



Ministry
of Justice

National Offender Management Service Workforce Statistics Bulletin

31 March 2016

Ministry of Justice
Statistics Bulletin

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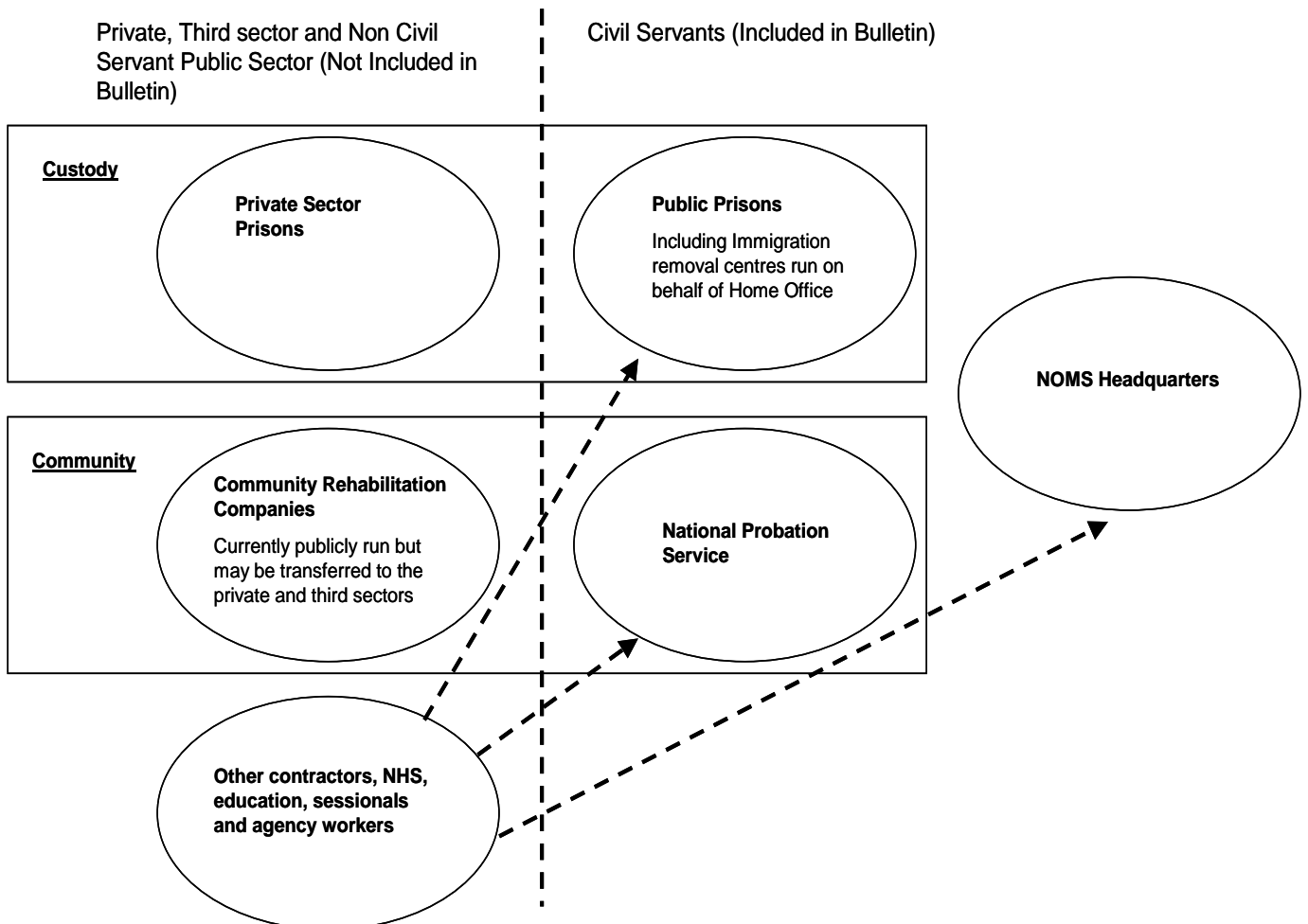
Introduction

This publication considers in detail staffing levels and staff inflows and outflows for the National Offender Management Service (NOMS) since April 2010. Additional headline figures are provided back to 2000.

NOMS was created as an Executive Agency of the Ministry of Justice in July 2008. It is responsible for commissioning and delivering Prison and Probation Services across England and Wales. Offender management, prisons and probation are devolved within Scotland and Northern Ireland. The Isle of Man and the Channel Islands also have separate prison administrations.

NOMS delivers services directly through public sector prisons and the National Probation Service and commissions services through private sector prisons and, for probation, from Community Rehabilitation Companies (CRCs). The information presented in this bulletin relates to staff employed by NOMS, who are all civil servants. Other workers within NOMS who are employed by third parties, either within contracted areas of delivery such as private sector prisons or CRCs or as contractors and other contingent workers, including other non-civil service public sector employees, within NOMS are not included. Also excluded are voluntary workers, NOMS staff on loan, on secondment out, and those on a career break. The coverage of the figures is illustrated in figure 1. The data presented in the rest of the bulletin relate to the right side of figure 1.

Figure 1: NOMS Structure



Both the public sector Prison Service and National Probation Service are principally managed on a geographical basis. The young people's estate and high security prisons are however, managed as virtual regions. The geographic structures of the two operational parts of NOMS are arranged differently, as detailed in figure 2.

Figure 2: Organisation Within Public Prisons and NPS

NPS Divisions (services provided through Local Delivery Units)	Prison Service Regions (services provided through prisons, young offender institutions, juvenile establishments and immigration removal centres)	NOMS HQ Operates from a number of offices across the country, with principal office in Westminster.	Regional Services (providing services directly to establishments but organised regionally)
North East Probation Service North West Probation Service Midlands Probation Service South East and Eastern Probation Service South West and South Central Probation Service London Probation Service	North East North West Yorkshire and Humberside East Midlands West Midlands East of England Greater London Kent & Sussex South Central South West High Security Prisons Young People's Estate		
NOMS in Wales (NPS and Public Sector Prisons)			

Release Schedule

This publication is produced on a quarterly basis to most appropriately reflect the dynamic nature of the data included within many of the tables. The next edition of the quarterly NOMS Workforce Statistics bulletin, for the situation date as at 30 June 2016, is scheduled to be published on 4 August 2016.

This quarter there are four new tables added to the bulletin to address specific user needs. The new tables are:

- Table 4a: Public Sector Prison Staff in Post, by Protected Characteristic
- Table 4b: HQ and Area Services Staff in Post, by Protected Characteristic
- Table 4c: National Probation Service Staff in Post, by Protected Characteristic
- Table 7d: Underlying Leaving Rate of Permanent Staff By Grade

Summary

1. As at 31 March 2016, civil service employment in NOMS was 43,530 staff in post on a full time equivalent (FTE) basis. This consists of
 - 31,360 FTE in Public Sector Prisons (72.0% of NOMS Staff)
 - 8,830 FTE in National Probation Service (20.3% of NOMS Staff)
 - 3,330 FTE in NOMS HQ and Area Services (7.7% NOMS Staff)
2. There was an increase of 240 FTE staff in post compared to last quarter (0.5% increase).
3. Over the year to 31 March 2016, total staff FTE fell by 550. This includes 1,670 facilities staff in establishments transferred to the private sector and 90 IT staff transferred to NOMS from the Ministry of Justice. Excluding structural changes, staff numbers have increased 1,020 FTE (2.4%) over the last year.
4. Underlying changes in staff numbers are distorted by organisational changes such as the transfer of an establishment to or from the private sector or the transfer into NOMS of NPS staff. Excluding structural changes, the reduction of staff in NOMS from 31 March 2010 to 31 March 2016 was 10,000 (22.3% decrease).
5. In the key operational grades there were
 - 18,330 Band 3-5 officers, an increase of 90 on the quarter and of 110 on the year.
 - 4,760 Band 2 operational support, a fall of 20 on the quarter but an increase of 180 on the year.
 - 3,270 probation officers, an increase of 30 on the quarter and of 50 on the year.
6. Overall external recruitment into NOMS in the 12-months to the end of March 2016 was 4,670 compared to 3,760 in the previous 12 months.
7. 1,970 new Band 3-4 prison officers were appointed in the 12 months to 31 March 2016, 1,800 of these were new recruits and 170 were existing NOMS staff who have re-graded into the officer role.
8. There were 3,660 leavers in the 12-months to 31 March 2016 compared to 3,630 in the previous 12 months. Of the leavers, 1,630 resigned (45% of all leavers), 800 retired (22% of all leavers) and 650 were dismissed (18% of all leavers)
9. In the 12 months to 31 March 2016, there were 680 staff recruited to the NPS.

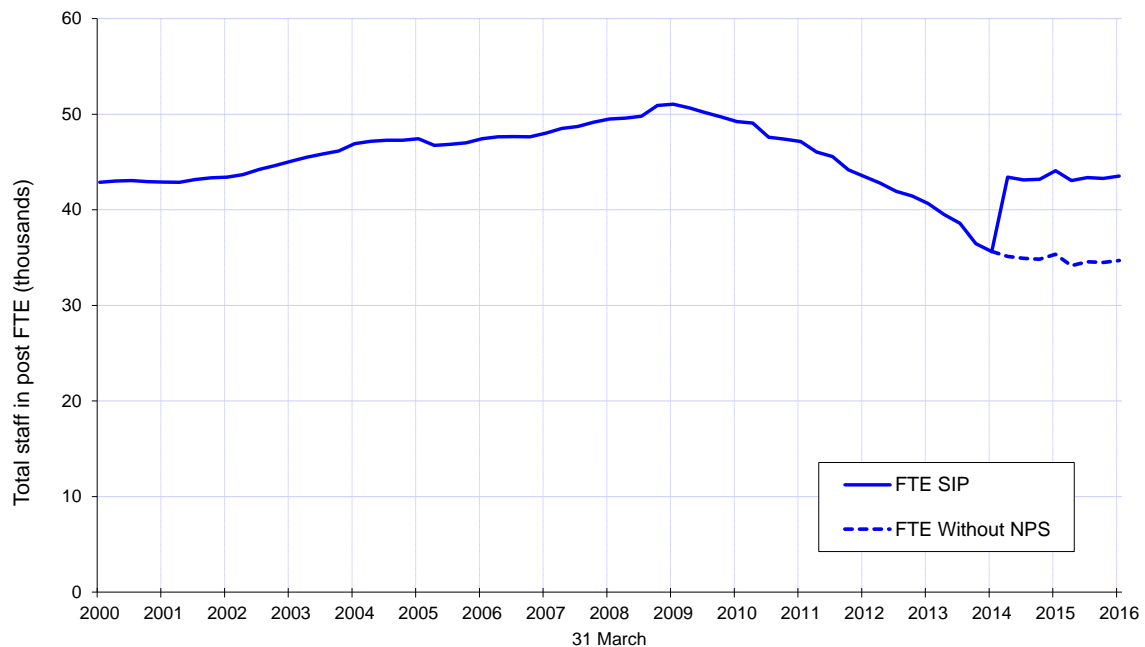
Commentary

Staff in Post

As at 31 March 2016, civil service employment in NOMS was 43,530 staff in post on a full time equivalent (FTE) basis. This includes 8,830 staff in the National Probation Service (NPS), which made up 20.3% of NOMS staff, 31,360 (72.0% of NOMS) in Public Sector Prisons and 3,330 (7.7% of NOMS) in NOMS HQ and Area Services.

- There was an increase of 240 FTE in post compared to last quarter when it stood at 43,290, a decrease of 550 FTE (1.3%) compared to 12 months ago and a decrease in staff of 5,700 (11.6%) since 31 March 2010.
- The underlying changes in staff numbers are distorted by organisational changes such as the transfer of an establishment to or from the private sector or the transfer into NOMS of NPS staff. Excluding these changes, the reduction in staff from 31 March 2010 to 31 March 2016 was 10,000 (22.3%)

Figure 3: Total Prison Service / NOMS Staff FTE, 31 March 2000 to 31 March 2016



As shown in figure 3, staff FTE in NOMS increased during the nine year period from 31 March 2000 (42,870 FTE) through until 31 March 2009 (51,060 FTE). After this time the trend reversed, with staff FTE falling over the subsequent years to a level well below that at the start of the period.

Although the trend for staff reductions in NOMS began in March 2009, the financial year from 31 March 2010 to 31 March 2011 saw the introduction of policies with the intention of reducing staff FTE within NOMS. Strict controls were put on recruitment, 14 establishments closed and a further two were transferred to the private sector. There was also a review of NOMS Headquarters functions that reduced staff numbers.

On 1 June 2014, the way that probation services are delivered changed. Prior to that date probation services were delivered by 35 Probation Trusts across England and Wales, which were responsible for their own staffing. On 1 June 2014, the National Probation Service, which is responsible for high-risk offenders in the community, was created and staff in the NPS joined NOMS as Civil Servants. The remainder of offenders are managed by Community Rehabilitation Companies (CRCs), which are now contracted out to the private and voluntary sectors and fall outside of the scope of this bulletin.

The transfer of 8,350 FTE NPS staff from Probation Trusts into NOMS on 1 June 2014 resulted in a sharp increase in staffing as illustrated in figure 3. For comparability purposes, the chart also displays the continuing trend of staffing without NPS included.

NOMS HQ and Area Services

The National Offender Management Service Headquarters (NOMS HQ) operates from a number of offices across the country, with its principal office in Westminster. There are also a number of staff, organised regionally or nationally who provide services directly to establishments. These area services staff are reported alongside core headquarters in this bulletin.

- NOMS HQ represent 5.2% of the NOMS total FTE and Area Services 2.5%.
- Between 31 December 2015 and 31 March 2016, the size of the core HQ has increased by 30 FTE (1.4%) to 2,250 and the size of area services has increased by 50 FTE (5.0%) to 1,080. These increases were mainly due to staff moving from public sector prisons and NPS into NOMS HQ roles and continuing movements of prison staff involved in psychology, health and safety and litigation into regionally organised units.

Prison Regions / Functions and NPS Divisions / Work Areas

Public sector prisons are managed principally on a regional basis in England and Wales. With High Security Prisons and the Young People's Estate managed functionally as separate regions. The NPS is divided into six divisions in England, which are then sub-divided into Local Delivery Units (LDUs). For the purposes of reporting LDUs are grouped into clusters. For operational reasons the Prison Service regions and NPS Divisions do not coincide with standard geographical regions within England. In Wales, prison and probation services are delivered together under a single directorate called NOMS in Wales.

Details of staffing within each prison region and NPS division is contained in Table 1 of the accompanying tables.

- Prison Service regions range in size from High Security Prisons with 4,630 FTE staff in post to the prisons in Wales with 750 FTE.
- NPS Divisions in England vary in size from the North East, with 1,610 FTE to South West and South Central with 1,170. In Wales there are 580 FTE providing Probation Services.

Prisons are categorised relating to the function of the establishment, dependent on the type or types of prisoner held Prisoner security categories in the United Kingdom are assigned to every adult prisoner for the purposes of assigning them to a prison. The categories are based upon the severity of the crime and the risk posed should the person escape. Further details of the categories can be found in the Glossary at the end of this Bulletin.

In the NPS, the category of work is assigned in terms of 'work area'. Work areas relate to the work of individual members of staff.

Details of staffing by both prison category and NPS work-area are contained in table 2.

- The largest group of staff work in Male Local establishments, accounting for 9,470 FTE (30.2% of staff in Prison Service establishments) followed by Category C prisons with 8,930 FTE (28.5% of prison staffing)
- The majority (4,930 FTE or 55.8%) of NPS staff work on 'Offender Management' with a further 1,510 FTE (17.0%) working on courts.

Grades

Separate grading systems exist for staff in the NPS and the other parts of NOMS. NPS staff transferred into NOMS on the terms and conditions they had within Probation Trusts and those structures are still used. NPS staff work in Band 1 for the most junior to Band 6 then further Bands from A to D for the most senior staff. Qualified Probation Officers typically work at Band 4

In Public Sector Prisons and NOMS HQ, staff work in Bands ranging from Band 1 for the most junior staff to Band 11 for the most senior prison Governors and managers. Both operational and non-operational staff work within the banding structures. Prison officers mostly work at Band 3 and Band 4 dependant whether they have a particular specialism. There are also Senior Civil Servants who work principally in headquarters and are the most senior leaders in NOMS.

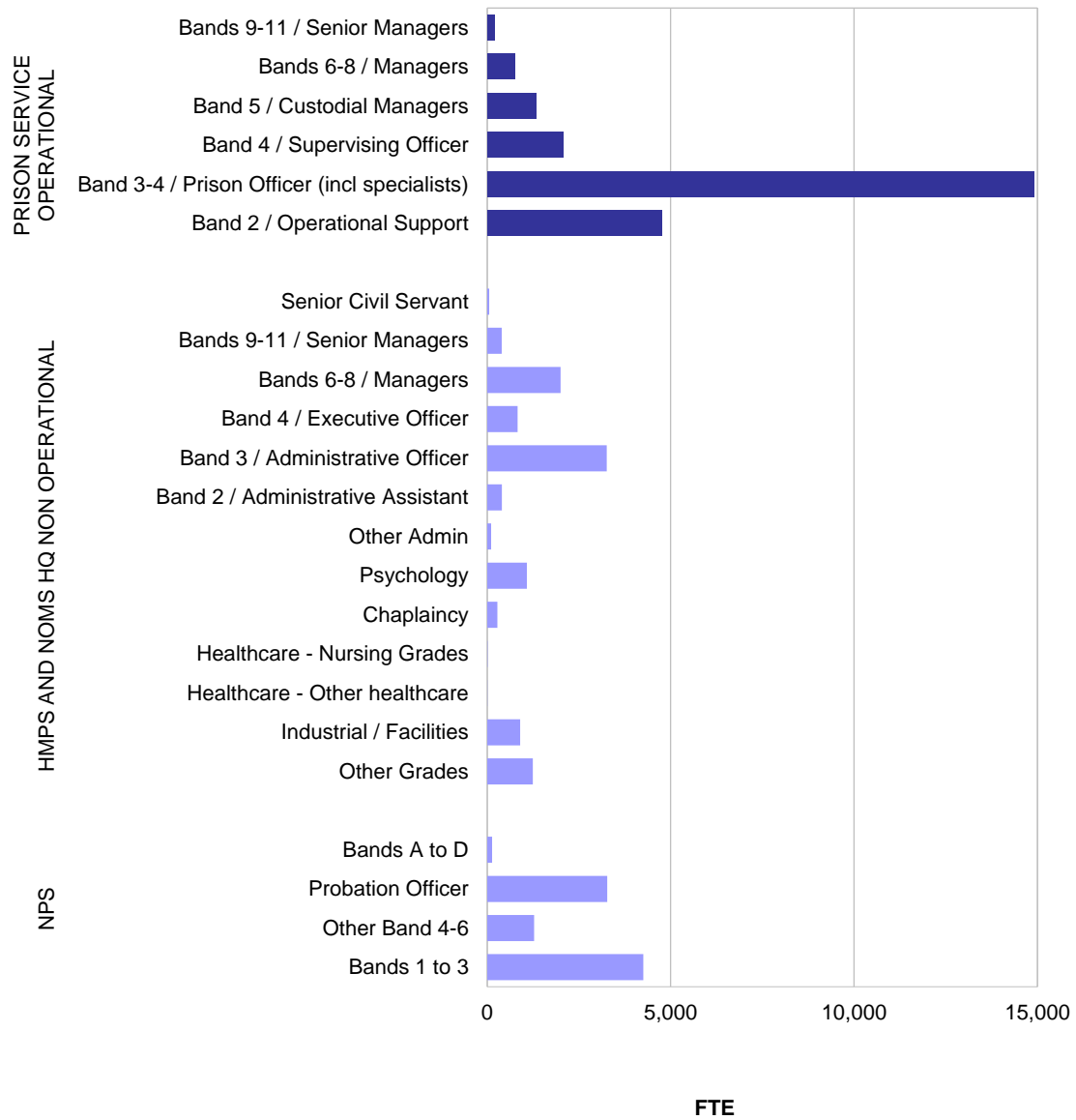
Figure 4 illustrates the distribution of staff in post by banding and grade grouping.

- At 31 March 2016, there were 24,030 FTE operational prison service staff (55.2% of NOMS Staff), 8,940 FTE in NPS grades¹ (20.5% of NOMS staff) and 10,550 FTE in non-operational roles across public sector prisons and NOMS HQ
- Over the 12 months to 31 March 2016, the number of operational Prison Service staff increased by 290 FTE (1.2%), the number of NPS grade staff increased by 120 FTE (1.4%) and the number in non-operational roles in prisons and NOMS HQ fell by 960 FTE (8.4%) largely as a result of the transfer of 1,670 facilities staff in establishments to the private sector.
- The largest group of NOMS staff are Band 3-4 prison officers, including specialists, with 14,920 FTE at 31 March 2016.
- The next largest group of NOMS staff are Band 2 operational support, who mainly work in Prison Service establishments with 4,760 FTE at 31 March 2016. This total has increased by 180 (3.9%) over the past year.

¹ The total number of staff in NPS grades is slightly different to the total within NPS because a few staff on NPS terms and conditions work in NOMS HQ.

- The only NPS job specifically identified in this bulletin is probation officer, of which there were 3,270 at 31 March 2016 representing 7.5% of NOMS staff. The FTE of probation officers has increased by 50 (1.6%) over the past year.

Figure 4: Distribution of Staff across Operational and Non Operational Grades, as at 31 March 2016

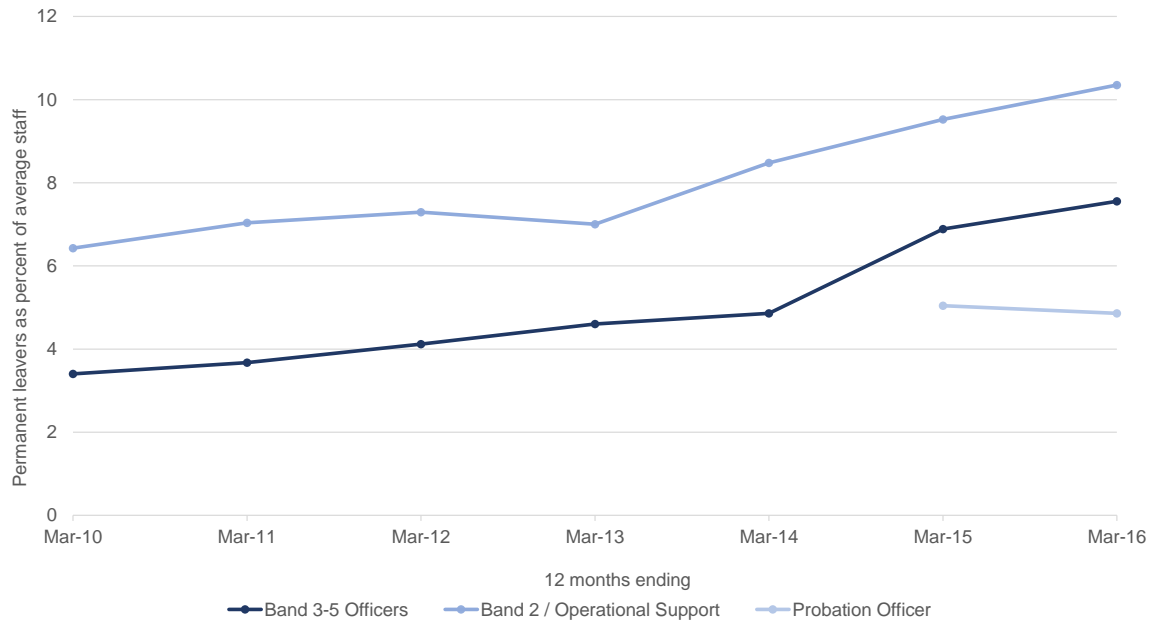


Staff Leavers and Joiners

This section analyses the number of staff joining or leaving, from outside of NOMS – including those who have transferred from other Government Departments and other parts of the Ministry of Justice. Staff who join or leave the organisation as a result of structural changes are not included. Reference is also made to existing NOMS staff who have re-graded to become prison officers.

For the first time this bulletin also reports leavers as a rate of staff in post. This allows for easier comparison of the retention of staff across grades and through time. The rates measure the percentage of staff with a permanent contract of employment who left NOMS for reasons other than voluntary early departure and redundancy. These reasons are excluded so that the rates are not distorted by departure schemes instigated by the Department.

Figure 5: Annual Leaving Rates of Permanent Staff in Key Operational Grades (Excluding Voluntary Early Departure Schemes and Redundancy), March 2010 to March 2016



- In the key operational Prison Service grades illustrated in figure 5 the rate of leaving has increased in each of the last three years.
 - Operational support staff (with a permanent contract of employment) had an annual leaving rate of 10.4% for the year ending 31 March 2016 compared to 9.5% in the previous year.
 - Leaving rates for Band 3-5 officers are lower than for Operational support staff at 7.6% for the year to 31 March 2016 but an increase on the rate of 6.9% in the previous year.
 - The increase in leaving rates of Band 3-5 officers is, in part, related to an increase in the number of new recruits within those grades. Staff in all sectors of employment tend to have higher than average leaving rates in the early years and therefore a larger number of newly recruited staff, as NOMS currently has, has the effect of pushing up overall leaving rates.
- Probation Officers have lower leaving rates than the other major NOMS operational grades at 4.9% for the year to 31 March 2016.

- Across all of NOMS the leaving rate in the 12 months to 31 March 2016 was 7.5% and was almost unchanged on the 7.6% of the previous 12 months.
- The total number of recruits to NOMS in the year to 31 March 2016 was 4,670, while 3,660 left the organisation.
 - In Public prisons 3,650 joined and 2,890 left
 - In the NPS 680 joined and 590 left
 - In NOMS HQ and area services 340 joined and 180 left
- In the key operational prison service grades, for the year to 31 March 2016
 - 1,970 new Band 3-4 prison officers were appointed, 1,800 of these were new recruits and 170 were existing NOMS staff who have re-graded into the officer role. Over the year, 1,540 Band 3-5 officers left NOMS.
 - 910 Band 2 operational support staff were appointed and 540 left. 170 of the NOMS staff who re-graded to officer were from the operational support group.
 - 180 Probation Officer left NOMS in the year. Recruits generally join the NPS as probation services officers rather than as qualified Probation Officers.

Further details of joiners and leavers by location, grade and protected characteristics are contained in tables 5 to 9 of the accompanying tables.

Equality and Diversity

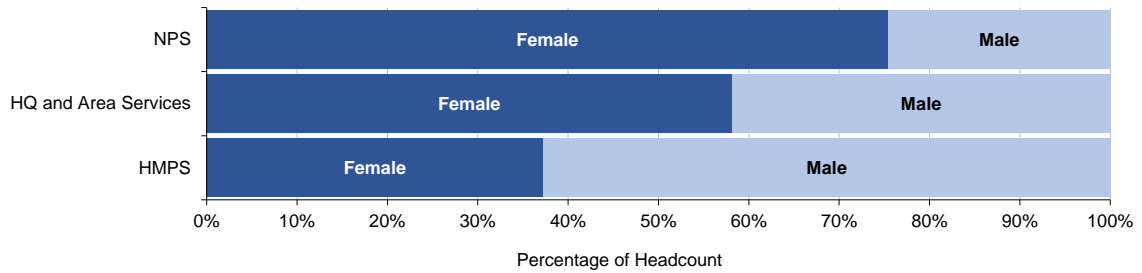
Information is recorded for NOMS staff in terms of gender, age, race, disability, sexual orientation and religion / belief, and work pattern. Caution should be exercised in attempting to make comparisons between the composition of the NOMS workforce and the wider population of England and Wales on the basis of protected characteristics. There is substantial regional variation of these distributions in the general population, and NOMS staff are not distributed across England and Wales in the same proportions as the general population, rendering such comparisons invalid.

Data on the protected characteristics race, disability, sexual orientation and religion / belief are collected from self-declared, non-compulsory fields on the Oracle Human Resources Management System (HRMS). With lower declaration rates, the risk of bias increases greatly, and the accuracy of a representation rate based on known declarations falls rapidly. Consequently, when a declaration rate falls below 60%, no representation rate is provided.

The different parts of NOMS vary in terms of both data coverage and demographic composition and therefore are presented separately.

Gender:

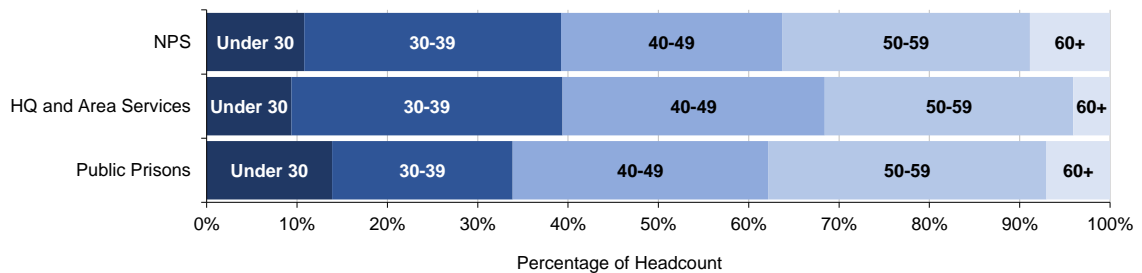
Figure 6: Gender Split of NOMS Staff, as at 31 March 2016



- Female representation is substantially higher within the NPS at 75.4% compared to 58.1% in NOMS HQ and 37.2% in public sector prisons.
- Across all of NOMS, 50.1% of recruits over the 12 months to 31 March 2016 were female, while 41.8% of leavers were female.

Age:

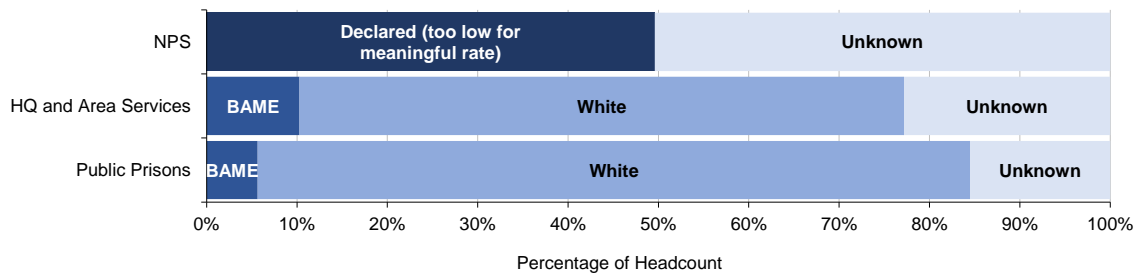
Figure 7: Age Profile of NOMS Staff, as at 31 March 2016



- The largest individual age-group across all of NOMS at 31 March 2016 was the 50-59 group with 13,680 staff.
- The number of staff aged under 30 increased by 1,110 (23%) between 31 March 2015 and 31 March 2016 mainly due to the large number of new recruits.
- At 31 March 2016, public sector prisons had an older workforce than both the NPS and NOMS HQ and area services. 66.0% of public sector Prison Service staff were over 40 years old compared to 60.8% among NPS staff and 60.5% among NOMS HQ staff.

Race:

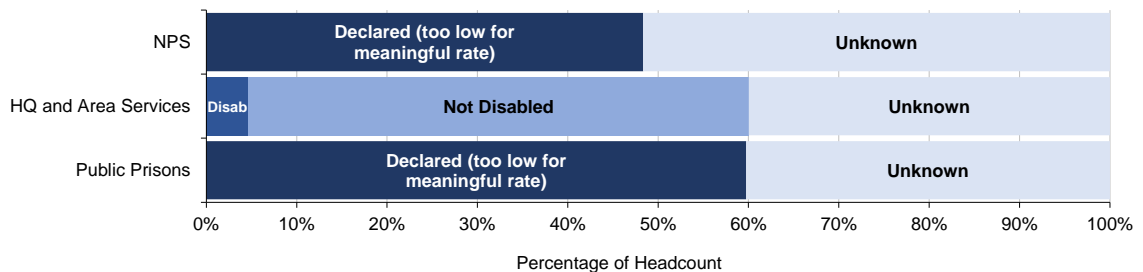
Figure 8: Breakdown by Race of NOMS Staff, as at 31 March 2016



- At 31 March 2016, 7.9% of NOMS staff who had declared their ethnicity were classified as Black, Asian and Minority Ethnic (BAME).
- 6.7% of staff in public sector prisons who declared were BAME. In NOMS HQ and area services the percentage was 13.3% BAME.
- The proportion of NPS staff who had declared their race was 49.6% as at 31 March 2016. This is below the level where it is deemed meaningful to derive the representation rate for BAME staff.
- Declaration rates for joiners was 57.0%, which is below the level where it is meaningful to derive the representation rate for BAME staff.
- Across all of NOMS 7.1% of leavers who declared their race were recorded as BAME.

Disability:

Figure 9: Breakdown by Disability of NOMS Staff, as at 31 March 2016

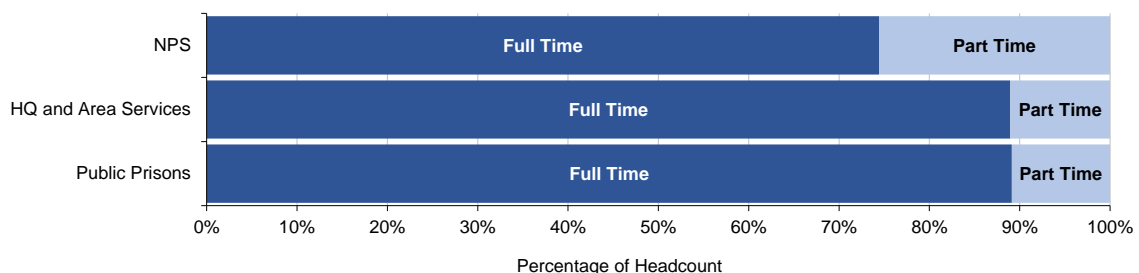


- The only part of NOMS where the declaration rate of disability was sufficient for a representation rate to be meaningfully calculated is NOMS HQ and area services. 7.8% of staff working in NOMS HQ and area services who declared their disability status, had declared a disability.
- Amongst recruits across NOMS who declared their disability status, 3.4% had declared a disability.

Full Time / Part Time

Data are not routinely available on working patterns other than full time/part time status since decisions on flexible working, working from home, and other aspects of working patterns are often handled at a local level. Full time/part time is also a status which may fluctuate across an individual's career. Part time as a grouping covers a wide range of working patterns and working hours.

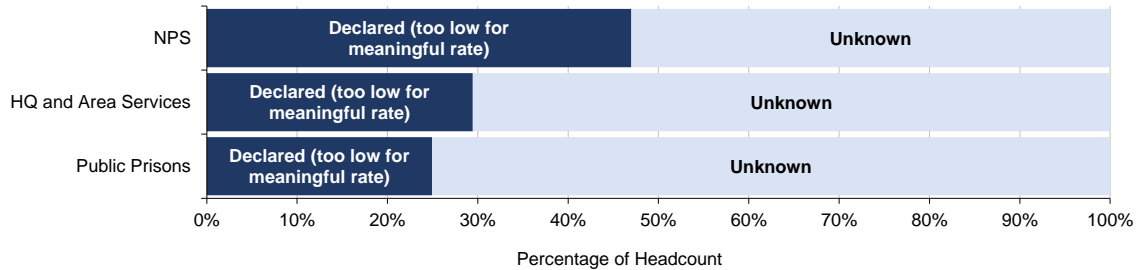
Figure 10: Breakdown by Working Pattern of NOMS Staff, as at 31 March 2016



- Part time working is more common in the NPS than other parts of NOMS. The proportion of NPS staff working part time at 31 March 2016 was 25.6% compared to 10.9% and 11.0% within public sector prisons and NOMS HQ and area services.

Sexual Orientation:

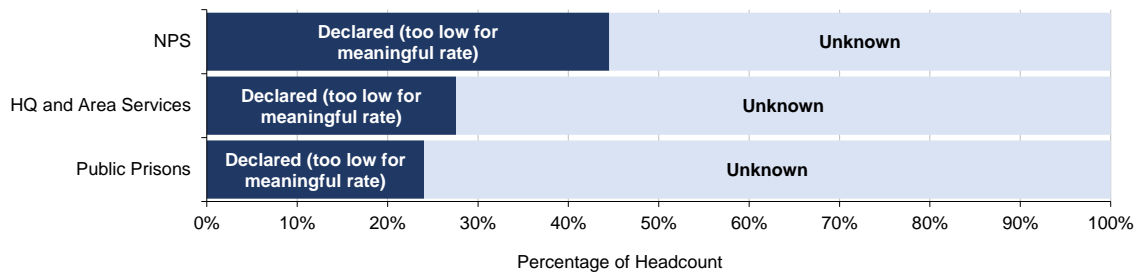
Figure 11: Breakdown by Sexual Orientation of NOMS Staff, as at 31 March 2016



- Declaration of sexual orientation was too low across each part of NOMS to allow a meaningful representation rate to be calculated.
- 74.9% of new recruits to all parts of NOMS declared their sexual orientation and of those, 7.1% declared they were Lesbian, Gay or Bisexual.

Religion/Belief

Figure 12: Breakdown by Religion / Belief of NOMS Staff, as at 31 March 2016



- Declaration of religion or belief was too low across each part of NOMS to allow a meaningful representation rate to be calculated.
- 75.7% of recruits across all parts of NOMS made a positive declaration and of those 41.0% declared themselves as Christian, 8.0% declared they were of a religion other than Christian and 51.0% declared they had no religion.

Other Protected Characteristics:

No data are currently available for the other protected characteristics of Marriage and Civil Partnership, Pregnancy and Maternity.

Data are not collected for Gender Reassignment as those in receipt of gender recognition certificates are recorded as their legal gender, and are not identified as being transgender in accordance with the Gender Recognition Act 2004 and the Equality Act 2010.

Methodology

Statistics presenting the changes to numbers of staff in post over time are of key importance to monitoring the effects of policy changes, financial accounting, and transparency.

The financial year 2010/11 saw the introduction of recruitment controls and departures under Voluntary Early Departure Schemes (VEDS), with the intention of reducing staff numbers within NOMS. To allow monitoring of changes to staff numbers as a result of the implementation of these policies the time series within this publication begin at 31 March 2010. The time series show the last five quarter points with annual figures taken at the end of each financial year back to 2010. This presents both the longer view and also recent trends.

Staff in post figures derive from snapshots taken on a monthly basis from the Oracle Human Resources Management System (HRMS) database, recording all civil servants employed by NOMS on the final working day of each month. The snapshots are taken two working days into the following month, allowing for some late updating to occur and thus improving the quality of the data, while remaining as timely as possible.

The scope of the staff reported are those with a contract of employment with NOMS. Staff are included irrespective of whether they are absent from work, whether paid or not, on the day of the snapshot. The only staff excluded are those on career breaks and those on secondment or loan outside of NOMS.

The constituent parts of NOMS; HM Prison Service, NOMS HQ and NPS are defined in terms of organisational hierarchies and not grading structures. While staff in NPS grades make up the great majority of the NPS there are a few staff working elsewhere in NOMS who have NPS grades. Where staff are presented by grade in the bulletin this information should not be used to identify the number of staff in that particular part of NOMS.

Where definitions have changed over the time series (for example changes to grade names), it is possible to retain comparability across the time series through presenting both the old and new names. In other cases, such as the change to the definition of HQ, current definitions are used and carried back, as consistency across the period is enabled through the HQ and Area Services total, which aligns to the former HQ definition. Should definitions not be appropriate to be carried back due to non-alignment with previous definitions, a break in the time series would be presented with explanatory footnotes. In the case of the creation in June 2014 of the Young People's Estate as a functional region, the establishments currently within the group have been reclassified across all periods and presented together as a region. Where an establishment has changed region or category they are presented throughout the time series in their most recent category. This can result in revisions to previously published time periods, which are indicated in the tables.

When breaking down these figures by region, category of establishment, and grade, staff in post figures are presented as full-time equivalent (FTE). This is the most appropriate measure for considering the resource available and for reconciliation with financial figures and is a measure of the staffing resource available based on contracted hours. Whereas the headcount of staff is a simple measure of the number of individual members of staff, in order to consider both available resource and the cost of that resource, FTE is a more useful measure. Where a member of staff works the standard hours for their grade they are counted as full time (1 FTE). Staff who work less than standard hours are allocated an FTE in proportion to their contracted hours and the standard hours for the grade. Work undertaken in addition to standard hours, such as overtime is not taken into account in calculating FTE.

Staff in post figures are also presented by protected characteristics under the Equality Act 2010 for which data are readily available (with the intention that coverage will increase over time). When considering the protected characteristics, it is the actual number of individuals which is important, and not the resource which those individuals contribute. For this reason the only appropriate measure is the headcount, and not FTE. The Equality Act 2010 was established to protect all individual employees of the organisation as equal, and is in place to ensure fair and equal treatment for all individuals, and not as having differential worth dependent on their hours worked.

The publication also presents the number of joiners (newly recruited) into and leavers from NOMS during the preceding 12 month period for each date point. Figures are taken over a 12 month period for a number of reasons, primarily as the numbers involved would not be sufficient to permit breakdowns over a shorter period of time, and seasonal influences may impair fair comparison of trends over time should less than 12 months be presented. Staff moving into and out of NOMS as a result of organisational changes such as a prison transferring to the private sector are not included in the joiner or leaver numbers presented.

Joiners and leavers figures record the inflow and outflow staffing transactions taking place between the first and last working day of the month. With the exception of existing NOMS staff who have re-graded to prison officer the other staff movements relate to movements into or out of NOMS rather than internal movements between sites and grades. The information is taken from the Oracle HRMS database seven working days into the next month, to accommodate as many late entries as possible while minimising the impact on timeliness.

One point of note is that staff leaving on the final working day of a given month will appear both in the staff in post record for that month (having been employed by NOMS on the last day of the month) and in the leavers record for that month (having left employment on the last day of the month). For this reason, staff in post, joiners and leavers figures are not fully reconcilable.

Joiners and leavers are presented on a headcount basis for a number of reasons – those joining the department who work part-time often arrange to do so after starting, and not at the moment of joining. Similarly the FTE recorded on leaving is often not representative of working pattern throughout the period of employment. For these reasons FTE on joining or leaving is a poor measure of the actual FTE resource the individual will represent or will have represented during their career in NOMS. FTE figures for joiners and leavers will not audit to changes to FTE in staff in post for the additional reason that continuing staff may change their FTE at any time. These are not data quality issues, but are inherent in the nature of staff data. Headcount figures are therefore used for all joiners and leavers tables. For joiners and leavers, the same breakdowns of region, function of establishment (category) and grade and, additionally for leavers, their reasons for leaving are presented.

Information is also presented within the bulletin on the underlying leaving rate of NOMs staff. These are presented to enable easier comparisons of retention over time. To prevent the rates being distorted by factors such as the number of staff or fixed-term contracts they relate to staff on permanent contracts only. Furthermore, exit schemes instigated by the Department involving voluntary early departure and redundancies are excluded so that it is the behaviour of individuals that is measured. For these reasons the number of leavers and staff in post used in the calculations are not the same as those presented in other parts of the bulletin.

To observe changes to the available resource, (which would be measured by FTE) it would be the net change of staff in post FTE which would be the relevant figure. These are presented in the staff in post FTE tables.

Two further tables showing the snapshot of the staff in post FTE by grade and then individual establishment for Public Sector Prisons and by LDU Cluster for NPS are included to give the current structural picture. These tables do not include time series, due in part to the size of the tables, but more importantly as a result of the dynamic nature of establishments and LDU clusters, which change frequently, rendering a time series of less value.

Users and uses of these Statistics

These statistics have many intended uses by a diverse range of users, and are designed to meet as many of the needs of these users as possible in the most useful and meaningful format.

Intended use of statistics:	Summary of main statistical needs:
Ministry of Justice ministers	Use the statistics to monitor changes to NOMS staff numbers, and to the structure of the organisation over time.
MPs, House of Lords and Justice Select Committee	These statistics are used to answer parliamentary questions. This publication aims to address the large majority of parliamentary questions asked.
Trade unions	Used as a source of statistics to inform the work of the unions in relation to the staffing within NOMS
Policy teams	These statistics are used to inform policy development, to monitor impact of changes over time and to model future changes and their impact on the system. This publication addresses the primary questions internal users ask on a regular basis, and forms the basis for workforce monitoring and decision making.
Academia, students and businesses	Used as a source of statistics for research purposes and to support lectures, presentations and conferences
Journalists	As a compendium of quality assured data on NOMS staff, to enable an accurate and coherent story to be told.
Voluntary sector	Data are used to monitor how trends within the staff population relate to trends observed in offenders, to reuse the data in their own briefing and research papers and to inform policy work and responses to consultations.
General public	Data are used to respond to ad-hoc requests and requests made under the Freedom of Information Act, to provide greater transparency of staffing and equalities related issues in NOMS.

The main areas covered in this publication are:

- Staff in post FTE by public sector Prison Service Region and NPS Division of England, and Wales; by function (category of prison for the Prison Service or work area for NPS staff); by grade, and by establishment or LDU cluster.
- Staff in post headcount by protected characteristic under the Equality Act 2010.
- Joiners and leavers headcount by public sector Prison Service Region and NPS Division of England, and Wales; by function (category of prison); by grade and by protected characteristic.
- Underlying leaving rates of staff on permanent contracts, by grade.
- Headcount of existing NOMS staff who have re-graded to prison officer.
- Leavers headcount by reason for leaving.

Data Sources and Data Quality

The statistics in this bulletin relate to civil servants employed by the National Offender Management Service (NOMS). The data presented in this publication are drawn from the Oracle Human Resources Management System (HRMS) used by NOMS. This is a live dynamic system, not designed for use in presenting consistent statistical figures. Although Oracle HRMS can generate what appear to be historical figures, subsequent updates to details of records on the system will only show the latest position, and not the position as it stood at the time in question.

Information relating to staff in post, joiners and leavers is closely scrutinised, and the data presented in this bulletin are considered to be of high quality. Extensive validation of data is undertaken, and care is taken when processing and analysing the data. While the figures shown have been validated and independently checked, the information collected is subject to the inaccuracies inherent in any large scale recording system.

For statistical and archive purposes, monthly extracts are taken from the Oracle HRMS system, which allow consistent figures to be obtained for historical time points. As it is not uncommon for a small number of updates to the Oracle system to be implemented slightly in arrears, the data extracts used for statistical purposes are taken at a pre-determined point in time shortly after the situation date to accommodate the majority of such late updates whilst maintaining the timeliness of the data. While this is a standard, and indeed the best approach to obtain accurate and timely data from HR systems, there is the inevitable potential for a small number of late updates to be missed, occurring after the monthly extracts are captured.

Certain aspects of the data held on Oracle HRMS relating to the National Probation Service (NPS) is not yet of the quality necessary to be included in a publication of official statistics. For example, the recording of NPS grades and jobs is not accurate as yet. For this reason only a limited breakdown of NPS grades is provided. The only role specifically identified in the bulletin is probation officer.

Rounding Policy

All figures in this publication are rounded to the nearest 10 to prevent disclosure issues, and to better represent the true accuracy of figures extracted from the Oracle database. Presentation of unrounded figures may overstate their true accuracy.

The system of Treasury Rounding has been applied whereby figures have been rounded to the nearest 10, with integer values ending in 5 rounded to the nearest 20 to avoid systematic bias. Values of 5 or fewer are suppressed and are indicated with a tilde '~'. Totals are rounded separately, and as such may not equal the sum of the rounded parts. Percentages and rates have been calculated from unrounded figures. This rounding policy has been implemented to prevent disclosure issues under the Data Protection Act 1998, and to better represent the true level of accuracy within HR data extracts.

Under the Data Protection Act 1998, disclosure of information pertaining to specific individuals must not be released or have any possibility of deduction from the published figures or in conjunction with other data. When certain breakdowns of staffing data are presented, the issue of potential disclosure may appear as a result of the small numbers in some categories. Rounding figures eliminates this risk and ensures complete compliance with the Data Protection Act.

Revisions Policy

In accordance with Principle 2 of the Code of Practice for Official Statistics, the Ministry of Justice is required to publish transparent guidance on its policy for revisions. A copy of this statement can be found at:

www.justice.gov.uk/downloads/statistics/mojstats/statistics-revisions-policy.pdf

The three reasons specified for statistics needing to be revised are changes in sources of administrative systems or methodology changes, receipt of subsequent information, and errors in statistical systems and processes. Each of these points, and its specific relevance to the NOMS Workforce Statistics Bulletin, are addressed below:

1. Changes in source of administrative systems/methodology changes:

The data within this publication come from Oracle HRMS. This document will clearly present where there have been revisions to data accountable to switches in methodology or administrative systems. In addition, statistics affected within the publication will be appropriately footnoted.

2. Receipt of subsequent information:

The nature of any administrative system is that data may be received late, after publication of a prior issue which would have been represented in that publication. For the purpose of this publication, this most frequently relates to the routine re-extraction of joiners and leavers data at the end of each quarter within the year. On each occasion that data is extracted this means that joiners and leavers information relating to the current financial year will be revised. Information prior to the final re-extraction of the joiners and leavers data at the end of each financial year will be denoted as provisional within the tables. Unless it is deemed that these processes make significant changes to the statistics released, revisions will only be made as part of the subsequent publication within the time series.

3. Errors in statistical systems and processes:

Occasionally errors can occur in statistical processes; procedures are constantly reviewed to minimise this risk. Should a significant error be found, the publication on the website will be updated and an errata slip published documenting the revision.

Revised figures will be indicated with an '(r)' superscript beside each figure affected.

Explanatory notes - Symbols and conventions

The following symbols are used within the tables in this bulletin:

..	not available
~	values of five or fewer
-	not applicable
(p)	Provisional data
(r)	Revised data
(e)	Estimated data

Glossary of Terms

NOMS - National Offender Management Service

The National Offender Management Service (NOMS) is an executive agency of the Ministry of Justice responsible for the correctional services in England and Wales (separate arrangements exist in Scotland and Northern Ireland). It was created by combining parts of both of the headquarters of the National Probation Service and Her Majesty's Prison Service with some existing Home Office functions.

Grades:	
Fair and Sustainable	From April 2012 new recruits to NOMS, and staff moving into new roles, were employed under a new grading structure known as 'Fair and Sustainable'. The new structures covered all roles except for nurses and other healthcare staff employed on NHS terms and conditions and senior civil servants. The NPS is also not subject to Fair and Sustainable structures. In 2013/14 all existing NOMS staff were given the opportunity to opt in to the new structure, although opting in was not mandatory. There are 11 pay-bands under Fair and Sustainable with Band 1 being the least senior and Band 11 the most senior. Further detail on the roles being undertaken is given by a Job Description. Within this report the staff already within the new Bands are reported alongside the equivalent in the old grading structure.
Prison Service Operational	Includes Prison Officers, Supervising Officers, Custodial Managers, Operational Managers and Operational Support Grades. Staff within these grades are included as Operational even if they are currently fulfilling a non-operational or Headquarters role. Operational roles in the old grading structure also include Senior Officers and Principal Officers. In Fair and Sustainable structures operational staff fill roles at Band 2 to Band 11 and are identified as operational by Job Description. This group relates to staff outside of the NPS only.
HM Prison Service and NOMS HQ Non Operational	Refers to staff in all grades outside of the NPS and who are not included within the Operational group. Non-operational roles within the new Fair and Sustainable structures include roles at Band 1 to Band 11 and also include staff on NHS terms and conditions and senior civil servants
National Probation Service Grades	These are grades filled by staff who have transferred into NOMS from former Probation Trusts or who have joined the NPS since June 2014. They cover a range of roles within the NPS. Grades are organised into 10 Bands, these are Bands 1 to 6 and then Bands A to D.
Senior Civil Servant	Members of the Senior Civil Service in NOMS include the Chief Executive Officer, Directors and some leaders reporting directly to Directors, at senior civil service pay bands 1, 2 and 3.
Bands 9-11 / Senior Managers	Treasury equivalent grades 6 and 7. Typically unit and team leaders. These staff within the new Fair and Sustainable structures include roles at Band 9 to Band 11
Bands 5-8 / Managers	Treasury Equivalent grades of Higher Executive Officer (HEO) and Senior Executive Officer (SEO), which in general have line management responsibility. They cover a range of work within NOMS, including administration, operational management and professional and technical roles. Manager grade psychologists are reported under Psychology rather than as managers. Managers

	within the new Fair and Sustainable structures include roles at Band 5 to Band 8. Amongst operational staff only these roles begin at Fair and Sustainable Band 6. Operational staff at Band 5 are reported separately as Band 5 / Custodial Managers.
Band 4 / Executive Officer	Administrative staff based either in establishments or Headquarters, sometimes with line-management responsibilities. These staff within the new Fair and Sustainable structures are at Band 4.
Band 3 / Administrative Officer	Business Administrator roles either in establishments or Headquarters. The role has no line management responsibilities. These staff within the new Fair and Sustainable structures are at Band 3.
Band 2 / Administrative Assistant	Provide administrative support in both establishments and Headquarters. They have no line management responsibility. These staff within the new Fair and Sustainable structures are at Band 2.
Other Admin	Administrative staff within other roles not described above such as secretaries and typists. These staff within the new Fair and Sustainable structures can fill roles at Band 2 to Band 4.
Psychology	Includes psychologists of all grades, Trainee Psychologists, and Psychological Assistants (who do not undertake psychological work, but offer administrative support to psychologists). Within the new Fair and Sustainable structures psychology roles include Band 4 to Band 10.
Chaplaincy	Chaplaincy is committed to serving the needs of prisoners, staff and faith communities. Chaplains from a wide range of faith traditions work within the public sector Prison Service, including Buddhist, Church of England, Free Church, Hindu, Jewish, Muslim, Roman Catholic, and Sikh. A substantial amount of these services are provided by non-employed staff on a sessional basis, which are not included in the figures presented in this report. Chaplains will fill roles in Bands 5 and 7 under the new Fair and Sustainable structures.
Healthcare - Nursing Grades	NHS Nursing Grades working within NOMS. The majority of the work is primary care but because of the sometimes complex nature of the prisoners' problems work ranges from substance misuse, management of communicable diseases, mental health etc. The majority of nurses working within prisons are employed through Clinical Commissioning Groups and therefore will not appear in the figures contained in this report.
Healthcare - Other healthcare	Other staff working in healthcare within NOMS such as pharmacists, medical technical offices and medical officers. The majority of these staff working in prisons are employed through Clinical Commissioning Groups and therefore will not appear in the figures contained in this report.
Industrial / Facilities	Employed in areas such as works departments, kitchens, waste management and land-based activities. Industrials fill roles in Band 2 to Band 4 under the Fair and Sustainable structures.
Other Grades	These staff cover a range of other roles within NOMS, including instructional officers, work in stores, land-based activities and catering. The roles are typically below manager level and cover Band 1 to Band 4 under the new Fair and Sustainable structures.
Band 5 / Custodial Managers	This category represents the continuation of the principal officer grade as custodial managers under the 'Fair and Sustainable' structures. The principal officer grade was closed to new entrants, as of 2010. In 2010 Principal Officers were offered employment as Developing Prison Service Managers (non-uniformed). Those that

	declined this offer remained as Principal Officers, however recruitment to this rank has closed. Under the 'Fair and Sustainable' structures there is a new role at Band 5 of Custodial Manager, which encompasses much of the work previously carried out by Principal Officers.
Band 4 / Supervising Officer	This category represents the continuation from the senior officer grade to the new grades under the 'Fair and Sustainable' structures of supervising officer and also prison officer specialist roles. The closed grade of senior officer had line management for prison officers, operational support grades and other staff within their area of responsibility. They manage delivery of the regime, work routines and activities appropriate to their area of responsibility and the wider establishment when acting as the orderly officer. Under Fair and Sustainable there is a new role at Band 4 of Supervising Officer which encompasses some of the work previously carried out by senior officers although they no longer line-manage prison officers directly.
Band 3-4 / Prison Officer (incl specialists)	Prison Officers work directly with prisoners, supervising and managing activities, promoting pro social behaviour, encouraging prisoners to address their offending behaviour and ensure that all Prison Service rules, orders and instructions are followed. Under Fair and Sustainable prison officers fill Band 3 operational roles. Some prison officers have a specialism such as physical education, instruction or catering. Prior to 'Fair and Sustainable' specialist officers received an allowance for their specialism while they now receive no allowance but are banded as Band 4s.
Band 2 / Operational Support	Operational Support Grades are employed on a wide variety of duties. These include: checking in visitors , supervision of visitors, patrolling perimeter and grounds, supervising small selected prisoner work parties, escorting contractors & vehicles, searching buildings, searching prisoners property, stores duties, routine administrative work, night patrol duties, drivers and navigators, switchboard duties, canteen and kit exchange duties, Emergency Control Room (ECR) and Communications Room, personal safety, rub down searching of prisoners. Under Fair and Sustainable Operational Support Roles are at Band 2.
Bands A to D	These are Assistant Chief Officers, the most senior staff within the NPS, who cover a range of managerial functions such as high level ICT roles and heads of Local Delivery Units (NPS and CRCs). Specific roles within the NPS include Heads of Public Protection, Divisional Training managers and Heads of ICT Support.
Probation Officer	Professionally qualified staff. They carry out the following tasks; assessment of offenders of any category (including high risk), preparation of court reports and sentence plans, implementation of interventions, supervision of offenders and enforcement action as necessary. They also have a stakeholder liaison role.
Other Band 4-6	Probation Band 6 roles include Local Delivery Unit Managers, Approved Premises Managers and Area Managers. Probation Band 5 roles include Senior Probation Officers (courts, LDUs and Offender Managers) plus managers in HR, IT and Finance. Probation Band 4 roles outside of probation Officers themselves can be in HR, IT, Finance and Assistant managers in the Approved Premises.

Bands 1 to 3	<p>Probation Band 3 staff work in roles including administration, HR, finance, Approved Premises, IT and Unpaid Work. The largest group is the Probation Services Officers (PSOs) who are Offender Managers for medium and low risk offenders. Staff studying under the probation qualifications framework (PQF) towards becoming fully qualified probation officers are also categorised as PSOs. There are also administration and secretarial staff, court staff, trainers and those who deal with case administration, ViSOR (sex offender's register) and victims.</p> <p>Probation Band 2 roles are mostly case administrators, drivers, approved premises night staff, receptionists and clerical staff.</p> <p>Probation Band 1 roles include administration, catering, telephonists and IT positions.</p>
Category:	
HQ (Headquarters)	The Headquarters function of NOMS. Staff are based in London and at various offices across England and Wales but work on the central administration of NOMS. Central administration includes management of establishments through Deputy Directors of Custody offices.
Area Services	These are units that operate on a regional or sometimes national basis but provide services directly to establishments and where staff are often based within establishments.
HQ and Area Services	The combination of current definitions of HQ and Area Services, as it corresponds with definition of HQ prior to March 2013 within statistical reporting, thus enabling continuity of figures.
Establishments	Public Sector Prison Service Establishments. These include prisons, young offender institutions, remand centres and immigration removal centres operated on behalf on the UK Borders Agency.
Male category B Male category C Female closed	Closed training prisons provide a range of facilities for category B and category C adult male prisoners and closed condition adult females who are serving medium to long-term sentences. Prisoners tend to be employed in a variety of activities such as prison workshops, gardens and education and in offending behaviour programmes.
Male dispersal	These prisons hold the most difficult and dangerous prisoners in England and Wales including those assessed as category A. They serve to spread the category A population, ensuring that the most dangerous prisoners are not concentrated in a single establishment, thereby reducing the risks involved in holding them.
Female local Male local	Local prisons serve the courts and receive remand and post-conviction prisoners, prior to their allocation to other establishments.
Female open Male open	Open prisons house category D adult male prisoners and open condition adult females whose risk of absconding is considered to be low, or who are of little risk to the public because of the nature of their offence. Open prisons also house long-term prisoners who are coming towards the end of their sentence and who have gradually worked their way down the categories. Open prisons are part of the resettlement programme to reintegrate prisoners back into society. Whilst open prisons may have some workshop facilities, some of the prisoners will work in the community, returning to the prison in the evening.

Male closed YOI (ages 15-21)	Young offender institutions (YOIs) holding young adults (18 to 21 years old). May also include young people (aged 15 to 17) who are held separately from adults within the establishment.
Male YOI young people (ages 15-17)	Young offender institutions (YOIs) holding young people (15 to 17 years old).
Male open YOI	Open YOI prisons house young adult prisoners whose risk of absconding is considered to be low, or who are of little risk to the public because of the nature of their offence.
Semi open	Semi open prisons (also known as resettlement prisons) serve a similar function to open prisons, though they are aimed at resettling long-term prisoners rather than those who may have been classified as category D from the outset. Prisoners may, subject to an assessment of risk, undertake community or paid work.
Cluster	Cluster prisons may contain a number of prisons with different functions.
Work Area:	
	Work area describes, broadly, the work that the target role encompasses and then the fact the staff member is, broadly, doing that type of role. For workforce planning purposes it represents the amount of work that is required and what work staff are doing in any reference period. If a staff member was to move roles then their 'work area' would change also.
Offender Management	NPS staff primarily delivering probation activities to manage and supervise high risk offenders in the community and in preparation for release into the community.
Courts	NPS staff primarily delivering probation activities to Courts, including Pre Sentence Reports, Initial offender assessment, Breach reports, and case allocation.
Approved Premises	NPS staff delivering services to offenders housed in the community, as a transition environment from custody to the community.
Victims	NPS staff primarily delivering post sentence liaison services to victims of violent and sexual offences.
Programmes	NPS staff primarily delivering sex offender accredited programmes.
Other Interventions	NPS staff primarily delivering probation interventions to change and control offenders.
<i>Administrative Functions</i>	NPS staff supporting the delivery of NPS probation services but not part of NOMS HQ
<i>Public / Private Prisons</i>	NPS staff delivering services in prisons.
<i>Loan / Secondment Requirement</i>	NPS staff that have been loaned or seconded out of their NPS unit, including to other parts of NOMS.
<i>Youth Offending Services</i>	NPS staff delivering services to Local Authority Youth Offender Services.
Other or Blank	There are a range of other work areas NPS staff can be allocated to relating to staff working in Prison Service establishments, NOMS HQ or local authority Youth Offending Teams.
DDC – Deputy Director of Custody	Senior managers responsible for the line-management of establishments organised either regionally or for Wales or for all High Security Prisons or for the Young People's Estate.
Prison Service Region	The regional management structure used within NOMS. Wales is managed as a region as are the High Security prisons and the Young People's Estate.

NPS Division	The regional management structure used within the NPS and which consists of a number of local delivery units. Wales appears alongside the divisions of England although it is managed through the NOMS in Wales directorate.
LDU Cluster	A grouping of NPS local delivery units organised together for management purposes.
High Security Prisons	Prisons holding Category A prisoners, managed as a separate region although geographically spread across England and Wales.
Young People's Estate	Establishments holding young people, managed as a separate region although geographically spread across England and Wales.
Staff In Post	<p>The number of staff with a contract of employment with NOMS, excludes those on career breaks and those on secondment or loan outside of NOMS but includes staff on secondment or loan into NOMS. Staff in post can be measured on either a headcount or full-time equivalent basis.</p> <p>Only staff in the public sector Prison Service NOMS HQ and NPS are directly employed by NOMS and therefore staffing in private sector establishments, community rehabilitation companies and other contractors are excluded. The public sector Prison Service includes a number of Immigration Removal Centres that are operated by NOMS on behalf of the Home Office and staffing within these establishments is included.</p>
Joiners	All those individuals newly externally recruited into a post. This includes those newly recruited from outside the Civil Service, those returning to the department who had previously left the department, those transferring to a post from another Government Department (including the central Ministry of Justice) on a permanent basis, but not those on secondment or transfers/promotions from within the department itself.
Internal Conversions of Existing NOMS Staff to Prison Officer	These figures relate to existing NOMS staff who have become prison officers. These figures are provided in addition to new officer recruits to provide a complete picture of the recruitment of officers. The staff involved are not however, counted amongst either joiners or leavers into or out of NOMS.
Leavers	All those individuals leaving a post and ceasing to work for NOMS for any reason. This does not include those taking up external posts on secondment, who would be expected to return or those taking a career break. Staff who transfer out of NOMS as a result of machinery of Government changes are generally not included within leaver numbers. Staff moving to the private sector as part of a transfer of control of an entire establishment are also generally not included as leavers.
Underlying Leaving Rate	The underlying leaving rate of staff is the number of permanent staff who left NOMS (other than by Voluntary Early Departure Scheme (VEDS), voluntary redundancy or compulsory redundancy) in the last 12 months divided by the average number of permanent staff in post in the last 12 months. The average is calculated as the mean of the start and ends of the year and the three quarter ends within the year...
FTE – Full Time Equivalent	This is a measure of the staffing resource available based on contracted hours. Where a member of staff works the standard hours for their grade they are counted as full-time (1 FTE). Staff who work less than standard hours are allocated an FTE in proportion to their contracted hours and the standard hours for the grade. Additional

	work undertaken in addition to standard hours, such as overtime is not taken into account in calculating FTE.
Headcount	Headcount means the actual number of individuals within the workforce. Both part-time and full-time individuals are counted equally, irrespective of the number of hours worked. Headcount is the preferred measure in counting the population for a basic demographics profile and analysis of equality and diversity data. Headcount is preferred also when looking at the number of individuals joining or leaving the department, as the FTE of an individual at the point of joining or leaving often is not reflective of the FTE the same individual had or will have during the period for which they are in post.
Protected Characteristic	The Equality Act 2010 introduced the term "protected characteristics" to refer to groups that are protected under the Act. These are: Age, Disability, Ethnicity/Race, Gender, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Religion or Belief, Sexual Orientation
BAME	Black, Asian and Minority Ethnic. This is a standard term used across Government and in wider society to describe collectively all those declaring themselves to be of a non-white background. Any individuals describing themselves as 'White British', 'White English', 'White Welsh', White Scottish, 'White Irish', 'White Irish Traveller', or 'White Other' will not be classified as BAME, on the basis that each of these elements constitutes the majority ethnic grouping of the UK. The nationality of these individuals is irrelevant. All other declarations will be recorded as of a BAME origin, on the basic principle that they will all be part of a grouping which is not of the UK ethnic majority as defined above.
Unknown	The unknown category against protected characteristics includes those who have actively stated that they prefer not to disclose information on the protected characteristic, those who have not provided any response and those who have not been asked to declare.
LGB	Lesbian, gay and bisexual.
Declaration Rate	The percentage of staff in post headcount who have actively made a declaration within a protected characteristic (excluding those who specified that they chose not to declare).
Representation Rate	The percentage of staff that are, or have made a declaration that they are in a particular category or group of categories (usually a minority group) within a protected characteristic. Where the declaration rate is less than 100%, the percentage is of all those with a known declaration, excluding all unknown, not declared, not surveyed and those who have chosen not to declare. This is the best estimate of the actual representation of the group in question within the population. However, as the proportion of staff making declarations decreases, the accuracy of the representation rate is likely to decrease, as members of some groups may be less likely to choose to declare than others. Therefore where the declaration rate is less than a minimum threshold of 60%, a representation rate is not given as it is not likely to have any meaningful indication of the actual representation within the population in question.
Resignation	Staff who have tendered their resignation from NOMS.

Retirement	Staff who retire from NOMS and take part or all of their pension. This will normally be at or beyond minimum retirement age but could be earlier. Staff taking medical retirement are not included as retirements. This will not include staff who immediately return as re-employed pensioners.
Medical retirement	Staff who retire for medical reasons after occupational physician ill-health retirement consideration and where ill-health retirement has been granted after a Capita report.
Voluntary exit	This can be offered where the organisation wishes to reduce staff numbers by offering an early exit scheme or an early exit package to an individual. There is no compulsion on individuals to accept the offer. There is a standard tariff of 1 month's pay per year of service up to a maximum of 21 months for those under scheme pension age. Employers may offer more or less than the standard tariff subject to limits. Tapering of compensation will apply where the member is close to scheme pension age. For those over scheme pension age there is a maximum of 6 month's pay.
Voluntary redundancy	When a redundancy scheme is offered, the employer will decide who they want to let go and what selection criteria is used. It is not necessary to apply for voluntary redundancy. Those who do apply do not have to accept the offer to go. However, the employer could make those individuals compulsorily redundant at a later stage. Those who apply for voluntary redundancy but the employer does not select, cannot be made to leave under compulsory terms for that exercise. Those who accept voluntary redundancy will receive a cash payment as compensation.
Compulsory redundancy	Before the employer can serve a redundancy notice, they will have followed the protocols for handling surplus staff situations or a similar process. A voluntary redundancy scheme must have already been offered and must be linked to the compulsory redundancy scheme, covering the same staff. Those made compulsorily redundant will receive a cash payment as compensation.
Dismissal	Staff can be dismissed for reasons of conduct, poor performance, medical inefficiency and unsatisfactory attendance. Medical inefficiency occurs in situations when it becomes clear that a member of staff is absent and will not return to work in an acceptable timescale or is unable to give regular and effective service in the duties of their grade under Civil Service guidelines. Dismissal as a result of unsatisfactory attendance relates to staff who have been through the unsatisfactory attendance procedures.
Transfer to other Government department	Transfer to another Government Department as a civil servant, including other parts of the Ministry of Justice outside of NOMS as a result of individual arrangements. Does not cover machinery of Government movements.
Public Sector transfer	These represent movements of staff to other employers within the public sector other than transfers to another Government Department as a civil servant.
Other Leavers	Other leavers mainly consist of transfers to Other Government Departments and end of temporary contracts. Where movements are the result of structural changes involving parts of the organisational moving out from NOMS they are not counted as leavers.

Contact points

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General enquiries about the statistical work of the Ministry of Justice can be emailed to:
statistics.enquiries@justice.gsi.gov.uk

General information about the official statistics system of the UK is available from
statisticsauthority.gov.uk/about-the-authority/uk-statistical-system

Ministry of Justice publishes data relating to offender management in England and Wales. Equivalent statistics for Scotland and Northern Ireland can be found at:
www.gov.scot/Topics/Statistics/Browse/Crime-Justice
www.dojni.gov.uk/index/statistics-research/stats-research-publications.htm

Alternative formats are available on request from statistics.enquiries@justice.gsi.gov.uk

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