



Prison Service  
Pay Review Body

# Ninth Report on Northern Ireland 2013

*Chair:* Dr Peter Knight CBE

£16.00



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*Chair:* Dr Peter Knight CBE

Presented to the Minister of Justice (Northern Ireland)

April 2013

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## List of abbreviations

ASHE	Annual Survey of Hours and Earnings
CPI	consumer prices index
CPO	custody prison officer <i>also custody officer</i>
DOJ	Department of Justice
GDP	gross domestic product
KPI	key performance indicator
MLA	Member of the Legislative Assembly (Northern Ireland)
MPC	Monetary Policy Committee
NCO	night custody officer
NIPS	Northern Ireland Prison Service
OBR	Office for Budget Responsibility
OME	Office of Manpower Economics
ONS	Office for National Statistics
OSG	operational support grade
PECCS	Prisoner Escorting and Court Custody Service
PGA	Prison Governors Association
PCO	prisoner custody officer
PO	principal officer
POA	The Professional Trades Union for Prison, Correctional and Secure Psychiatric Workers
PSPRB	Prison Service Pay Review Body
RPI	retail prices index
SEE	Strategic Efficiency and Effectiveness Programme
VER	voluntary early retirement (scheme)

## Northern Ireland Prison Service and our remit group

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

It has a vision to be recognised as a model of good practice in dealing with prisoners and to be valued and respected for its service to the community.

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

It had a prison population on 25 January 2013 of 1,808.

It had staff costs of some £89 million in 2011-12, of which £74 million related to the payroll for our remit group.

The composition of our remit group is shown below.

Our remit group in Northern Ireland as at 31 August 2012

<b>Grade</b>	<b>Staff in post<sup>1</sup></b>	<b>%</b>
Governor grades	31	2.1
Officer grades <sup>2</sup>	1,129	75.8
Support and other grades <sup>3</sup>	329	22.1
<b>Total</b>	<b>1,489</b>	<b>100</b>

<sup>1</sup> Full time equivalents.

<sup>2</sup> Comprising custody prison officers, main grade officers, senior officers and principal officers.

<sup>3</sup> Comprising night custody officers, operational support grades, prisoner custody officers, senior prisoner custody officers and principal prisoner custody officers.

Source: Northern Ireland Prison Service Agency



# Prison Service Pay Review Body 2013 Report on Northern Ireland

## Summary

### Introduction

Our key recommendations from 1 April 2013 are:

- The introduction of the custody prison officer and the prison officer offender supervisor pay scales as set out in Appendix D.
- The payment of outstanding preserved increments at 1 April 2013 and raising the minimum of the main grade officer pre-2002 pay scale to remove all unoccupied points, as set out in Appendix D.
- All staff in open grades on 1 April 2013 to receive a 1 per cent consolidated increase. These are the senior officer post-2002, custody officer and principal prisoner custody officer grades.
- The prisoner custody officer grade to receive a consolidated increase of £0.09 per hour and the senior prisoner custody officer grade to receive a consolidated increase of £0.10 per hour to take effect on 1 April 2013.
- Staff in the closed grades on 1 April 2013 who are at the maximum of scales on 31 March 2013 or on single pay points to receive a non-consolidated, non-pensionable payment of 1 per cent. These are governor grades, principal officer pre-2002 and post-2002, senior officer pre-2002, main grade officer pre-2002 and post-2002, night custody officer and operational support grades.
- The entry point of the prison officer offender supervisor scale to be increased by a 1 per cent consolidated increase to take effect from 1 April 2013.
- The parties to plan and pilot a staff survey and present the results to us next year.

### Our remit and approach this year

The Minister of Justice's remit letter for this round confirmed that the Northern Ireland Executive would apply the same public sector pay policy as the Westminster Government. The Executive is seeking public sector pay awards of an average of 1 per cent for each of the two years after the pay freeze for public sector workers paid over £21,000 a year came to an end. However, while the Minister's letter drew attention to this, it contained no restriction of our remit. We have therefore considered the full remit group in accordance with our standing terms of reference. We made our recommendations based on the evidence we received from the parties, views we heard from staff during our visits in 2012 and the economic context.

### Context and evidence

In June 2011 the Northern Ireland Prison Service (NIPS) formally launched its Strategic Efficiency and Effectiveness (SEE) programme. This is the vehicle by which the recommendations of the Prison Review Team for improving strategy and service delivery will be carried forward. The SEE programme includes the development of a new target operating model containing new grades and new staffing targets. NIPS has introduced two new prison officer roles: custody prison officer (custody officer) and prison officer offender supervisor (offender supervisor). Also, NIPS is in the process of replacing the current seven grade management structure comprising governor grades, principal officer and senior officer with a new four grade structure consisting of governing governor, functional head (also called head of function), unit manager (also called head of unit) and senior officer. To achieve staffing targets and move towards the new model, NIPS launched a voluntary early retirement scheme last year. By 31 January 2013, a total of 287 staff had departed, with a further 73 scheduled to leave by 31 March 2013. NIPS is also

reviewing its approach to the Prisoner Escorting and Court Custody Service (PECCS) and it is looking at ways in which it could integrate PECCS more closely into the Prison Service model. Consideration of market testing for PECCS will be deferred until 2014 following implementation of the target operating model.

While we have only limited economic evidence relating solely to Northern Ireland, its economic context appears to be similar to elsewhere in the United Kingdom. The state of the economy remains subdued and recovery continues to be slow. Inflation remains above the Westminster Government's target and is not expected to return to target for two more years. NIPS continues to operate within financial constraints set as part of the Spending Review and these continue to affect the money available for pay increases to Service staff.

The Northern Ireland Civil Service Pension Schemes, of which our remit group are members, are being reformed, mirroring changes made by the Westminster Government to its Civil Service Pension Schemes. These reforms include moving schemes from a final salary basis to career average revalued earnings, aligning normal retirement ages with the State Pension Age and introducing tiered contributions whereby higher-paid public sector workers contribute a greater proportion of their earnings.

NIPS proposed a 1 per cent pay award for staff. It asked that this award be consolidated for staff in open grades and for the award to be non-consolidated for staff in closed grades. The POA asked that the 1 per cent award be consolidated for all staff. Additionally, the union asked for changes to the custody officer scale following our recommendations last year, for changes to overtime and working practices and for us to recommend an emergency allowance in light of the developing security context. The Prison Governors Association (PGA) said an increase of the order of 5 per cent for managers would be appropriate, but it accepted the reality that any pay award this year would not exceed 1 per cent. The PGA asked for this to be consolidated for all staff.

### **Our recommendations on pay for 2013**

We endorse the new custody officer and offender supervisor pay scales which were implemented by NIPS last year. We recommend that the entry points of these new scales be increased in line with our overall pay proposals. We considered the POA's proposal to increase the minimum of the scale to reflect our award last year, but do not accept it as the custody officer scale was advertised for posts created after 1 April 2012.

We have found no evidence of problems with recruitment or retention for our remit group this year and we understand there are limited funds available for pay increases. However, information presented to us on motivation points to a deterioration since last year. We recognise that it is important for experienced officers on the closed grades to remain sufficiently motivated and engaged in order to train and assist the new officers entering the Service. Therefore we conclude that all staff should receive a pay award this year. However, we believe it is important to work towards closing the gap between pay on the closed and open scales. We therefore consider a non-consolidated payment to those on the maxima of the closed scales is appropriate this year.

We have considered the POA's case for an emergency allowance to help pay for security measures outside of work. We note that NIPS has asked for more time to obtain evidence and consider the developing security context before putting forward a case. If home security measures are judged to be necessary, then their reimbursement could be regarded as an expense rather than an allowance. This issue thus may be outside our remit and something for NIPS to determine. Therefore, we do not propose to make a recommendation in this report. However, we can consider the matter further should additional information become available.

## Looking ahead

NIPS is continuing with a far-reaching programme of review that will result in substantial changes to the roles, working patterns and working environment of our remit group. We note that a final decision on market testing of PECCS has not been taken and NIPS is reviewing the options. We welcome this review and see advantages in a more flexible and efficient approach.

We were pleased to hear the PGA supports the general aims of the change agenda. However, we were concerned to hear that NIPS had not formally discussed the new governor grades structure with the PGA before evidence was submitted. We expect any new management structure to involve discussions between NIPS and the PGA and for the parties to present joint proposals to us for formal agreement for pricing the new management structure.

Although industrial relations are a matter for the parties, we were pleased to hear communication between NIPS and the POA had improved since our last report. We welcome the joint working that has taken place this year.

Our terms of reference require us to have regard to the need to motivate staff. We recommend that the parties work together to plan and pilot a staff survey and present the results to us next year so we can take the evidence into account in our next report.

# Chapter 1

## Introduction

### Our remit this year

1.1 The Minister of Justice, David Ford MLA, sent us a remit letter for this report on 31 October 2012. The Minister's letter:

- informed us that the Northern Ireland Executive had decided to apply the United Kingdom Government's policy of pay restraint for 2013-14 and 2014-15<sup>1</sup> to all Northern Ireland civil service departments and agencies;
- confirmed that increments would continue to be paid where they were a contractual entitlement;
- referred to the Strategic Efficiency and Effectiveness (SEE) programme and other work reforms in progress in the Northern Ireland Prison Service (NIPS). The Minister confirmed officials would engage with us as the work advanced; and
- said the pay settlement would need to take account of the changing grade structure.

While the Minister's remit letter for this round confirmed that the Northern Ireland Executive would apply the same public sector pay policy as the Westminster Government, it contained no restriction of our remit. We were therefore pleased to be able to consider the full remit group and make the recommendations we thought appropriate in the light of all the evidence and in accordance with our standing terms of reference (as Appendix A). The Minister's letter is attached as Appendix B and the response from our Chair as Appendix C.

### Outcome of our last report<sup>2</sup>

1.2 In our 2012 report we recommended:

- a consolidated increase of £250 for night custody officers, operational support grades and healthcare assistants;
- a consolidated increase of £0.12 per hour for prisoner custody officers and senior prisoner custody officers; and
- the allowance payable to those staff required to work in accommodation housing prisoners engaged in a dirty protest to be £8.00 per day for periods of less than four hours and £16.00 per day for periods of four hours or more.

1.3 The Northern Ireland Minister of Justice accepted our recommendations and they were implemented in full.

### *Locality pay*

1.4 In his November 2011 Autumn Statement the Chancellor of the Exchequer announced that the Westminster Government would ask the pay review bodies to consider how public sector pay could be made more responsive to local labour markets. However, this remit covered England and Wales only. The Minister for Finance and Personnel, Sammy

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<sup>1</sup> As set out in the Autumn Statement by the Chancellor of the Exchequer on 29 November 2011. HM Treasury. *Autumn Statement 2011*. Cm 8231. TSO, 2011. Available at: [http://cdn.hm-treasury.gov.uk/autumn\\_statement.pdf](http://cdn.hm-treasury.gov.uk/autumn_statement.pdf) (accessed on 15 March 2013). The Chancellor said the Government would seek public sector pay awards of an average of 1 per cent for each of the two years after the pay freeze came to an end.

<sup>2</sup> Previous reports, including the *Report on Local Pay in England and Wales 2012* are published on the website of the Office of Manpower Economics: [www.ome.uk.com](http://www.ome.uk.com)

Wilson MLA, wrote to our Chair on 31 January 2012 to register his interest in our work on England and Wales. We sent him a copy of our report when it was published on 5 December 2012.

## **Our evidence base and work programme**

- 1.5 We base our recommendations on written and oral evidence from the parties,<sup>3</sup> on published data from NIPS and on information gathered during our visits to prison establishments.
- 1.6 Following receipt of the Minister's letter activating the round, our secretariat invited all the parties to submit written evidence by 22 November. The Prison Governors Association (PGA) was able to provide evidence in November, but the POA and NIPS held further discussions about some aspects of the evidence and did not submit until the middle of December. We took oral evidence in Belfast on 10 January 2013 from:
- the Minister of Justice, David Ford MLA, together with NIPS officials led by the Director General, Sue McAllister;
  - Finlay Spratt representing the POA; and
  - Pat Maguire and Dennis Chirgwin representing the PGA.

## **Visits**

- 1.7 In September 2012 we visited Maghaberry, Magilligan and Hydebank Wood and also met staff serving in the Prisoner Escorting and Court Custody Service (PECCS) at Laganside Court. Visits are an important part of our work, enabling us to meet our remit group members and their representatives in the POA and PGA. Visits also allow us to tour the establishments during a working day.
- 1.8 Our visits in 2012 greatly added to our knowledge and understanding of our remit group's duties, working environment and concerns. They provide us with a valuable perspective which complements written and oral evidence. We know that arranging our visits requires considerable effort and we thank all of those involved, as organisers or participants.

## **Our 2013 report**

- 1.9 In Chapter 2 we set out the context in which we have conducted this round, and summarise the main points made by the parties in their evidence. In Chapter 3 we make our recommendations on pay and the new pay structures for 2013-14 and in Chapter 4 we comment on some wider issues to which we believe the parties should give attention in the coming year.

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<sup>3</sup> The parties are the Northern Ireland Prison Service and unions, the POA (the Professional Trades Union for Prison, Correctional and Secure Psychiatric Workers) and the Prison Governors Association (PGA).

# Chapter 2

## Context and evidence

### Introduction

2.1 This chapter sets the context for our decisions and recommendations. It describes the restructuring of the Northern Ireland Prison Service (NIPS) through the Strategic Efficiency and Effectiveness (SEE) programme. It looks at the financial constraints under which NIPS operates, the economic climate and pension scheme changes. In addition, this chapter provides information on the Northern Ireland prison population, recruitment and retention in the Service and motivation and morale. The chapter concludes with the parties' proposals to us.

### Review and restructure of the NIPS

2.2 In June 2010, the Minister of Justice announced the appointment of Dame Anne Owers and a team of recognised experts to "conduct a rolling review, in line with the agreement at Hillsborough Castle ... encompassing the conditions of detention, management and oversight of all prisons". The team published an interim report in February 2011 and its final report in October 2011. It made forty recommendations to improve strategy and service delivery.<sup>4</sup> In June 2011 the Service formally launched its SEE programme. This is the vehicle by which the recommendations of the Prison Review Team will be carried forward.

### *SEE programme*

2.3 In last year's report, we commented on aspects of the programme which affected our deliberations. These included the development of a new target operating model and a voluntary early retirement (VER) scheme for staff. These elements have progressed over the last year.

### *Target operating model*

2.4 NIPS told us it had moved to a model where core business was delivered by directly employed staff and non-core business by a range of partners. For example, healthcare staff were transferred out of our remit to the Healthcare Trust on 1 April 2012. For the target operating model, NIPS reviewed the staff structure, roles and numbers required for the prison service and proposed changes. In particular, NIPS closed the existing prison officer grades (both pre-2002 and post-2002) and introduced two new prison officer grades: custody prison officer (also called a custody officer or CPO) and prison officer offender supervisor (also called offender supervisor).

2.5 NIPS described the custody officer as focussing "on the day to day routines and safe running of the regime". All recruits would be required to complete training and achieve the award of a Certificate of Competence. NIPS opened this custody officer grade to existing operational support grades (OSGs), night custody officer grades (NCOs) and to full-time prison custody officers (PCOs) from the Prisoner Escorting and Court Custody Service (PECCS). NIPS said 120 OSGs and 53 NCOs had transferred to the new grade and 81 PCOs were expected to do so on 1 April 2013. NIPS had also recruited 137 new custody officers and expected to recruit a further 100 in 2013.

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<sup>4</sup> Prison Review Team, *Review of the Northern Ireland Prison Service: Conditions, management and oversight of all prisons*. Final Report October 2011. Available at: <http://www.dojni.gov.uk/index/ni-prison-service/nips-publications/independent-reports-reviews-nips/owers-review-of-the-northern-ireland-prison-service.htm> (accessed on 15 March 2013).

2.6 NIPS described the offender supervisor as focussing “on intense and directed individualised work with offenders to help them reduce their assessed risk of re-offending on release”. NIPS said the grade would be introduced on 1 April 2013 but it did not expect staff to enter this grade in 2013-14. From 2016, custody officers in possession of a Certificate of Competence would be eligible to apply for offender supervisor vacancies. Those entering from the prison officer pre-2002 and post-2002 grades would be required to train and qualify for a “licence to practise”.

2.7 The restructuring of the management grades was still in progress. NIPS confirmed the structure would contain four grades:

- governing governor to which governor 1s will map;
- functional head (also called head of function) to which governor 2s, 3s and 4s will map;
- unit manager (also called head of unit) to which governor 5s and principal officers will map; and
- senior officers (as before).

In addition, the NIPS submission provided the proposed staffing targets for the most senior three grades for its prisons (a total of three governing governors, nine functional heads and 14 unit managers).

2.8 NIPS told us that consideration of market testing of PECCS would be deferred until 2014 following implementation of the target operating model. In oral evidence, NIPS said it was looking at ways in which it could integrate PECCS more closely into the Prison Service model.

### *Voluntary early retirement scheme*

2.9 Last year, NIPS launched a VER Scheme for 360 staff which received 544 applications. By the end of March 2012, 150 staff had left under the scheme, a further nine departed during April and 59 more departed on 30 November 2012. By 31 January 2013, the total had reached 287 staff, with a further 73 scheduled to leave by 31 March 2013. The Executive recently approved a further £10 million which will allow NIPS to release staff in line with the approved business case. An extension to the business case which proposes releasing the remaining staff who applied for the VER Scheme is currently with the Department of Finance and Personnel for consideration.

### *Other changes to the Service*

2.10 NIPS told us about a number of other changes being made to the prison service and to the prison estate as part of the reforms:

- All juvenile offenders requiring custody are now accommodated at Woodlands Juvenile Justice Centre and this has opened up the opportunity for NIPS to provide tailored regimes for young offenders at Hydebank Wood.
- NIPS will reconfigure Hydebank Wood around learning and skills training.



- NIPS will roll out the Inspire model<sup>5</sup> across Northern Ireland to ensure appropriate provision is available for female offenders.
- NIPS is restructuring Maghaberry Prison into three mini-prisons for remand prisoners, low- to medium-security prisoners and high-security prisoners. Also, it has built a new accommodation block to address overcrowding.
- NIPS will redevelop the prisoner assessment unit on Crumlin Road to fill the current gap in custodial provision, managing the transition between prison and the community.
- NIPS will explore whether and how a prison on the Magilligan site could be made to work better to improve the rehabilitation of prisoners.

## Affordability and the spending review

2.11 The outcome of the United Kingdom (UK) Spending Review was announced in Westminster on 20 October 2010. The settlement for Northern Ireland, as set out in the Northern Ireland Budget for 2011-15, showed a real terms reduction in current spending of 8 per cent between 2010-11 and 2014-15 and a 40 per cent real terms reduction in capital spending over the same period. The settlement for the Department of Justice, agreed by the Executive, is equivalent to a 3.9 per cent cash reduction in resource expenditure by the end of 2014-15. For the current financial year, the department's target is to deliver recurring savings of £88 million by 31 March 2013. For the Service there will be a £39 million reduction in resources over four years, equivalent to an annual saving of 13.4 per cent. NIPS has an allocated budget of £128 million for 2012-13 and £112.5 million for 2013-14.

## Economic context

2.12 The state of the economy remains subdued and recovery continues to be slow. The Office for National Statistics (ONS) publishes gross domestic product (GDP) figures for the whole of the UK but does not produce separate figures for Northern Ireland. In the third quarter of 2012 UK GDP grew for the first time for a year but fell back again in the final quarter of 2012 and is still 3.0 per cent below its pre-recession peak. The Office for Budget Responsibility (OBR) has forecast that the slow recovery will continue. It estimated that GDP will grow by 1.2 per cent in 2013.<sup>6</sup>

2.13 Monthly consumer prices data published by the ONS cover the whole UK and do not identify price levels or changes in Northern Ireland separately. The headline consumer prices index (CPI) has been above its target of 2 per cent since December 2009. In January 2013, the latest data we were able to consider, CPI was at 2.7 per cent, down from 3.6 per cent at the start of 2012. The retail prices index (RPI) was at 3.3 per cent, down from 3.9 per cent at the start of 2012. The Monetary Policy Committee's (MPC's) best collective judgement of the outlook for CPI inflation is that it is likely to rise further in the near term and may remain above the 2 per cent target for the next two years. However, the MPC said inflation is likely to fall back to around the target thereafter.<sup>7</sup>

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<sup>5</sup> The Inspire Women's Project was created "to develop and deliver in the community a new, enhanced range of women-specific services which directly contribute to reducing women's offending through targeted community based interventions". The project's strategic aims are:

- to review the current assessment tools and establish the need for a gender-specific approach;
- to evaluate the Inspire Women's Project;
- to place the Inspire Women's Project on a permanent footing; and
- to roll out the programmes and processes pioneered at Inspire to other areas across Northern Ireland.

The evaluation report of this project can be found at: [http://www.dojni.gov.uk/index/foi/foi\\_publication\\_scheme\\_page/inspire\\_women\\_s\\_project\\_evaluation\\_report.pdf](http://www.dojni.gov.uk/index/foi/foi_publication_scheme_page/inspire_women_s_project_evaluation_report.pdf) (accessed on 15 March 2013).

<sup>6</sup> Office for Budget Responsibility, *Economic and Fiscal Outlook: December 2012*, Cm 8481. TSO, 2012. Available at <http://budgetresponsibility.independent.gov.uk/economic-and-fiscal-outlook-december-2012/> (accessed on 15 March 2013).

<sup>7</sup> Bank of England. *Inflation Report: February 2013*. Available at: <http://www.bankofengland.co.uk/publications/Pages/inflationreport/2013/ir1301.aspx> (accessed on 15 March 2013).



- 2.14 The Annual Survey of Hours and Earnings (ASHE) does produce separate results for Northern Ireland. For April 2012 this showed:
- Median gross weekly earnings for full-time employees in Northern Ireland were £460, 3.3 per cent higher than a year earlier. This was a higher rate of increase than the 1.5 per cent observed across the UK as a whole, where full-time median earnings were £506.
  - Median gross full-time weekly earnings in the public sector were £576, compared to £565 in the UK as a whole.
  - Growth in Northern Ireland public sector median full-time weekly earnings was 3.9 per cent, higher than the 2.0 per cent growth experienced in the private sector over the year to April 2012.
  - Northern Ireland public sector median full-time earnings were 44.9 per cent higher than in the private sector. This was more marked than in the UK, where public sector earnings were 17.8 per cent higher than in the private sector.<sup>8</sup>
- 2.15 The latest labour market data for Northern Ireland from the seasonally-adjusted Labour Force Survey in the three months to December 2012 recorded:
- Employment was 799,000, 2,000 lower than a year earlier and 6,000 lower than three months earlier.
  - The employment rate (of those aged 16-64) was 67.0 per cent, 0.5 percentage points lower than a year earlier and 0.4 percentage points lower than three months earlier.
  - Unemployment was 68,000, 6,000 higher than a year earlier and 1,000 higher than three months earlier.
  - The unemployment rate (of those aged 16-64) was 7.8 per cent, 0.7 percentage points higher than a year earlier and 0.2 percentage points higher than three months earlier.
- 2.16 The Northern Ireland Quarterly Employment Survey measures the number of jobs rather than the number of persons in employment. In the three months to September 2012 it recorded:
- The number of employee jobs was 692,500 which was 3,500 lower than a year earlier but 300 higher than three months earlier.
  - The number of private sector jobs decreased by 1,700 whilst the number of public sector jobs decreased by 1,800 compared with the previous year.
- 2.17 As we have said in past years, we have only limited economic evidence relating solely to Northern Ireland. The Government economic evidence focused on the UK as a whole and NIPS was able to provide only labour market data specific to Northern Ireland. We ask NIPS to investigate whether there are other sources which can be used to provide Northern Ireland data for growth and, more crucially, for inflation.

### **Public sector pensions**

- 2.18 The Westminster Government is in the process of reforming public sector pensions. The reforms will move schemes from final salary to career average revalued earnings, align normal retirement ages with the State Pension Age and introduce tiered contributions whereby higher-paid public sector workers contribute a higher proportion of their earnings. The Northern Ireland Civil Service Pension Schemes are covered by separate legislation. However, changes to these schemes mirror those made by the Westminster Government. The contribution rates for 2012-13 and 2013-14 are shown in table 2.1.

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<sup>8</sup> It should be noted that some banks are now included in public sector figures in both Northern Ireland and the UK.

Contributions will be increased again from April 2014 but the rates have not yet been announced.

**Table 2.1: Contribution rates to Northern Ireland Civil Service Pension Schemes in 2012-13 and 2013-14 as percentage of pensionable earnings**

Annual pensionable earnings (full-time equivalent basis) £	2012-13		2013-14	
	Classic %	Classic plus, Premium and Nuvos %	Classic %	Classic plus, Premium and Nuvos %
Up to 15,000	1.5	3.5	1.5	3.5
15,001 – 21,000	2.1	4.1	2.7	4.7
21,001 – 30,000	2.7	4.7	3.88	5.88
30,001 – 50,000	3.1	5.1	4.67	6.67
50,001 – 60,000	3.5	5.5	5.46	7.46
Over 60,000	3.9	5.9	6.25	8.25

Source: [http://www.dfpni.gov.uk/civilservicepensions-ni/employee\\_pension\\_notice\\_5-2013.pdf](http://www.dfpni.gov.uk/civilservicepensions-ni/employee_pension_notice_5-2013.pdf) (accessed on 15 March 2013).

### Prison population

2.19 The prison population rose in the first four months of 2012 to reach a high point of 1,810 in April before falling again. The population dropped to 1,690 in December before rising sharply in the first month of 2013 and at the end of January 2013 the population stood at 1,808, 3.4 per cent higher than a year earlier. NIPS reported that the cost per prisoner place has reduced over the last five years from £90,300 in 2006-07 to £71,400 in 2011-12, against a target of £75,200.

### Recruitment and retention

2.20 In the year to March 2012 210 people left the Service. This was 12 per cent of the staff in post, an increase from 5 per cent in the previous year. The increase was a consequence of the large number leaving through the VER Scheme outlined in paragraph 2.9 above. A total of 150 staff left through the scheme across the year; this was 72 per cent of all leavers. Over the same period, overtime increased and payment totalled £2.6 million, up from £1.8 million in 2010-11. However, the costs of overtime are still below the 2008-09 level of £4.2 million.

2.21 At 31 August 2012 there were 1,489 full-time equivalent staff against a target of 1,827.5. However, both staff in post and target numbers have since decreased. There have been more departures under the VER Scheme. The target operating model has been extended to include the governor grades and additional custody officers have been recruited. NIPS has not confirmed how many offender supervisors it needs and these will need to be added to the staffing target. The staffing situation in PECCS is also fluid as full-time PCOs have the option to convert to custody officers. We heard on our visit this year that PECCS staff were uncertain whether to convert. NIPS said in written evidence it expected to launch a recruitment competition for PECCS staff early in 2013.

2.22 We note that the Service has experienced no difficulty recruiting to the custody officer grade. Also, no retention issues were brought to our attention.

### Motivation and morale

2.23 Our terms of reference require us to have regard to the need to motivate staff. We have limited information on motivation as there is no annual staff survey at present for our

remit group. Instead we have considered the performance measures that NIPS publishes, information from the POA and the PGA on morale, and feedback from staff during our visits.

### *Performance measures*

- 2.24 NIPS achieved most of its key targets, meeting five of its seven key performance indicators (KPIs) in 2011-12. The five KPIs related to no escapes for category A prisoners, assaults per 100 prisoners on staff and on prisoners, constructive activity for remand prisoners and the average cost per prisoner place. One of the two missed targets, relating to constructive activity for sentenced prisoners, was missed by a small margin as there was an average of 19.4 hours per week activity for each sentenced prisoner, just below the 20 hour target. The other missed target was for sickness absence. In 2011-12 the average number of days lost through absence for each member of staff rose to 14.4 from 13.5 in 2010-11. This is above the target of 11 days and an increase for the second year running.
- 2.25 NIPS met two of its four newly established "Delivery Objectives" by launching the SEE programme on 28 June 2011 and by developing and putting in place core operating standards. The missed objectives related to a communications strategy and understanding the criminogenic needs of offenders in custody. Both are now being taken forward. NIPS met two of its four "Development Objectives" by developing an exit scheme for staff and developing a new Corporate Governance Framework. One of the missed targets related to the training of staff and was previously a KPI which NIPS has missed in several previous years. The other related to the development of the prison estate. In both cases this work has been taken forward since March and we were pleased to hear the training for custody officers has been very successful.

### *Unions and visits*

- 2.26 The POA told us the morale of staff was the lowest it had ever witnessed and referred to the pay freeze, pension increases and the reforms. The PGA said morale had been "dented" by real reductions in take-home pay during the pay freeze period, pension contribution increases and the general economic downturn. Staff raised all these issues at our visits in September 2012. Staff at the three prison sites told us that the main causes of concern were uncertainty and a lack of communication about the changes. PECCS staff were unhappy with the lack of parity in pay with other grades, the lack of information on the long-term plans for them and our recommendations for their group during the pay freeze.

### **The parties' proposals**

- 2.27 NIPS made the following proposals:
- A 1 per cent consolidated increase to be applied to entry points or spot rates for the open grades.
  - A 1 per cent consolidated uplift to the entry point of the prison officer offender supervisor scale.
  - Staff not on the maximum of the closed grades to be paid through consolidated spinal progression and to receive any contractual increments. Also, NIPS asked us to bring forward contractual increments for next year for two members of staff who would not be at the contractual maximum on 1 April 2013.
  - Staff on the maximum of the closed grades or on spot rates in closed grades to receive a non-consolidated, non-pensionable payment of 1 per cent.
  - No change to allowances.
  - Removal of scale points on the unoccupied points of the pre-2002 scale.

2.28 The POA asked us to recommend:

- A £250 increase for custody officers paid less than £21,000.
- An emergency allowance for post-2002 staff.
- That the 1 per cent increase be applied to all staff.
- Overtime pay at time and a half for Mondays to Fridays and double at weekends.

2.29 The PGA proposed an increase in the order of 5 per cent as appropriate given the increased workload and reduction in managers' total reward package over time. However, the PGA said it accepted the reality that any pay award this year will not exceed 1 per cent.



## Chapter 3

### Our recommendations on pay for 2013

#### Introduction

3.1 This year our remit is unrestricted and we have been able to consider the pay of all staff, on the basis of the evidence we received. In addition to pay and allowances we have considered proposals from the parties on the new grades and emerging new pay structure. Where we have identified a need for more information next year, we address that in Chapter 4.

#### Analysis

- 3.2 The Northern Ireland Prison Service (NIPS) is carrying out a process of fundamental change through its Strategic Efficiency and Effectiveness (SEE) programme. This programme encompasses workforce strategy and service delivery. It covers the whole Service from the prison estate to the grading structure. We note that NIPS is making changes during a period of financial constraint although it has received funding for its voluntary early retirement (VER) scheme.
- 3.3 Since our last report, NIPS has closed the former main grade officer scales and created two new prison officer grades: custody prison officer (custody officer) and prison officer offender supervisor (offender supervisor). NIPS advised us that it had agreed these new grades with the POA but did not ask us for our views on them nor the associated salary ranges at that time. We therefore consider them in this report. In addition, NIPS is introducing a new management structure which replaces the current principal officer and five governor grades with three new grades, but has not yet finalised the associated salary bands.
- 3.4 NIPS told us that the Northern Ireland civil service had changed its approach to pay on promotion. All staff now move to the band minimum on promotion rather than receiving a fixed percentage increase. This eradicated the problem of “leapfrogging” where someone who had just been promoted could overtake someone already at the bottom of the higher scale. NIPS said removing the fixed percentage increase on promotion helped reduce the risk of equal pay challenge and should be extended to Prison Service grades. The unions told us they agreed with NIPS on this. We of course accept that pay systems must comply with equal pay legislation. However, we received no evidence on the detailed effects of the proposed change in pay on promotion and whether this was the only way of complying with equal pay legislation. We wish to understand the change fully before deciding whether to endorse it.
- 3.5 In our last report we recorded our concern that there appeared to be a worsening in industrial relations between the Service and the POA. We are pleased to hear relationships have improved since then and there have been joint discussions about the target operating model. However, we are aware that the POA had concerns with the model and consequently it is jointly carrying out a three-month review with NIPS. The Prison Governors Association (PGA) told us last year it supported NIPS’s vision to reform the Service. We are pleased to hear the PGA is still fully supportive of the change agenda and that it had high praise for the new custody officer recruits and NIPS’s training of them. However, we note the PGA was concerned by the lack of consultation on the new governor grades. It had issued a *Failure To Agree* relating to a specific manager post. This was to ensure that NIPS did not implement change without consultation.
- 3.6 As we described in detail in Chapter 2, economic growth has been subdued and is expected to remain slow during 2013. This continues to affect Department of Justice

finances, including the affordability of any recommendations we make. While public sector salaries have been frozen for those earning over £21,000, prices and pension contributions have increased. This means the majority of those in our remit group, and elsewhere in the public sector, have suffered a reduction in their take-home earnings and have to pay more to sustain the same standard of living.

- 3.7 Our remit asks us to consider the need to recruit and retain suitably able and qualified staff as part of our deliberations. We note that as NIPS introduces new grades, the previous grades have been closed to new entrants. We understand that NIPS no longer recruits to the closed grades and that there are no issues with retention. As we note in Chapter 2, the staffing picture is extremely fluid and it is difficult to determine where numbers of staff in post are likely to fall short of the new staffing targets. The VER scheme has enabled NIPS to reduce the number of staff in the old grades after many years of low turnover of 5 per cent or less. This may open up promotion opportunities for remaining staff and, in future, new recruits. We note that NIPS has experienced no difficulties in recruiting good quality custody officers this year.
- 3.8 Motivation of staff is also part of our remit and we have considered this for all staff. The wide-ranging reform of the Service continues to mean change and uncertainty for existing staff who are also experiencing a long period of public sector pay restraint and increasing concerns about personal security. In addition, reforms to staff pension schemes are resulting in increased contributions for those earning over £15,000 and a decrease in the average benefits received. We welcome the information on motivation provided by the parties this year but feel that it is mainly anecdotal and weak. We appreciate that motivation is subjective and is generally an area on which it is difficult to find hard evidence. However, we believe more should be done to measure it as it is an important part of our terms of reference. In particular we recognise that it is important for experienced officers on the closed grades to remain sufficiently motivated and engaged in order to train and assist the new officers entering the Service. We set out an approach to measuring motivation in Chapter 4.
- 3.9 We are aware of the current security situation in Northern Ireland and we have kept this at the front of our minds when reviewing the evidence from the parties. All told us of the murder of Prison Officer David Black on his way to work in November 2012 and the resultant concern about the security of staff in the Prison Service. We wish to express our sympathy to his family and the NIPS.<sup>9</sup>

## **New grades and related pay scales**

### *New prison officer grades*

- 3.10 NIPS has introduced the new prison officer grades of custody officer and offender supervisor with salary scales. We said in our last report:

“we are clear that it is NIPS’s role to manage the Service and that the nature of any structural change will be for it and the trades unions to discuss and implement. We are equally clear that it is our role to price any new grades or structures that are introduced.”

We see the creation of these grades as good progress. However, while we are pleased to note the quickening pace of the reforms, we expected to be approached for our views on the new pay bands. We note that their introduction means that the old grades are now closed to new entrants. We welcome the two new grades and their pay bands, but we wish to remind the parties that it is our role to recommend, on the basis of evidence from the parties, the appropriate pay scales for the new grades.

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<sup>9</sup> His death was the first murder of a prison officer in Northern Ireland for nearly 20 years.

**Recommendation 1:** We recommend the introduction of the custody prison officer and the prison officer offender supervisor pay scales as set out in Appendix D.

### *Management grades*

3.11 NIPS is moving from a seven tier management structure to a four tier structure by introducing three new management grades of governing governor, functional head (also called head of function) and unit manager (also called head of unit) and keeping the senior officer post-2002 grade open.<sup>10</sup> The three new management grades will replace the current principal officer and five governor grades. The principal officer pre-2002 and post-2002 grades closed in October 2012 and the governor grades are expected to close on 8 April 2013. However, NIPS is still working on new pay structures. We understand that the parties hope to reach agreement on the grades in the near future and therefore we are reluctant to recommend changes to the existing pay structure as it is about to be replaced. Instead, we expect NIPS to present the new pay structure and arrangements to us when the parties have discussed the issue. We reserve the right to consider whether the new pay scales are appropriate following their delayed introduction.

### *Main grade officer pre-2002 scale*

3.12 NIPS asked us to agree to the payment of outstanding preserved increments at 1 April 2013 and to raise the minimum of the main grade officer pre-2002 pay scale to remove all unoccupied points. We see no need to keep unoccupied spine points on a closed scale. As only two officers are affected by bringing forward the increments, we accept these proposals.

**Recommendation 2:** We recommend payment of outstanding preserved increments at 1 April 2013 and raising the minimum of the main grade officer pre-2002 pay scale to remove all unoccupied points, as set out in Appendix D.

### **Recommendations on pay increases**

3.13 NIPS proposed pay awards for all staff as it believed there would be an adverse effect on morale during a period of considerable change in the Service if some staff were to receive no increase. However, NIPS differentiated between those on the open and closed grades:

- For staff on the open grades, NIPS proposed 1 per cent consolidated increases to be applied to occupied entry points or spot rates.
- Staff on the closed grades but not on the maximum should receive contractual increments.
- For staff on the maximum of the closed grades, NIPS proposed a non-consolidated, non-pensionable payment of 1 per cent.

NIPS also proposed a 1 per cent consolidated increase to the entry point of the offender supervisor scale which was unoccupied.

3.14 The POA proposed the 1 per cent increase should be applied to all staff. Also, the POA asked us to recommend a £250 increase for custody officers earning below £21,000 as the POA believed this should have been included in the £250 pay awards for last year. The PGA said evidence indicated an increase in the order of 5 per cent, but acknowledged the Government's 1 per cent pay policy. Both the POA and the PGA rejected the NIPS proposal that staff on closed grades should receive an award that was non-consolidated and non-pensionable.

<sup>10</sup>The senior officer pre-2002 grade has been closed.



- 3.15 We considered the POA's proposal for the £250 increase for custody officers earning below £21,000. We reviewed the wording of the advertisement and decided that, because it related to posts that would not be occupied until after 1 April 2012, the salary range quoted was intended to apply in 2012-13. We could find no indication in the advertisement that the salary scale would be changed by our recommendations for 2012-13. Therefore we do not recommend any change to the scale for the year 2012-13.
- 3.16 We have found no evidence of problems with recruitment or retention for our remit group this year and we understand there are limited funds available for pay increases for the next financial year. However, information presented to us on motivation, while limited, points to a deterioration since last year. Therefore, taking all the evidence into account, we conclude that all staff should receive a pay award this year. However, we believe it is important, not least in order to comply with equality legislation, to work towards closing the gap between pay on the closed and open scales. We therefore consider a non-consolidated payment to those on the maxima of the closed scales is appropriate this year. This recommendation should not be regarded as setting any precedent for what we may recommend, on the basis of evidence, in future years.

### *Staff on the open grades*

- 3.17 We recommend a 1 per cent consolidated uplift for staff on the open grades.

**Recommendation 3:** We recommend all staff in open grades on 1 April 2013 receive a 1 per cent consolidated increase. These are the senior officer post-2002, custody officer and principal prisoner custody officer grades.

**Recommendation 4:** We recommend the prisoner custody officer grade receives a consolidated increase of £0.09 per hour and the senior prisoner custody officer grade receives a consolidated increase of £0.10 per hour to take effect on 1 April 2013.

### *Staff on the closed grades*

- 3.18 We recommend a non-consolidated, non-pensionable payment of 1 per cent for staff at the maximum of scales or on single pay points on the closed grades.

**Recommendation 5:** We recommend staff in the closed grades on 1 April 2013 who are at the maximum of scales on 31 March 2013 or on single pay points receive a non-consolidated, non-pensionable payment of 1 per cent. These are the governor grades, principal officer pre-2002 and post-2002, senior officer pre-2002, main grade officer pre-2002 and post-2002, night custody officer and operational support grades.

### *Unoccupied open grade pay points*

- 3.19 NIPS did not recommend increases for any of the unoccupied open grade pay points with one exception – the entry point for the offender supervisor grade. NIPS argued in oral evidence that leaving unoccupied points unadjusted would provide further scope for altering the scales if necessary once the new management grade pay scales had been set. We note it would also allow for adjustment in response to the labour market or changes in the economy. We accept this argument for this year but will return to the pricing of these unoccupied points as part of the review of the whole pay structure in our next report.

- 3.20 In the case of the offender supervisor entry point, we see some merit in increasing this minimum as it will provide certainty about the level of pay for potential entrants to the grade – either custody officers on promotion or new recruits.

**Recommendation 6:** We recommend that the entry point of the prison officer offender supervisor scale be increased by a 1 per cent consolidated increase to take effect from 1 April 2013.

## Allowances

- 3.21 In its written submission the POA proposed an emergency allowance of £2,000 per year for post-2002 staff but amended this in oral evidence to a request for £3,071 to match the Police Service of Northern Ireland transitional (i.e. security) allowance. Neither NIPS nor the PGA made proposals for new allowances or for changes to any existing allowances.

### *Environmental/emergency allowance*

- 3.22 The POA told us that, prior to 2002, prison officers received a payment, now consolidated into the pay of those who joined before 2002, to assist them in the protection of their homes and the additional cost of transport to reduce risk. The POA explained it had objected to the removal of this payment. The union said the recent death of a prison officer had highlighted the case it made at that time. The POA wanted an allowance for post-2002 staff to help pay for home security measures and also additional fuel costs for staff following security instructions to vary travel routes. The POA drew our attention to the Police Service of Northern Ireland transitional allowance. We asked NIPS about this allowance in oral evidence and the Service told us that it was in contact with the Department of Finance and Personnel and a full business case would be required. NIPS told us it wanted more time to obtain and present evidence and consider the developing security context. NIPS agreed to advise us of the case when evidence is submitted. However, if home security measures are judged to be necessary, then their reimbursement may be regarded as an expense rather than an allowance. This issue could therefore be outside our remit and something for NIPS to determine. Therefore, we do not propose to make a recommendation in this report. However, we can consider the matter further should additional information become available. We are prepared to act quickly and outside our usual pay review round if necessary.

## Overtime and working practices

- 3.23 The POA proposed staff be paid overtime at time and a half for Mondays to Fridays and double at weekends. Neither NIPS nor the PGA proposed changes to overtime or related issues.
- 3.24 The POA told us that prior to 1989 overtime rates for prison officers used to be time and half for Mondays to Fridays and double time at weekends. It said negotiations in 1989 had set prison officers' base pay above that of equivalents in the civil service but with the same flat rate for any time worked over and above conditioned hours. The union said it had accepted management's case at that time but its members' salaries had since reduced in comparison and civil servants now received a multiple of normal pay when they worked overtime. The POA asked for a return to the time and a half/double time arrangement. NIPS argued in oral evidence that the working arrangements for civil servants and for prison staff were very different. NIPS said there had been no recent developments suggesting overtime rates were needed.
- 3.25 We do not consider the evidence provided to us sufficient to support the POA proposal. The Owers Review highlighted the need for more flexible and efficient working practices and staff deployment, including moving to a 37 hour, five-day working week with revised

shift patterns. We are aware the parties will be reviewing the target operating model and this will include working flexibilities.

### **Cost of recommendations**

- 3.26 We estimate that our pay recommendations will add £585,000 to the workforce paybill in 2013-14 (including on-costs). Contractual increments paid will cost an additional £14,000 (including on-costs). Our proposals would represent 0.9 per cent of the paybill as at 31 August 2012 (the latest available data). However, the final paybill for 2012-13 will have been affected by departures, recruitment and workforce restructuring.

## Chapter 4

### Looking ahead

#### Introduction

- 4.1 As in previous reports, we take this opportunity to comment on a range of issues to which we think the parties should give attention over the coming year.

#### Prison service reform

- 4.2 The Northern Ireland Prison Service (NIPS) is continuing with a far-reaching programme of review that will result in substantial changes to the roles, working patterns and working environment of our remit group. We commend the progress which has been made and expect to see significant further development next year.
- 4.3 Although industrial relations are a matter for the parties, we were pleased to hear communication between NIPS and the POA had improved since our last report. We welcome the joint working that has taken place this year. However, we believe communications can be further strengthened and there is scope for a wider range of contacts between the parties, particularly with the new change management team.
- 4.4 We were pleased to hear praise of the new custody prison officers by the Prison Governors Association (PGA) and its support for the general aims of the change agenda. However, we were concerned to hear that NIPS had not formally consulted on the new governor grades structure when evidence was submitted. We expect any new structure to involve discussions between NIPS and the PGA and hope this will now take place. We also expect the parties to present to us joint proposals for new pay scales for our formal agreement.

#### *Prisoner Escorting and Court Custody Service*

- 4.5 We note that a final decision on market testing has not been taken and NIPS is reviewing the options. We welcome this review and see advantages in a more flexible and efficient approach. We also welcome the prospect of improved stability and increased opportunities, such as conversion to custody officer, for this group of staff as we are aware they have experienced a long period of great uncertainty and turbulence.

#### Motivation

- 4.6 We note that the information provided by the parties on motivation was largely anecdotal and difficult to substantiate. In addition, we think that monitoring motivation is particularly important during the period of change and uncertainty resulting from major reform. Motivation may also be affected by heightened security concerns. We recommend the parties work together to plan and pilot a staff survey and present the results to us so we can take the evidence into account in our next report.

**Recommendation 7:** We recommend the parties plan and pilot a staff survey and present the results to us next year.

#### Government pay policy

- 4.7 After two years of a public sector pay freeze for those earning more than £21,000, the Westminster Government has continued with a policy of public sector pay restraint which will still be in place for our next round. The Minister of Justice confirmed that the

Northern Ireland Executive agreed that this policy will be applied to all Northern Ireland civil service departments and agencies including our remit group.

- 4.8 We are aware of the wider economic context that informed the Government's policy. We see it as our primary duty to provide independent, evidence-based advice on the remuneration of our remit group, in accordance with our terms of reference. In addition, we note that a prolonged period of pay restraint will continue to make it difficult to close the pay gap between the open and closed grades quickly. Therefore, as public sector pay restraint continues, we shall continue to monitor those elements referred to in our terms of reference, especially recruitment, retention and motivation, and to recommend accordingly.

# Appendix A

## Standing terms of reference

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

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

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

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

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

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

Reports and recommendations for the Prison Service in England and Wales should be submitted to the Prime Minister and the Lord Chancellor and Secretary of State for Justice. Reports and recommendations for the Northern Ireland Prison Service will be submitted to the Minister of Justice, Northern Ireland.

## Appendix B

### Remit letter from the Minister of Justice, Northern Ireland

FROM THE OFFICE OF THE JUSTICE MINISTER



Department of  
**Justice**

[www.dojni.gov.uk](http://www.dojni.gov.uk)

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Your ref:  
Our ref: SUB/1725/2012

Dr Peter Knight CBE  
Chair  
Prison Service Pay Review Body  
Office of Manpower Economics  
6th Floor Victoria House  
Southampton Row  
London WC1B 4AD

31 October 2012

*Dear Dr Knight*

#### **PRISON SERVICE PAY REVIEW BODY REMIT 2013/14**

I am writing to outline the context in which I am seeking the advice of the Prison Service Pay Review Body (PSPRB) in respect of the Northern Ireland Prison Service (NIPS).

The Northern Ireland Executive has agreed that the UK Government's pay policy and associated pay remits approval process must be applied to all Northern Ireland Civil Service departments and agencies. In the 2011 Autumn Statement the Chancellor of the Exchequer announced that public sector pay awards would average at one per cent for the two years following the pay freeze. Increases arising from contractual progression pay increments will continue to be paid where such increments are a legal entitlement.

#### **2013/14 Remit**

Sue McAllister and Ronnie Armour updated the PSPRB on progress with the SEE programme and other reforms during your visit to the NIPS in September. Work is

FROM THE OFFICE OF THE JUSTICE MINISTER



still ongoing in respect of the new management structures and the wide ranging reforms necessary to reduce operating costs and maximise efficiencies leading to the implementation of a 37 hour week by 1 April 2014. Officials will engage with the PSPRB as this work advances.

The pay settlement will need to take account of the changing grading structure:

- The following grades are closed - Principal Officer (14 October 2012), Main Grade Officer (31 May 2012), Operational Support Grade (30 June 2012), and Night Custody Officer (14 October 2012);
- The following grades remain open – Senior Officer, and the three Prisoner Escort and Court Custody Service grades of Principal Prisoner Custody Officer, Senior Prisoner Custody Officer, and Prisoner Custody Officer;
- The following grades have been created - Custody Officer and Offender Supervisor; and
- The Governor grades are being restructured.

In the context of this ongoing change programme, I will be submitting detailed written evidence by early November in respect of a one-year pay settlement.

I look forward to receiving your recommendations in due course.

A handwritten signature in black ink, appearing to read "Yours", positioned above the printed name.

A handwritten signature in black ink, appearing to read "David Ford", positioned above the printed name.

**DAVID FORD MLA**  
Minister of Justice



# Appendix C

## PSPRB reply to the Minister of Justice, Northern Ireland



OFFICE OF MANPOWER ECONOMICS

PRISON SERVICE PAY REVIEW BODY  
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Minister of Justice  
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Minister's Office Block B,  
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Belfast BT4 3SG

22<sup>nd</sup> November 2012

*Dear David*

### **PRISON SERVICE PAY REVIEW BODY (PSPRB) 2013-14**

Thank you for your letter of 31 October in which you asked the PSPRB to make recommendations on pay for 2013-14. The Review Body expects to submit its report to you by the end of February 2013, provided we receive all the parties' evidence in good time.

We look forward to receiving the Department's written evidence later this month, and to meeting you again for oral evidence in Belfast in January.

I am copying this letter to the Director General of NIPS (Sue McAllister), and representatives of the POA(NI) and PGA(NI) unions.

Dr Peter Knight CBE  
Chairman  
Prison Service Pay Review Body



## Appendix D

### Current and recommended pay levels for 1 April 2013

#### Governor grades

Grade		Current range		Recommended range from 1 April 2013	
		£ per year	(spine point)	£ per year	(spine point)
Governor 1	Maximum	80,550	(338)	80,550	(338)
	Minimum	74,747	(323)	74,747	(323)
Governor 2	Maximum	72,183	(316)	72,183	(316)
	Minimum	67,983	(304)	67,983	(304)
Governor 3	Maximum	62,766	(288)	62,766	(288)
	Minimum	58,824	(275)	58,824	(275)
Governor 4	Maximum	55,407	(263)	55,407	(263)
	Minimum	51,156	(247)	51,156	(247)
Governor 5	Maximum	50,396	(244)	50,396	(244)
	Minimum	44,934	(221)	44,934	(221)
	Trainee rate	37,551	(185)	37,551	(185)

## Officers, support grades and other grades

Grade	Current range		Recommended range from 1 April 2013	
		£ per year (spine point)	£ per year (spine point)	
<b>Officers (Pre-2002)</b>				
Principal officer (closed)		45,110		45,110
Senior officer (closed)		40,831		40,831
Main grade officer (closed)	Maximum	37,364	(184)	37,364 (184)
	Minimum	19,538	(54)	35,724 (175)
<b>Officers (Post-2002)</b>				
Principal officer (closed)		34,964		34,964
Senior officer		32,121		32,442
Main grade officer (closed)	Year 6	30,105		30,105
	Year 5	29,212		29,212
	Year 4	28,239		28,239
	Year 3	26,291		26,291
	Year 2	25,318		25,318
	Year 1	24,344		24,344
	Entry	22,397		22,397
Prison officer offender supervisor	Year 5	27,000		27,000
	Year 4	26,500		26,500
	Year 3	26,000		26,000
	Year 2	25,500		25,500
	Year 1	25,000		25,000
	Entry	24,500		24,745
Custody prison officer: regrade	Training completed	23,000		23,000
	Opt-in	21,859		22,078
Custody prison officer: recruit	Increment 4	23,000		23,000
	Increment 3	22,500		22,500
	Increment 2	22,000		22,000
	Increment 1	21,500		21,500
	Training completed	21,000		21,000
	Entry	18,000		18,180
Operational support grade (closed)		20,096		20,096

Grade	Current range	Recommended range from 1 April 2013
	£ per year (spine point)	£ per year (spine point)
Night custody officer (closed)	21,859	21,859
Principal prisoner custody officer	23,000	23,230
	Current rate £ per hour	Recommended rate £ per hour
Senior prisoner custody officer	9.75	9.85
Prisoner custody officer	8.89	8.98

#### Notes

1. Staff on the following closed grades to receive a 1 per cent non-consolidated, non-pensionable award rounded to the nearest £ (bracketed amount gives value of the award): those on the spot rates for the principal officer pre-2002 (£451), principal officer post-2002 (£350), senior officer pre-2002 (£408), night custody officer (£219) and operational support grade (£201); and those on the maximum of the governor 1 (£806), governor 2 (£722), governor 3 (£628), governor 4 (£554), governor 5 (£504), main grade officer pre-2002 (£374) and main grade officer post-2002 (£301) scales.
2. The governor grades are expected to close on 8 April 2013.
3. Increases are rounded to the nearest £, other than those for senior prisoner custody officer and prisoner custody officer which are rounded to the nearest £0.01.
4. Spine points are not increased. If salaries are increased for staff in the pre-2002 grades then new points are added to the spine and rounded to the nearest £. No new spine points have been added since 2010 when points 337 and 338 were included.
5. There will be no staff on any spine points below 175 on the closed main grade officer pre-2002 pay scale. These unoccupied points have been deleted and the new minimum is £35,724 (spine point 175).
6. The governor 5 scale will use only the following spinal points: 221, 224, 226, 228, 230, 232, 234, 236, 238, 240, 242 and 244.

## Spinal Scales (175-338) – Officer and Governor Grades

Point	£ per year	Point	£ per year	Point	£ per year	Point	£ per year
338	80,550	297	65,648	256	53,505	215	43,610
337	80,149	296	65,321	255	53,239	214	43,393
336	79,750	295	64,996	254	52,974	213	43,177
335	79,354	294	64,673	253	52,710	212	42,962
334	78,960	293	64,351	252	52,448	211	42,748
333	78,567	292	64,031	251	52,187	210	42,535
332	78,177	291	63,712	250	51,927	209	42,323
331	77,788	290	63,395	249	51,669	208	42,112
330	77,401	289	63,080	248	51,412	207	41,902
329	77,016	288	62,766	247	51,156	206	41,694
328	76,633	287	62,454	246	50,901	205	41,487
327	76,252	286	62,143	245	50,648	204	41,281
326	75,873	285	61,834	244	50,396	203	41,076
325	75,496	284	61,526	243	50,145	202	40,872
324	75,120	283	61,220	242	49,896	201	40,669
323	74,747	282	60,915	241	49,648	200	40,467
322	74,376	281	60,612	240	49,401	199	40,266
321	74,006	280	60,310	239	49,155	198	40,066
320	73,638	279	60,010	238	48,910	197	39,867
319	73,272	278	59,711	237	48,667	196	39,669
318	72,907	277	59,414	236	48,425	195	39,472
317	72,544	276	59,118	235	48,184	194	39,276
316	72,183	275	58,824	234	47,944	193	39,081
315	71,823	274	58,531	233	47,705	192	38,887
314	71,465	273	58,240	232	47,468	191	38,694
313	71,109	272	57,950	231	47,232	190	38,501
312	70,755	271	57,662	230	46,997	189	38,309
311	70,402	270	57,375	229	46,763	188	38,118
310	70,051	269	57,090	228	46,530	187	37,928
309	69,702	268	56,806	227	46,299	186	37,739
308	69,355	267	56,523	226	46,069	185	37,551
307	69,009	266	56,242	225	45,840	184	37,364
306	68,665	265	55,962	224	45,612	183	37,178
305	68,323	264	55,684	223	45,385	182	36,993
304	67,983	263	55,407	222	45,159	181	36,809
303	67,644	262	55,131	221	44,934	180	36,626
302	67,307	261	54,857	220	44,710	179	36,444
301	66,972	260	54,584	219	44,488	178	36,263
300	66,638	259	54,312	218	44,267	177	36,083
299	66,306	258	54,042	217	44,047	176	35,903
298	65,976	257	53,773	216	43,828	175	35,724

# Appendix E

## Current allowances

We made no recommendation on allowances.

	<i>Current level £ per year</i>
<i>Specialist allowances<sup>1</sup></i>	
Librarian	679
Dog handler	723
Physical education instructor	723
Groundsman	723
Hospital officer	814
Emergency control room staff	852
Works officer	949
Laundry officer	1,062
Caterer	1,118
Weapons officer	1,118
Fire officer	1,132
Instructor	1,490
Firearms officer	2,322
<i>Other allowances<sup>2</sup></i>	
Dog grooming allowance	4,526
Boot allowance	92.80
Clothing allowance	603.65
	<i>Current level £ per day</i>
Dirty Protest allowance	
For periods of up to 4 hours	8.00
For periods of 4 hours or more	16.00

### Notes

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

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





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