band 10)	£57,373	£68,852	£67,126	£80,557

Figure 6a Governor (Band 10) basic pay range versus comparator pay ranges (national)

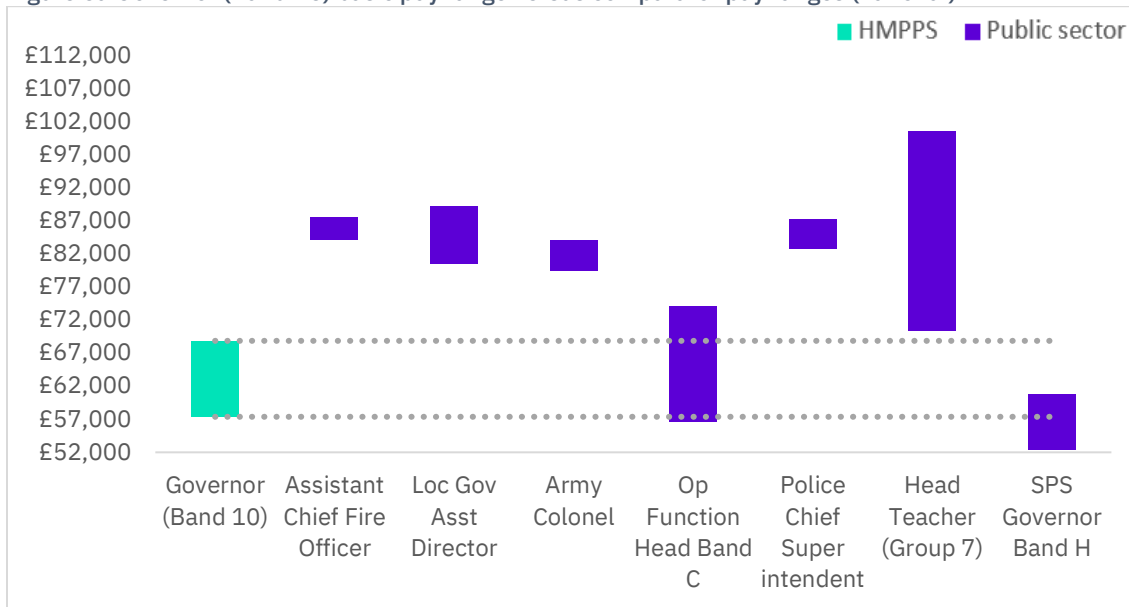


Figure 6b Governor (Band 10) basic pay plus unsocial hours range versus comparator pay ranges (national)

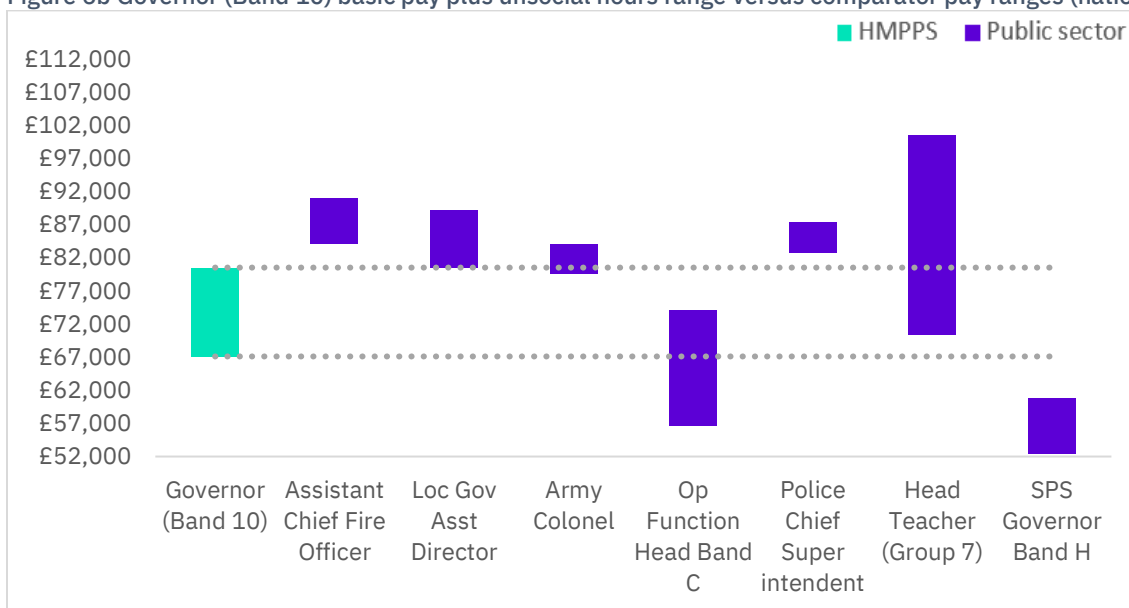


Table 6b Governor (Band 10) and comparator salary ranges (South East)

Organisation/ source	Comparator job title	Basic pay including location pay		Basic pay plus unsocial hours	
		Minimum	Maximum	Minimum	Maximum
Local Authority Fire & Rescue Services	Assistant Chief Fire Officer	£84,099	£91,830	£84,099	£91,830
MoD	Army Colonel	£79,503	£88,184	£79,503	£88,184
National Probation Service	Head of Operational Function (Band C)	£56,657	£74,112	£56,657	£74,112
Police (E&W)	Chief Superintendent	£84,779	£89,327	£84,779	£89,327
Schools (E&W)	Head Teacher (Group 7)	£71,480	£101,659	£71,480	£101,659
HMPSS	Governor (Band 10)	£57,373	£68,852	£67,126	£80,557

Figure 6c Governor (Band 10) basic pay range versus comparator pay ranges (South East)

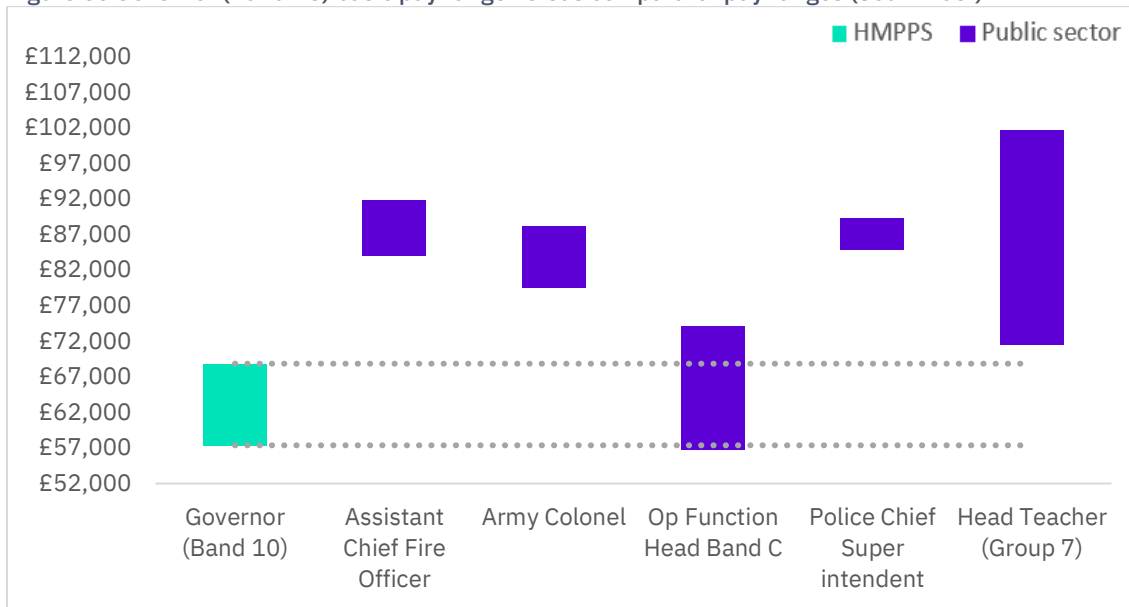


Figure 6d Governor (Band 10) basic pay plus unsocial hours range versus comparator pay ranges (South East)

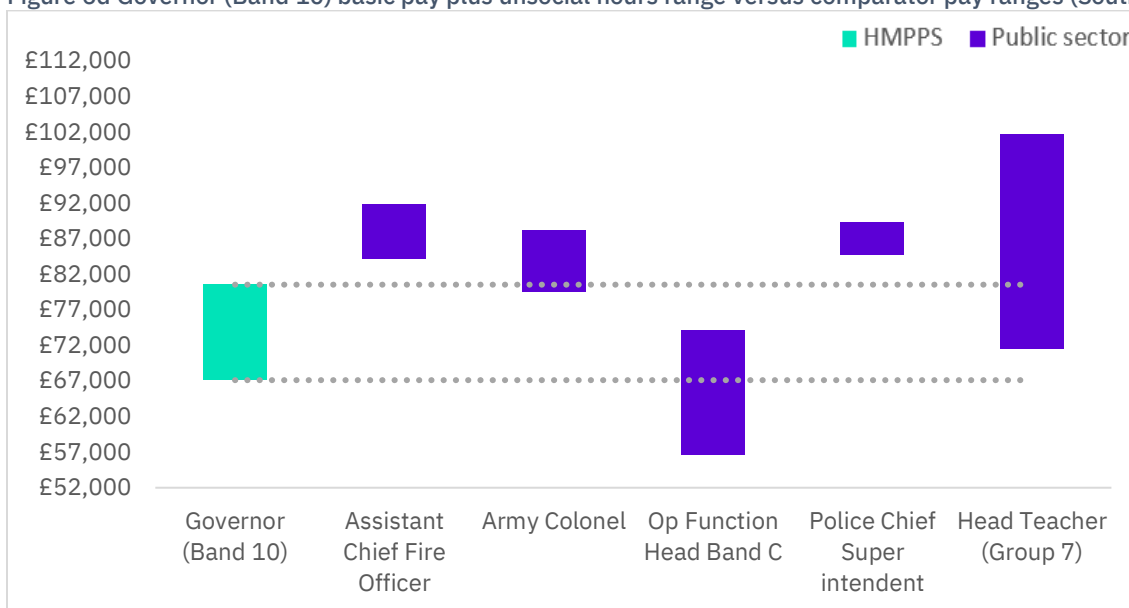


Table 6c Governor (Band 10) and comparator salary ranges (outer London)

Organisation/ source	Comparator job title	Basic pay including location pay		Basic pay plus unsocial hours	
		Minimum	Maximum	Minimum	Maximum
London Fire Brigade	Assistant Director Control & Mobilising	£86,880	£86,880	£86,880	£86,880
Local Government	Chief Officer D	£78,015	£83,946	£78,015	£89,877
MoD	Army Colonel	£79,503	£88,184	£79,503	£88,184
National Probation Service	Head of Operational Function (Band C)	£60,546	£78,001	£60,546	£78,001
Police (E&W)	Chief Superintendent	£89,562	£94,110	£89,562	£94,110
Schools (E&W)	Head Teacher (Group 7)	£73,541	£103,706	£73,541	£103,706
HMPSS	Governor (Band 10)	£59,541	£71,453	£69,663	£83,600

Figure 6e Governor (Band 10) basic pay range versus comparator pay ranges (outer London)

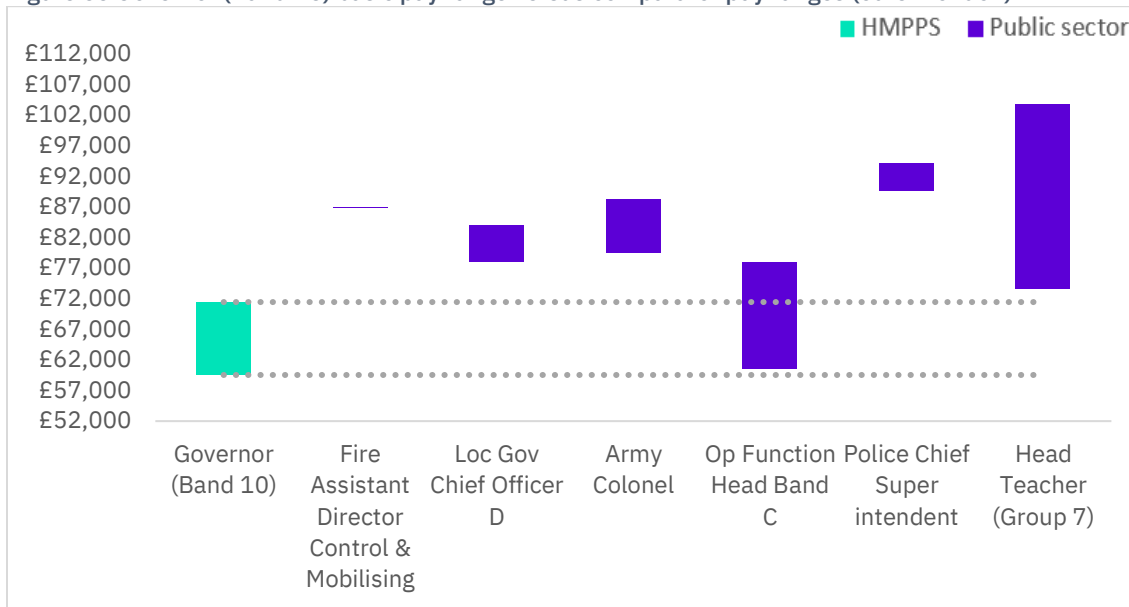


Figure 6f Governor (Band 10) basic pay plus unsocial hours range versus comparator pay ranges (outer London)

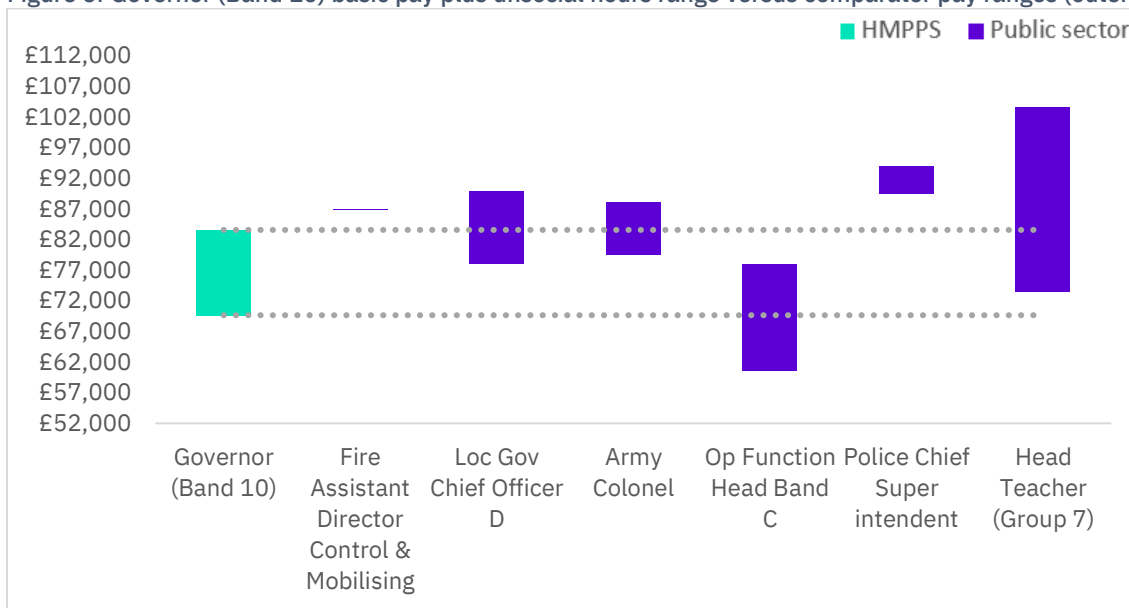


Table 6d Governor (Band 10) and comparator salary ranges (inner London)

Organisation/ source	Comparator job title	Basic pay including location pay		Basic pay plus unsocial hours	
		Minimum	Maximum	Minimum	Maximum
London Fire Brigade	Assistant Director Control & Mobilising	£86,880	£86,880	£86,880	£86,880
MoD	Army Colonel	£79,503	£88,184	£79,503	£88,184
National Probation Service	Head of Operational Function (Band C)	£60,546	£78,001	£60,546	£78,001
Police (E&W)	Chief Superintendent	£89,562	£94,110	£89,562	£94,110
Schools (E&W)	Head Teacher (Group 7)	£77,930	£108,048	£77,930	£108,048
HMPSS	Governor (Band 10)	£60,672	£72,810	£70,986	£85,188

Figure 6g Governor (Band 10) basic pay range versus comparator pay ranges (inner London)

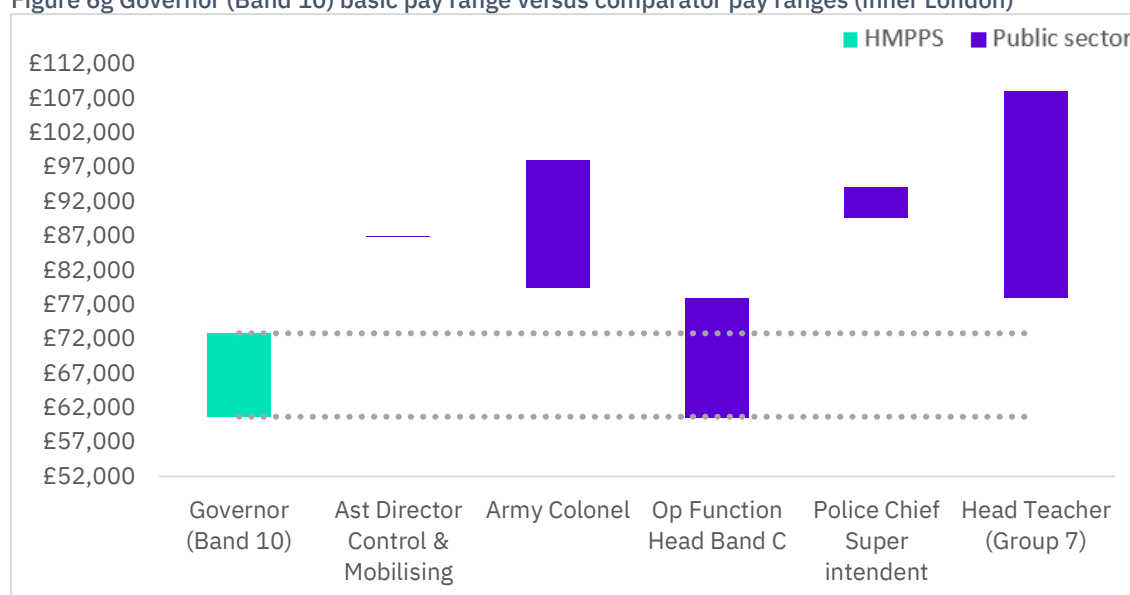
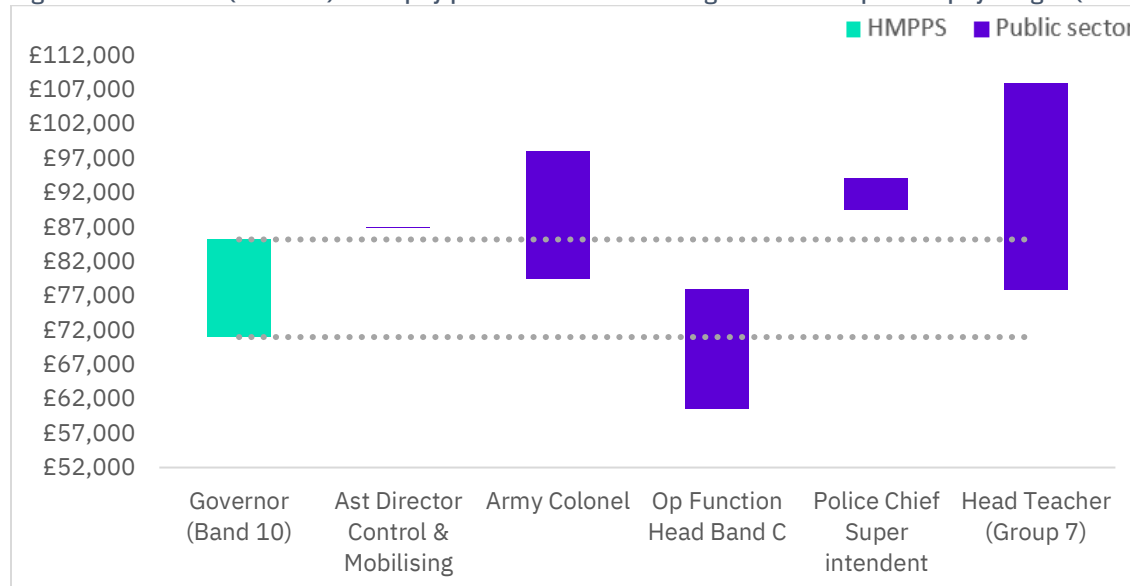


Figure 6h Governor (Band 10) basic pay plus unsocial hours range versus comparator pay ranges (inner London)



4.7. Governor (Band 11)

To note:

- Salaries for some comparators, including roles in private prisons, incorporate the requirement to work unsocial hours in a single ‘basic salary’ range. For completeness, we have presented that salary range in both the ‘basic pay’ and ‘basic pay plus unsocial hours’ comparisons below. In such cases, we would advise that the ‘basic pay plus unsocial hours’ comparisons is the most appropriate.
- Please note that salary data for private prisons roles (included in the ‘National’ comparisons) relate to 2019. All other data relate to 2018.

Tables 7a to 7d and Figures 7a to 7h present the pay ranges for Governor (Band 11) alongside comparator professions. The key findings are:

- The basic pay range for a Governor (Band 11) is below that for the comparator professions across all regions with the exception of Scottish Prisons Governor.
- There is, however, a more mixed picture when pay for unsocial hours is included in the analysis, as follows:
 - The Governor (**national**) pay range is below that of five of the comparators [Assistant Chief Fire Officer, Local Government Service Director, Army Brigadier, and Private Prisons Director]. It overlaps with one comparator [Head Teacher (Group 8)] and exceeds one [Governor (Band I) from the Scottish Prison Service] (figure 7b)
 - The Governor (**South East**) pay range overlaps with two comparators [Local Government Service Director and Head Teacher (Group 8)] and sits below that for the three remaining comparators [Assistant Chief Fire Officer, Army Brigadier and Police Assistant Chief Constable] (figure 7d)
 - The Governor (**outer London**) pay range is below two comparators [Assistant Chief Constable and Army Brigadier] and overlaps with the remaining three comparators [Assistant Chief Fire Officer, Local Government Service Director and Head Teacher (Group 8)] (figure 7f)

- The Governor (inner London) pay range falls below three of the comparators [Local Government Service Director, Army Brigadier and Police Commander]. It overlaps with the two remaining comparators [Assistant Chief Fire Officer and Head Teacher (Group 8)] (figure 7h)

Detailed results

Table 7a Governor (Band 11) and comparator salary ranges (national)

Organisation/ source	Comparator job title	Basic pay inc. location pay		Basic pay plus unsocial pay	
Local Authority Fire & Rescue Services	Assistant Chief Fire Officer	£97,403	£106,357	£97,403	£106,357
MoD	Army Brigadier	£98,910	£103,126	£98,910	£103,126
Schools (E&W)	Head Teacher (Group 8)	£77,613	£111,007	£77,613	£111,007
Private sector	Prison Director	£105,320	£123,647	£105,320	£123,647

Figure 7a Governor (Band 11) basic pay range versus comparator pay ranges (national)

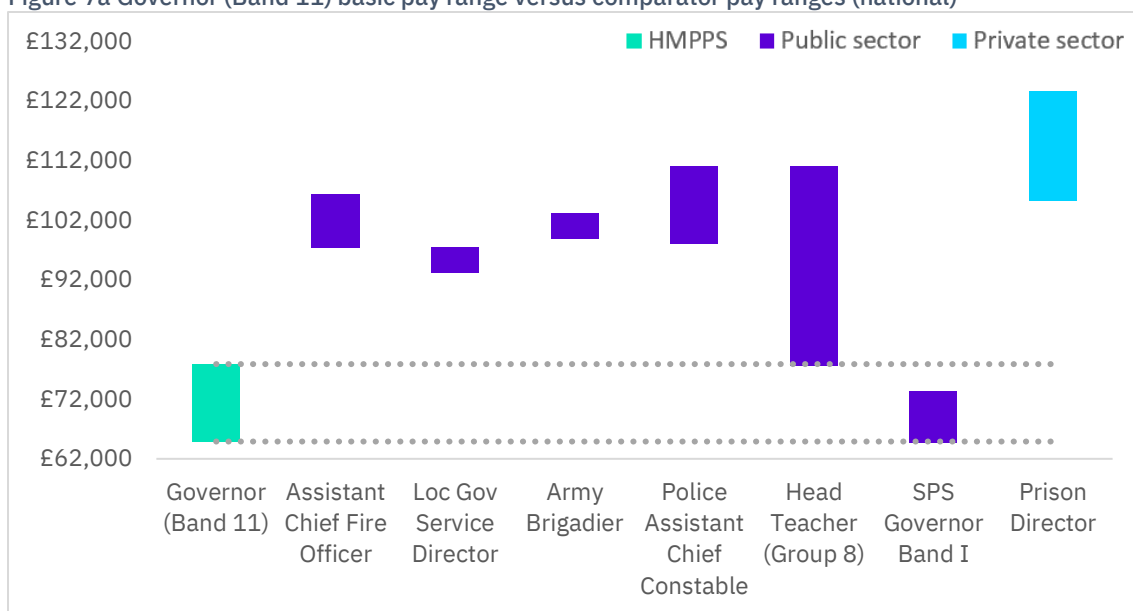


Figure 7b Governor (Band 11) basic pay plus unsocial hours range versus comparator pay ranges (national)

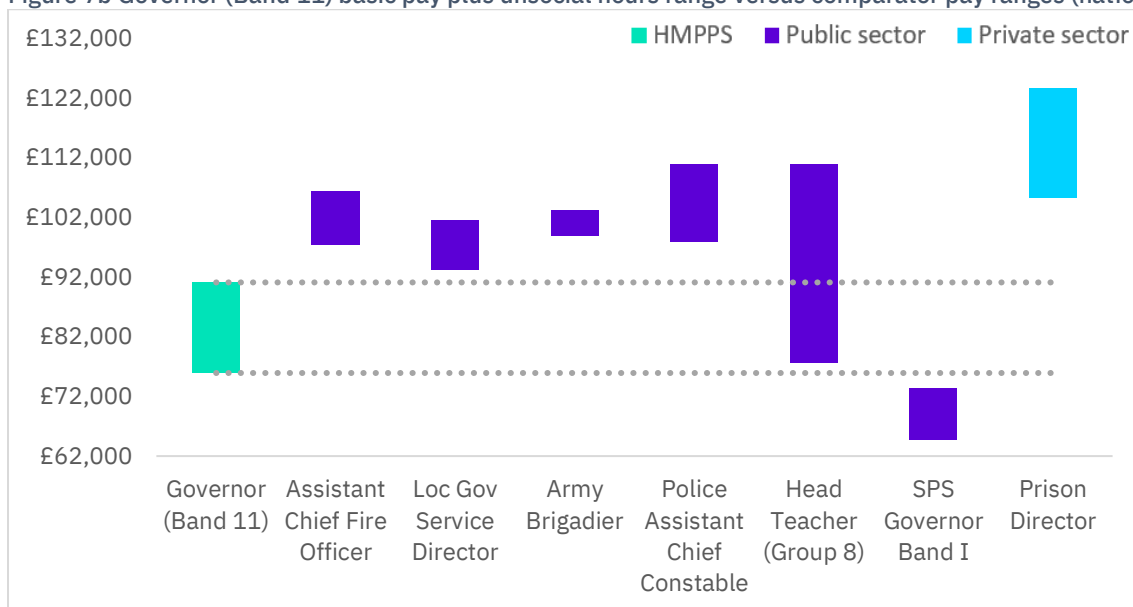


Table 7b Governor (Band 11) and comparator salary ranges (South East)

Organisation/ source	Comparator job title	Basic pay including location pay		Basic pay plus unsocial hours pay	
Local Authority Fire & Rescue Services	Assistant Chief Fire Officer	£97,403	£106,357	£97,403	£106,357
MoD	Army Brigadier	£98,910	£103,126	£98,910	£103,126
Schools (E&W)	Head Teacher (Group 8)	£78,715	£112,105	£78,715	£112,105

Figure 7c Governor (Band 11) basic pay range versus comparator pay ranges (South East)

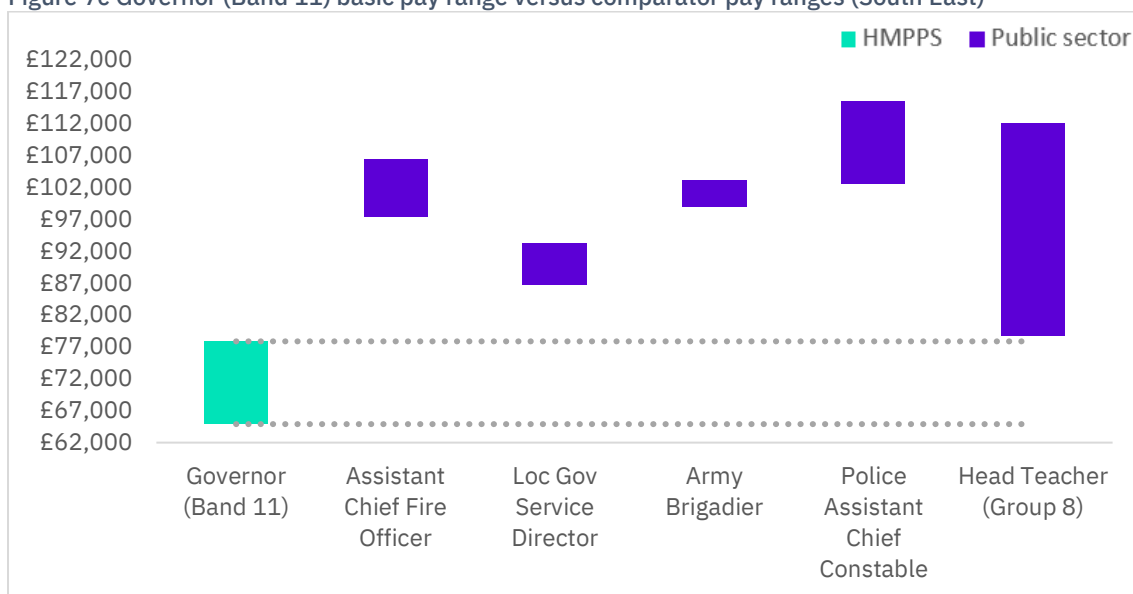


Figure 7d Governor (Band 11) basic pay plus unsocial hours range versus comparator pay ranges (South East)

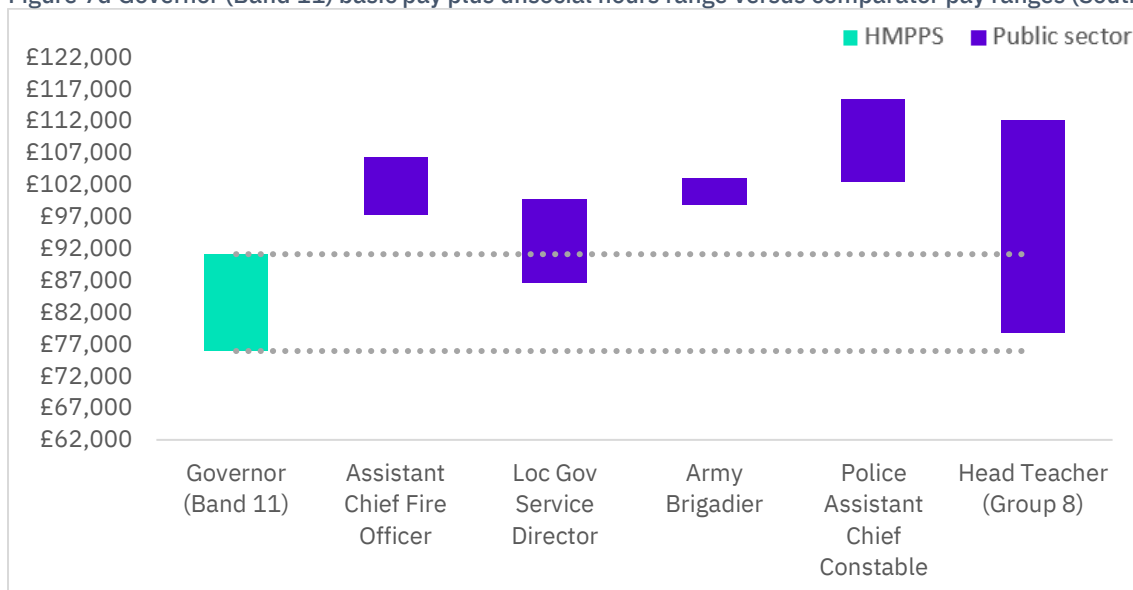


Table 7c Governor (Band 11) and comparator salary ranges (outer London)

Organisation/ source	Comparator job title	Basic pay including location pay		Basic pay plus unsocial hours	
London Fire Brigade	Assistant Director Control & Mobilising	£86,880	£86,880	£86,880	£86,880
MoD	Army Brigadier	£98,910	£103,126	£98,910	£103,126
Schools (E&W)	Head Teacher (Group 8)	£80,785	£114,147	£80,785	£114,147

Figure 7e Governor (Band 11) basic pay range versus comparator pay ranges (outer London)

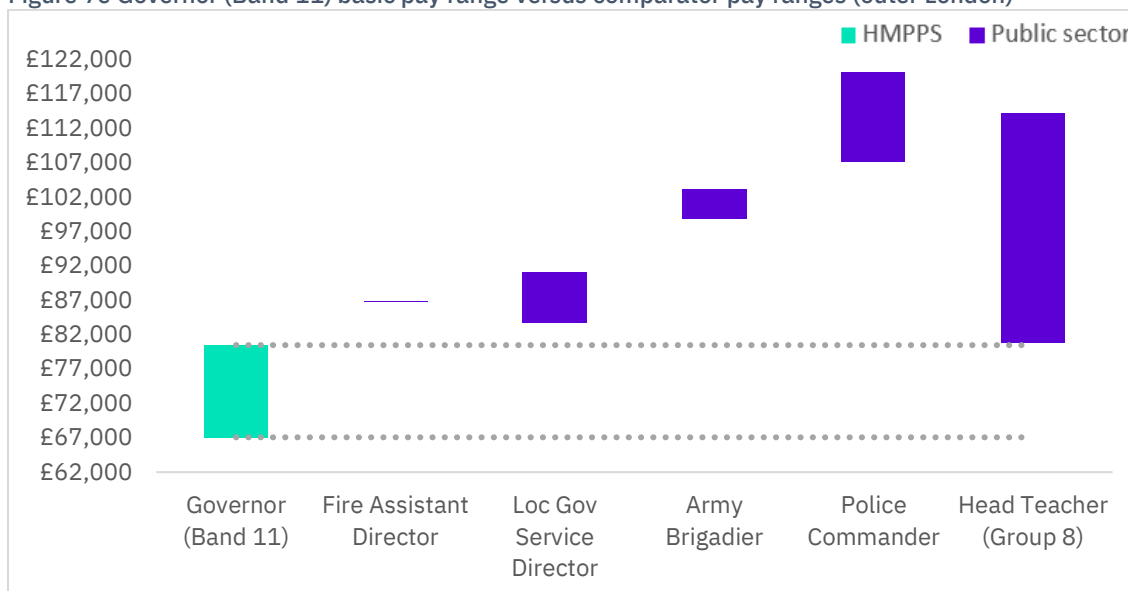


Figure 7f Governor (Band 11) basic pay plus unsocial hours range versus comparator pay ranges (outer London)

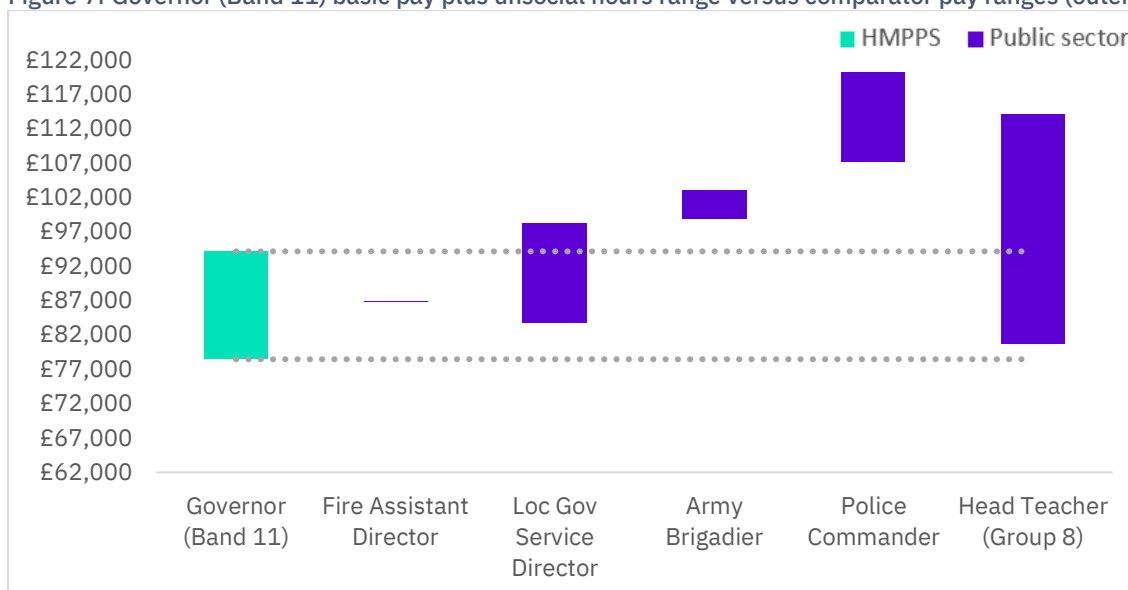


Table 7d Governor (Band 11) and comparator salary ranges (inner London)

Organisation/ source	Comparator job title	Basic pay including location pay		Basic pay plus unsocial hours	
London Fire Brigade	Assistant Director Control & Mobilising	£86,880	£86,880	£86,880	£86,880
MoD	Brigadier	£98,910	£103,126	£98,910	£103,126
Schools (E&W)	Head Teacher (Group 8)	£85,169	£118,490	£85,169	£118,490

Figure 7g Governor (Band 11) basic pay range versus comparator pay ranges (inner London)

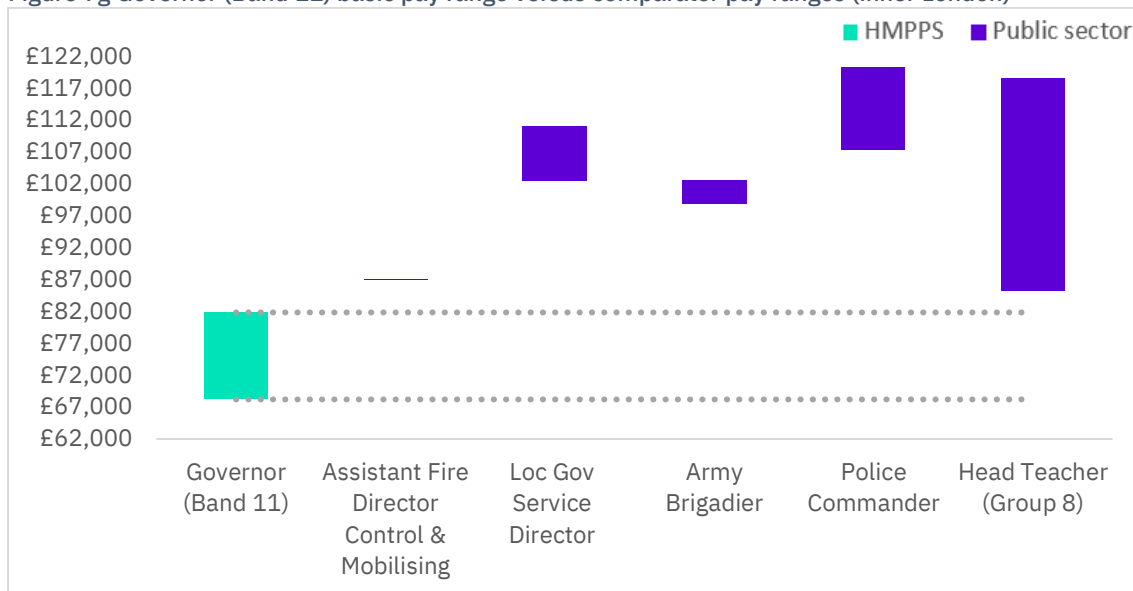
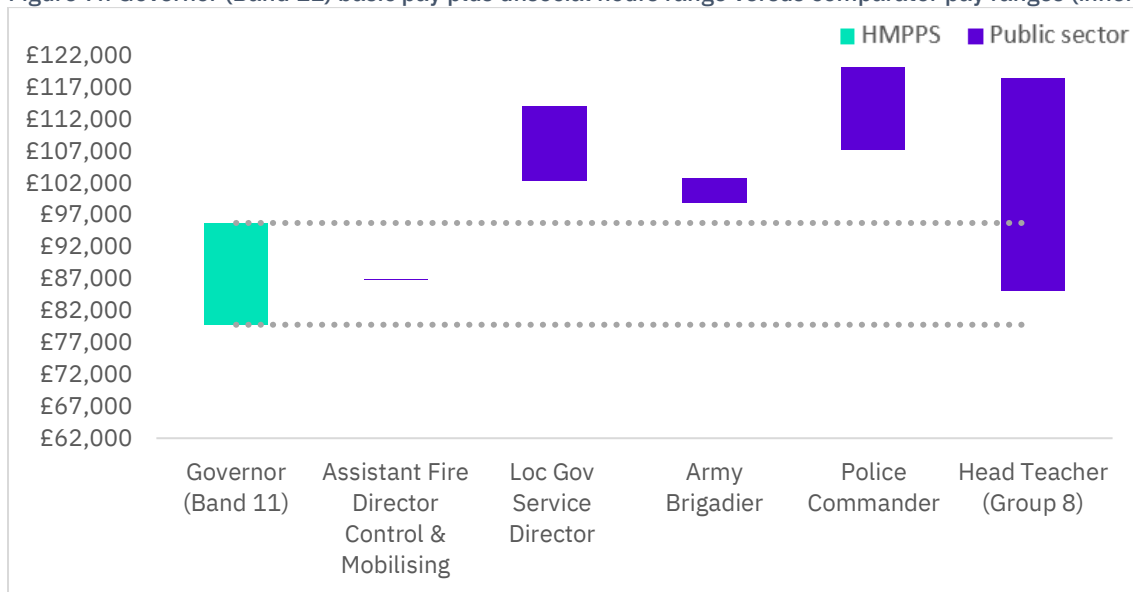


Figure 7h Governor (Band 11) basic pay plus unsocial hours range versus comparator pay ranges (inner London)



Appendix 1 – IDR comparator assessment rationale

Operational Support Grade (Band 2)

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
OSG (Band 2)	Call Centre Entry Level Call Agent (private sector)	Job size	Role too administrative in nature and not sufficiently 'hands on' to serve as a comparator.	-	-	-	Not relevant
OSG (Band 2)	Cleaner (private sector)	Job size	Cleaning features as part of 'other duties' for OSG rather than being the sole purpose of the job and the role has few requirements in respect of communication skills or team working.	-	-	-	Not relevant
OSG (Band 2)	Retail/Sales Assistant (private sector)	Job size	There is some requirement for interpersonal skills, limited stock/stores activities but the environment is not comparable, nor is the main purpose of the job.	-	-	-	Not relevant
OSG (Band 2)	Support Worker	Job size	See matching for Band 3.	-	-	-	Not relevant
OSG (Band 2)	Clerks and assistants (private sector)	Job size	Role too administrative in nature and not sufficiently 'hands on' to serve as a comparator.	-	-	-	Not relevant
OSG (Band 2)	Emergency Service Contact Handler (Police)	Previous study	See matching for Band 3.	-	-	-	Not relevant

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
OSG (Band 2)	Assistant Immigration Officer (AO) (Home Office)	Previous study	See matching for Band 3.	-	-	-	Not relevant
OSG (Band 2)	Storekeeper (private sector)	IDR	The roles share several core duties, but the lack of interpersonal skills required means this job is a poor match.	Medium	Low/Medium	Low	Poor
OSG (Band 2)	Customs Warehouse Examination Manager (HMRC)	IDR	Role involves some similar activities but lacks the interpersonal aspects of a Prison Service role.	Low/medium	Low/Medium	Low	Poor
OSG (Band 2)	Postman/woman (Royal Mail)	IDR	Some similar duties and physical demands however the role has limited interpersonal skills requirements therefore provides a poor match.	Medium	Low	Low	Poor
OSG (Band 2)	Receptionist (private sector)	Job size	The role has 'meet and greet'/first point on contact responsibilities which are similar, but it is too administrative in nature and not sufficiently 'hands on' to serve as a comparator.	Medium	Low	Low	Poor

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
OSG (Band 2)	Prison Services Assistant (Scottish Prison Service)	Previous study	Role does have direct prisoner contact however the working environment is not comparable to that of an OSG. Works away from main prison (in this case, in a warehouse environment or another back-office function). Limited overlap in duties performed.	Medium	Low	Low	Poor
OSG (Band 2)	Civil Enforcement Officer (local authority)	IDR	The work is of a similar level of skill and has risk of abuse from the public however, the environment is different, and the tasks are less customer-facing and more administrative in nature.	Medium	Low/medium	Low/medium	Poor
OSG (Band 2)	Detention Officer (police)	Stakeholder	While the working environment provides a reasonable match, the role has greater skills requirements and responsibilities.	Low	Medium	Low/medium	Poor

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
OSG (Band 2)	Healthcare Assistant (NHS)	Job size	The role undertakes a range of patient support duties and is undertaken in a stressful/emotionally demanding environment, although the role is more hands on with patients and undertakes a higher level of activities/duties than a Band 2 role and probably provides a better match for Band 3.	Medium	Medium	Medium	Fair
OSG (Band 2)	Funeral Operative (private sector)	IDR	Broadly similar level of skill and responsibilities, also some unpredictability. Role also involves similar level of interpersonal skills.	Medium	Low/medium	Medium	Fair
OSG (Band 2)	Sheltered Housing Caretaker (private sector)	IDR	The role provides a good match in terms of the broad range (and level) of duties and responsibilities, including patrolling, being a key holder, assisting residents where needed, and including some unpredictability.	High	Low/Medium	Medium	Fair
OSG (Band 2)	Dementia Care Assistant (private sector)	IDR	The role has some similar characteristics, but the work is more hands on with patients than for an OSG.	Medium	Medium	Medium	Fair

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
OSG (Band 2)	Police Station Enquiry Officer	Previous study	The role undertakes similar duties (first point of contact) within a broadly similar environment, the role also meets aspects of the key characteristics and may deal with injured, distressed and abusive people. Although previous office experience is required making the role slightly more skills based.	Medium	High	Medium	Fair
OSG (Band 2)	Porter (NHS)	Previous study	The role has a similar range of duties at broadly the same level and involves similar interpersonal demands, with patient contact but not necessarily responsibility for their welfare. However, there is no requirement to act as first point of call or for maintaining order/control. The role does provide some matching for working environment.	Medium	Medium	Low	Fair

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
OSG (Band 2)	Army Private	Stakeholder	Skills requirement/mix is similar in the initial period of Phase 1 training, but this moves above thereafter. The role provides a good match in respect of the working environment (cadets are not allowed to leave during the first 6 weeks) but there are no requirements for incident response.	Medium	High	Low	Fair
OSG (Band 2)	Ambulance Care Assistant/Patient Transport Driver (NHS)	IDR	At Band 2 the role undertakes a range of similar duties but some of which are at a higher level than for the OSG role. Both roles have similar requirements in respect of incident response but that the NHS will generally face less challenging behaviours and less controlled environment.	Medium	Medium	Medium	Fair

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
OSG (Band 2)	Ambulance Care Assistant (private sector)	IDR	The role involves some similar duties to that of OSG and provides a close match in respect of skills and responsibility. The role has a risk of abuse (although at a lower level than OSG) and faces some unpredictability.	High	Medium	Medium	Good
OSG (Band 2)	Airport Security Officer (private sector)	IDR	Similar core duties/responsibilities for both jobs. Slightly higher knowledge and skills requirement (4-week training course) however the work is conducted in a more pleasant and less risky environment, although still under closely monitored/controlled conditions with an element of unpredictability.	High	Medium	High	Good
OSG (Band 2)	Operations Support Officer (private sector)	IDR	The role in privately-managed prisons is the same as those in the Prison Service.	High	High	High	Good

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
OSG (Band 2)	Security Officer (NHS)	Previous study	Similar duties and physical demands, both roles carry out defined/routine tasks and perform similar duties. Both must decide how to respond to incidents (seeking guidance from seniors) and face a risk of abuse, as well as unpredictability.	High	Medium	High	Good
OSG (Band 2)	Operations Officer (Scottish Prison Service)	IDR	This is the entry-level role in SPS. The role undertakes a range of similar duties, including patrol, reception, checking and overseeing visits. It provides a good match for all three characteristics but has higher qualifications requirements.	Medium	High	High	Good

Prison Officer (Band 3)

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
Prison Officer (Band 3)	Customer Service Supervisor (private sector)	Job size	The role is too administrative in nature and not sufficiently 'hands on' to serve as a comparator.	-	-	-	Not relevant
Prison Officer (Band 3)	Office Supervisor (private sector)	Job size	The role is too administrative in nature and not sufficiently 'hands on' to serve as a comparator.	-	-	-	Not relevant
Prison Officer (Band 3)	Paramedic	Previous study	See matching for Band 4.	-	-	-	Not relevant
Prison Officer (Band 3)	Immigration Officer (Home Office)	Previous study	See matching for Band 4.	-	-	-	Not relevant
Prison Officer (Band 3)	Fitness Instructor (private sector)	Job size	Only meets part of the prison role in respect of duties and none of the environmental factors.	-	-	-	Not relevant
Prison Officer (Band 3)	Trainer/Quality Coach (private sector)	Job size	Role too administrative in nature and not sufficiently 'hands on' and does not meet either of the environmental factors.	-	-	-	Not relevant
Prison Officer (Band 3)	Transport Controller (private sector)	Job size	Largely a higher-level administrative role, although some comparability in compliance procedures. The role also lacks interpersonal elements.	Low	Low	Low	Poor
Prison Officer (Band 3)	Psychodynamic Counsellor (private sector)	IDR	Level of knowledge and intervention is higher, the role also has generally lower physical and emotional demands and provides a poor match in respect of incident response.	Low	Low	Low	Poor

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HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
Prison Officer (Band 3)	Health & Safety Officer (private sector)	IDR	Largely a higher-level administrative role, although some comparability in compliance procedures. There maybe be some on-off situations to address but these will be of a less demanding nature.	Low	Low	Low	Poor
Prison Officer (Band 3)	Bar Manager/Publican (private sector)	IDR	The role will have to deal with unusual/ unexpected events and has a duty of care for customers, but the nature of the role in an entertainment setting is too different to be considered as a comparator.	Medium	Low	Medium	Poor
Prison Officer (Band 3)	Higher Level Teaching Assistant	IDR	Level of skills broadly similar but higher level of written and verbal communications. Some elements of working environment often working with pupils with challenging needs and behaviours. Level of incident response will be higher in certain settings, such as Pupil Referral Units.	Medium	Medium	Low	Fair

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
Prison Officer (Band 3)	Housing Officer (private sector)	IDR	Broadly comparable skill level, communication and interpersonal skills as dealing with rent arrears, benefit entitlements and repairs. Will be subject to some abuse when dealing with challenging tenants, but the role is more administrative in nature and faces little in the way of 'incidents'.	Medium	Medium	Low	Fair
Prison Officer (Band 3)	Army Corporal	IDR	This role requires more skills and experience and often has command of more soldiers and equipment so probably serves as a better comparator for Band 4, however the role does not have the complexity of dealing with unpredictable people/less challenging behaviour.	Low	Medium	Medium	Fair

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
Prison Officer (Band 3)	Probation Service Officer (private sector)	IDR	Largely dealing with offenders who present a lower risk but will undertake designated tasks in connection with high-risk offenders. Broadly comparable.	High	Low	Medium	Fair
Prison Officer (Band 3)	Care Assistant - Team Leader (private sector)	IDR	Skill level similar e.g. NVQ 3, interpersonal skills similar but supervisory responsibilities are higher. The role provides a reasonable match in terms of working environment and incident response.	Medium	Medium	Medium	Fair
Prison Officer (Band 3)	Customs Officer (Home Office)	IDR	Comparable skill level and some comparability in areas of questioning, search and detention, although the context of the work is quite different and there is limited incident response required.	High	Low/medium	Low	Fair
Prison Officer (Band 3)	Dementia Care Assistant (private sector)	IDR	The role has some similarity in duties of care at the higher level (NVQ3), with responsibility for caring for vulnerable persons. The role also faces similar environmental and emotional challenges.	Medium	Medium	Medium	Fair

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
Prison Officer (Band 3)	Drug Recovery/Support Worker (private sector)	IDR	Range of duties and skill level similar to that required in prison areas, such as substance misuse and activities, particularly communication and interpersonal skills. Will encounter some challenging behaviours.	High	Medium	Low	Fair
Prison Officer (Band 3)	Lead Youth Worker (private sector)	IDR	Role provides a similar level of mentoring (at a broadly similar skill level) and will also experience some challenging behaviours, however incident management will be less as will the emotional demands.	High	Low/medium	Low/medium	Fair
Prison Officer (Band 3)	Assistant Hostel Manager (private sector)	Previous study	The role has some similar features, with responsibility for people welfare but in a different setting. The role involves a range of tasks that are similar to prison officers and there are likely to be some unusual situations which require thinking on your feet.	High	Low/medium	Medium	Fair
Prison Officer (Band 3)	Firefighter (Fire Service)	Previous study	Good match for level of skills and mix of a basic firefighter without additional specialist modules (e.g. line, water rescue). Interpersonal skills are also similar. The role partly meets the environmental factor and provides a strong match in terms of incident response.	High	Medium	High	Good

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
Prison Officer (Band 3)	999/101 Emergency Service Contact Handler (Police)	IDR	The role has the responsibility for acting as first point of contact for emergency calls which provides a part match on skills and responsibilities. The role also faces similar emotional challenges resulting from incident response however it does not deal with people face to face. The working environment will be closely controlled.	Medium	High	High	Good
Prison Officer (Band 3)	Assistant Border Force Officer (AO grade)	Previous study	Role has a range of similar core duties (searching property/persons, some manual/safety handling, offender contact), and candidates need similar personal aptitudes, however the skills requirements are slightly higher (5 A-C GCSEs) and there are more administrative/paperwork duties.	High	Medium	Medium	Good
Prison Officer (Band 3)	Police Constable (2 to 4 years)	IDR	Level of skills and responsibilities are similar at entry level and up to 2 years of service.	High	High	High	Good

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
Prison Officer (Band 3)	Residential Officer (Scottish Prison Service)	Previous study	The second grade in SPS which has direct prisoner contact. The role has similar duties/responsibilities and provides a good match for all three characteristics.	High	High	High	Good
Prison Officer (Band 3)	Probation Service Approved Premises Residential Workers (HMPPS)	IDR	Assists in supervision, discipline and contributes to risk management of residents. Monitors high risk residents, undertakes regular inspections, ensures premises are locked and secure during curfew hours. Escalates issues of concern.	High	High	High	Good
Prison Officer (Band 3)	Police Community Support Officer (local government)	Previous study	The role undertakes several similar duties but at a lower level and has no powers of arrest, based in the community with risk of abuse/threatening behaviour. There will also be some requirement for incident response. The role provides a better match at entry level than for more experienced prison officers.	Medium	High	Medium/high	Good

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
Prison Officer (Band 3)	Residential Children’s Worker (private sector)	IDR	Level of skills and responsibilities broadly similar although communication skills are higher. There are also similar requirements in respect of working environment and incident response from dealing with people with unpredictable behaviour.	Medium	High	Medium/high	Good
Prison Officer (Band 3)	Prison Officer (private sector)	Previous study	The role in privately-managed prisons is very similar to that in the public sector and it meets the characteristics criteria.	High	High	High	Good

Supervising/Specialist Officer (Band 4)

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
Supervising/Specialist Officer (Band 4)	Training Manager (private sector)	Job size	Role too administrative in nature and not sufficiently 'hands on' and does not have the environmental factors.	-	-	-	Not relevant
Supervising/Specialist Officer (Band 4)	Restaurant Manager (private sector)	Job size	Broadly similar level but very little common features in respect of skills and duties.	-	-	-	Not relevant
Supervising/Specialist Officer (Band 4)	Ambulance Technician (Scottish Ambulance Service)	IDR	The technical knowledge and intervention are higher, while interpersonal skills are similar, as is unpredictability.	Low	Medium	High	Fair
Supervising/Specialist Officer (Band 4)	Paramedic (NHS)	Previous study	Role of paramedic has changed, and work is now undertaken in a range of settings, often autonomously. Level of skills higher, as is freedom of action despite similar challenges faced this means the role is a fair match.	Low	Medium	High	Fair
Supervising/Specialist Officer (Band 4)	Hostel Manager (private sector)	Previous study	Similar level of skills, including interpersonal, but has broader organisational focus in respect to managerial responsibilities.	Low	Medium	Medium	Fair

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
Supervising/Specialist Officer (Band 4)	Deputy Daycare Manager/SENco (private sector)	Job size	Similar requirement for detailed knowledge of the work area, responsible for arranging curriculum-based activities, and supervising. The role is likely to face challenging behaviour and unusual incidents will arise.	Medium	Low/medium	Medium	Fair
Supervising/Specialist Officer (Band 4)	Probation Officer (HMPPS)	IDR	The role is of a similar nature and provides a good match on the skills mix, albeit slightly more technical knowledge (perhaps closer to the newly emerging advanced skills prisons role). Some work is undertaken in prisons, but more community/office based. Little requirement for incident response.	High	Medium	Low	Fair

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
Supervising/Specialist Officer (Band 4)	Teacher Year Head (primary school)	IDR	Broadly similar responsibilities (both manage the day-to-day activities of their working environments through the supervision of staff, both are expected to adhere to policies and procedures and have responsibility for ensuring safe and secure working environments). The Year Head teacher requires more technical or specialist knowledge as they will be leading on a subject-area of knowledge for the school/developing classes. Working environment will be less challenging for teachers.	Low/medium	Low/medium	Medium	Fair
Supervising/Specialist Officer (Band 4)	Sergeant (Army)	Stakeholder	As the principal team leader in the army it is at a comparable level of skills and supervisory duties. Internal interpersonal skills and duty of welfare similar but external interpersonal skills and responsibilities are lower.	Medium	High	Medium/high	Good

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
Supervising/Specialist Officer (Band 4)	Border Force Officer (EO grade) (Home Office)	Previous study	Similar level of skills and knowledge, including interpersonal, and supervisory duties although the role has line management responsibility which is slightly higher than Band 4. The role as an arresting and detaining officer faces similar challenges in respect of detainee behaviours and some incident response.	High	Medium	Medium	Good
Supervising/Specialist Officer (Band 4)	Police Constable (after 4 years)	Stakeholder	Assessment based on previous IDR work as there is no JD by years' experience available. From this work we are able to establish that a police constable after 4 years' service will be undertaking specialist duties and has similar environmental factors and incident response to that of the proposed Advanced Prison Officer.	High	High	High	Good

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
Supervising/Specialist Officer (Band 4)	Fire Service Crew Commander (Fire Service)	IDR	Previously 'leading firefighter'. The range of technical skills are greater, but the level and range of duties, interpersonal skills and supervisory responsibilities are similar. The role also provides a good match on working environment and incident response.	Medium	High	High	Good
Supervising/Specialist Officer (Band 4)	Supervising Officer (privately-managed prisons)	Previous study	The role in privately-managed prisons is the same as those in the Prison Service.	High	High	High	Good

Custodial Manager (Band 5)

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
Custodial Manager (Band 5)	Call Centre Manager (private sector)	Job size	Lack of face-to-face interaction; unlikely to have to respond to challenging incidents in the same way as those in prisons.	-	-	-	Not relevant
Custodial Manager (Band 5)	Day Care Manager (private sector)	Job size	Too low in terms of skills and responsibilities.	-	-	-	Not relevant
Custodial Manager (Band 5)	Warehouse Manager (private sector)	Job size	Lack of face-to-face interaction; unlikely to have to respond to challenging incidents and nature of the work lacks interpersonal/welfare aspects.	-	-	-	Not relevant
Custodial Manager (Band 5)	Custody Suite Manager (police)	Previous study	Traditionally, the desk sergeant was responsible for the care and welfare of persons detained in police cells but structure in policing has since changed. See Police Sergeant match.	-	-	-	Not relevant
Custodial Manager (Band 5)	Facilities Manager (private sector)	Job size	Range of duties are similar to CM operations but poor match to orderly officer duties.	Low/medium	Low	Medium	Poor
Custodial Manager (Band 5)	Senior Teacher/Head of Department (small school)	IDR	Similar supervisory/overseeing duties but technical knowledge will be higher and the environment less challenging.	Low/medium	Low	Medium	Poor

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
Custodial Manager (Band 5)	Transport Manager (private sector)	Job size	Some similarity in ensuring compliance with legal and regulatory standards but lack of interpersonal skills requirements.	Low	Low	Low	Poor
Custodial Manager (Band 5)	Healthcare Practice Managers (NHS)	Job size	Range of duties and responsibilities are a poor match; role is more administrative/supervisory in nature not sufficiently 'hands on'.	Low	Low	Low	Poor
Custodial Manager (Band 5)	Security Manager (private sector)	IDR	Level of duties and responsibilities are generally higher; broader responsibilities for the site/element meaning they generally have day-to-day responsibility for security but as this relates to the building rather than persons.	Low	Low	Medium	Poor
Custodial Manager (Band 5)	Service Manager (social care)	Previous study	Has greater responsibility for staff recruitment, staff development and performance management.	Low	Low	Medium	Poor
Custodial Manager (Band 5)	Care Home Manager (private sector)	IDR	Depends on the range of duties and size of operation. Most jobs in this field are too high or low. Too high in that the job has a much wider remit but too low because they are effectively a team leader/duty manager.	Low	Medium/low	Medium	Poor

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
Custodial Manager (Band 5)	Health & Safety/Quality Assurance Manager (private sector)	IDR	At middle manager level there is some similarity in the role of ensuring policies and procedures are followed to meet legal and regulatory requirements but at this level it is likely to have a wider focus than a Band 5 and there is a lack of interpersonal contact.	Low	Low	Low	Poor
Custodial Manager (Band 5)	Experienced Paramedic (NHS)	IDR	Experienced paramedics operate as technical specialists rather than providing leadership/management responsibilities. This means that the role is more technically advanced and offers little in the way of matching for orderly duties. The role does however face similar working challenges in respect of challenging behaviours and emotional demands, but work is more with individuals than overseeing a section/area of work.	Low	Medium	Medium/high	Poor

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
Custodial Manager (Band 5)	Senior Project Officer/Project Manager (learning disabilities/mental health)	IDR	Range of duties and responsibilities similar; need to respond to challenging situations in a caring manner; close face-to-face contact but the environment will be different.	Medium	Medium	Medium	Fair
Custodial Manager (Band 5)	Nurse (ward manager)	Previous study	Level of technical knowledge and type of intervention higher, while the supervisory/managerial scope is narrower. There are similarities in respect of working environment and incident response.	Low	Medium	Medium/high	Fair
Custodial Manager (Band 5)	Psychiatric Nurse (NHS)	IDR	Level of technical knowledge and type of intervention higher, and supervisory scope is significantly lower. Working environment and incident both provide good matches.	Low	High	High	Fair
Custodial Manager (Band 5)	Supported Housing Manager (private sector)	IDR	Broadly similar in terms of interpersonal skills and areas of responsibilities but typically have a broader organisational focus.	Medium	Medium	Medium	Fair

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
Custodial Manager (Band 5)	Senior Probation Officer (HMPPS)	Stakeholder	The job holder is required to manage and lead staff within the operational area providing an excellent match for Band 5. However, it also has some financial and staff development responsibilities which are slightly above that for Band 5. There will be some working in prisons and an element of incident response but in the main will be office based.	Medium/high	Medium	Low/medium	Fair
Custodial Manager (Band 5)	Fire Service Station Manager/Watch Manager (Fire Service)	Previous study	Level of technical knowledge and scope of supervisory duties are similar e.g. responsibility for care and wellbeing programme at station level. Operates in a controlled and highly regulated environment.	Medium	High	High	Good
Custodial Manager (Band 5)	Sergeant (Police)	Previous study	Level of investigative technical knowledge and intervention may be higher but not dissimilar plus there are strong similarities in respect of incident response, controlled/regimented environment and need to be able to respond/manage people with challenging behaviours.	Medium	High	High	Good

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
Custodial Manager (Band 5)	Army Warrant Officer Class 2	Stakeholder	The role undertakes similar managerial duties (albeit a little higher) and meets the environmental/incident management factors (albeit a little lower). *The role also has aspects of the Staff Sergeant in respect of orderly duties.	Medium	Medium/high	Medium/high	Good
Custodial Manager (Band 5)	Operations Manager (privately-managed prisons)	Previous study	Our assessment is based on previous work examining pay in private sector prisons as no JD was available. From this work we learned that private sector equivalents for governing governors and deputy governors are quite similar in nature and scope even though there are slightly different managerial structures in place.	High	High	High	Good

Deputy Governor/Head of Function (Band 8)

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
Deputy Governor/Head of Function (Band 8)	Engineering Function Head (private sector)	Job size	Technical skills are far too advanced to provide a match.	Low	Low	Medium	Not relevant
Deputy Governor/Head of Function (Band 8)	NHS Head of Hotel Services	Previous study	Scope and depth of responsibilities significantly lower.	Low	Low	Medium	Not relevant
Deputy Governor/Head of Function (Band 8)	Care Home Manager (min 60 bed)	IDR	Broadly similar duties and responsibilities in scope. Has principal responsibility for the site but may be circumscribed by being part of a group. Although a nursing qualification is often a requirement, at this level the general management skills in social service setting provide a reasonable comparison.	Medium	Medium	Medium	Fair
Deputy Governor/Head of Function (Band 8)	Operations Function Head (social service)	Previous study	Similar breadth and depth of duties and responsibilities. Likely to cover multiple sites across the community but may include some secured sites.	Medium	Low	High	Fair
Deputy Governor/Head of Function (Band 8)	Assistant Director Social Services (local government)	Previous study	Broadly equivalent in range of skills and responsibilities for the function head element. Although lacking the wider organisational aspect of the Deputy Governor. The role is expected to manage exposure to high profile media attention.	Medium	Medium	Medium	Fair

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
Deputy Governor/Head of Function (Band 8)	Deputy Head Teacher (large secondary school)	IDR	Both roles have overall accountability for the day-to-day running of their respective establishments, providing direction and leadership and implementing strategic policies. Both are accountable for maintaining the safety and standards of their establishments. Both roles are expected to be able to deputise in the absence of the senior manager (Governor in prisons, Headteacher in schools). The working environment will be less challenging in a school.	High	Medium	Medium	Good
Deputy Governor/Head of Function (Band 8)	Chief Inspector/Police Superintendent	Stakeholder	Scope of responsibilities broadly similar, as is the regime element of the work. However, the chief inspector would not be expected to step up in the same way as a Deputy Governor would for a Governing Governor.	Medium	High	High	Good
Deputy Governor/Head of Function (Band 8)	Fire Service Area Manager	IDR	Manages the service across a large area below brigade level or a specialist function at brigade level. Ensures that their area of responsibility meets performance criteria and contributes to overall achievement of the brigade's strategic plan. High level of resource management. Takes operational control at major incidents.	High	Medium	High	Good
Deputy Governor/Head of Function (Band 8)	Army Lt Colonel (OF4)	Stakeholder	Broadly similar in scope of responsibilities, working in a constrained environment, but less interaction with civilian population.	Medium	High	Medium	Good

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Deputy Governor/Head of Function (Band 8)	Deputy Governor (privately-managed prisons)	Previous study	Our assessment is based on previous work examining pay in private sector prisons as no JD was available. From this work we learned that private sector equivalents for governing governors and deputy governors are quite similar in nature and scope but that they are also expected to be aware of the commercial aspects of operating the contract.	Medium/high	High	High	Good
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Governor (Band 10)

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
Governor (Band 10)	Engineering Function Head (private sector)	Job size	Technical skills are too advanced to provide a match.	-	-	-	Not relevant
Governor (Band 10)	Non-board Director (private sector)	Job size	Too generic to assess as a comparator.	-	-	-	Not relevant
Governor (Band 10)	Director of Transformation VSM (NHS)	Previous study	Both roles support strategic direction (not expected to develop strategies) however this role is more analytical and non-operational (a hands-off role). Although both roles require good communication skills and strong relationship/network building skills.	Low	Low	Medium	Poor
Governor (Band 10)	Non-board Operations Director (private sector)	IDR	Likely to have similar levels of skills and responsibility/accountability but the nature of work is too dissimilar, and the role provides a poor match in respect of incident response and working environment.	Medium	Low	Low	Poor
Governor (Band 10)	Service Director (local government)	IDR	Responsible for service delivery (ensures the service works to legislative and regulatory standards and to best practice). In this case the role is responsible for safeguarding children and young people and so is a relevant match to the Governor role. The role is responsible for education strategy as well as business and administrative support (the mix of both here makes it a relevant match to the Governor role). This particular role is expected to manage incidents and work as part of an out-of-hours rota.	High	Low/medium	Medium	Fair

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
Governor (Band 10)	Non-board HR Director (private sector)	IDR	Both roles require strong attention to detail and leadership skills. The HR Director role may work on organisational design and change management (ensuring the right people with the right skills are recruited to the company - and ensuring the correct people strategy is in place). There is some cross-over here with the Governor role who also requires a knowledge of human resources and employment law, is responsible for managing and motivating prison staff and will be involved in disciplinary procedures against staff).	Medium	Low	Medium	Fair
Governor (Band 10)	Prison Governor (privately managed)	IDR	Our assessment is based on previous work examining pay in private sector prisons as no JD was available. From this work we learned that private sector equivalents for governing governors and deputy governors are quite similar in nature and scope but that they are also expected to be aware of the commercial aspects of operating the contract and to focus on service delivery which means the skills match is a better for Band 11.	Low	High	High	Fair

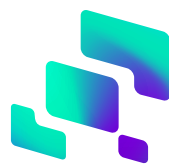
HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
Governor (Band 10)	Secondary School Headteacher	Stake-holder	Both roles require strong leadership skills, financial acumen and the ability to build strong relationships (earning trust of stakeholders/parents, other schools, pupils). The role is not as emotionally or physically demanding as the Governor role although this will vary depending on the size, location, OFSTED rating of school.	High	Medium	Medium	Good
Governor (Band 10)	Assistant Chief Fire Officer	IDR	First level of general brigade management, responsible for developing strategy, monitoring and reviewing activities of the service with responsibility for a Directorate. Represents the fire service in multi-agency responses.	Medium	High	High	Good
Governor (Band 10)	Police Chief Superintendent	IDR	Previous work examining policing roles indicates this is a good match on skills and working environment.	High	High	High	Good
Governor (Band 10)	Army Colonel (OF5)	Stake-holder	The most senior field officer rank with general management responsibilities. The role also provides a good match in respect of working environment and incident response.	High	High	High	Good
Governor (Band 10)	Head of Operational Function (NPS)	IDR	Responsible for resources and both operational and strategic management of the probation service within a local delivery unit.	High	Medium	High	Good

Governor (Band 11)

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
Governor (Band 11)	Director (private sector)	Job size	Too generic to assess as a comparator.		-	-	Not relevant
Governor (Band 11)	VSM NHS	Previous study	Roles at this level support strategic direction and work to implement strategies rather than devise them. In this respect the role is a more relevant match to a band 10 Governor role.	-	-	-	Not relevant
Governor (Band 11)	Operations Director - Planning Inspectorate	IDR	Both roles require strong leadership skills however they are managing in different environments and this role is responsible for managing more professional-type roles rather than operational roles. Both are required to be strong decision-makers, developing and implementing operational strategies. Both work in politically sensitive environments.	Medium	Low	Medium	Fair
Governor (Band 11)	Social Housing (Director SCS2)		Both roles require strong leadership skills, however they are leading different types of resources - this role provides leadership to policy teams (while Governors provide leadership to more operational/hands-on roles). This role is much more policy development focused and needs to be more of an influencer. There are more differences than similarities to these roles. Both are accountable for ensuring the safe environment of their customers (this role - those in social housing, Governor - prisoners). In terms of level the match is good, but the actual job description is only a fair fit.	Medium	Low	Medium	Fair

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
Governor (Band 11)	Local Government Service Director (Children’s Services)		Effective and strong leadership which harnesses the capacity and capability to deliver improved outcomes. Maximising the use and accessibility of resources to create a model of service provision. Service covers families and children with complex needs including drug and alcohol, and sexual abuse as well as educational development needs. Occasional need to represent the local authority to the media.	High	Medium	High	Good
Governor (Band 11)	Secondary School Headteacher	IDR	Responsible for the provision of both caring and educational services in a discreet geographical unit. Although academies may have greater autonomy, they are still constrained by national education policies decided centrally.	High/Medium	Medium	Medium	Good
Governor (Band 11)	Police Assistant Chief Constable		Similarly constrained as a prison governor, the roles support the setting of organisational and operational strategy ensuring alignment with wider plans and objectives, in order to provide an effective and efficient service that meets current and future demands. Responsibility for public and media engagement (the police roles perhaps more so).	High	Medium	High	Good

HMPPS grade	Comparator	Source	Comments	Skills mix match	Working environment match	Incident response match	Overall match rating
Governor (Band 11)	Army Brigadier (OF6 one-star)	Stakeholder	The most senior field officer rank with general management responsibilities. The role also provides a good match in respect of working environment and incident response.	High	High	High	Good
Governor (Band 11)	Assistant Chief Fire Officer	IDR	First level of general brigade management, responsible for developing strategy, monitoring and reviewing activities of the service with responsibility for a Directorate. Represents the fire service in multi-agency responses.	Medium	High	High	Good
Governor (Band 11)	Prison Governor (private sector)	IDR	Our assessment is based on previous work examining pay in private sector prisons as no JD was available. From this work we learned that private sector equivalents for governing governors and deputy governors are quite similar in nature and scope but that they are also expected to be aware of the commercial aspects of operating the contract and to focus on service delivery which means the skills match is a better for Band 11.	High	High	High	Good



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