



Ministry  
of Justice

# **National Offender Management Service Workforce Statistics Bulletin**

**30th September 2013**

Ministry of Justice  
Statistics Bulletin

Published 28th November 2013

# Contents

Introduction.....	3
Users and uses of these Statistics.....	4
Release Schedule .....	4
Summary .....	5
Commentary .....	6
Staff in Post .....	6
<i>Figure 1: Total Prison Service / NOMS Staff FTE - 31 March 2000 to 30 Sept 2013..</i>	<i>6</i>
<i>Figure 2: Distribution of NOMS staff in post FTE by Function of Establishment</i> <i>(category of prisoner), as at 30 September 2013.....</i>	<i>8</i>
<i>Figure 3: Distribution of Staff across Operational and Non Operational Grades, as at</i> <i>30 September 2013.....</i>	<i>9</i>
Joiners and Leavers .....	10
Equality and Diversity .....	11
<i>Figure 5: Protected Characteristics of NOMS staff, as at 30 September 2013.....</i>	<i>11</i>
<i>Figure 6: Age distribution of NOMS staff headcount as at 30 September 2013,</i> <i>compared with 31 March 2010 .....</i>	<i>12</i>
Methodology .....	15
Data Sources and Data Quality .....	17
Rounding Policy .....	17
Revisions Policy .....	18
Explanatory notes - Symbols and conventions.....	19
Contact points.....	20
List of tables and figures.....	21

## Introduction

There is a high demand from both internal and external users for statistics regarding NOMS staff, to monitor changes to staffing figures and the structure of the staff population over time. This publication is designed to meet these needs in an efficient fashion, covering a wide range of issues in a clear and cohesive manner.

The publication considers staffing levels since 2000, but focuses on more recent changes. The financial year 2010/11 saw the introduction of policies on recruitment control and voluntary staff departures under the Voluntary Early Departure Scheme (VEDS), with the intention of reducing staff numbers within NOMS. Therefore, the time series in tables within this publication begin at 31 March 2010, to allow monitoring of changes to staff numbers as a result of the implementation of these policies. Tables show the most recent 5 quarter points (covering the last 12 month period), and then continue the time series back further with annual figures for the end of each preceding financial year for the past three years, back to 31 March 2010.

## Definitions

This publication covers all civil service employees of the National Offender Management Service (NOMS). NOMS operates within England and Wales only. Offender management, prisons and probation are devolved within Scotland and Northern Ireland, and for this reason the publication does not include figures for Scotland, Northern Ireland, or the United Kingdom total. The Isle of Man and the Channel Islands also have separate prison administrations.

Staff working for the Probation service are not civil servants, and accordingly are not included within this publication. Information about Probation staff is published separately in the Probation Workforce Information Report<sup>1</sup>. Also excluded from this publication are contractors, agency staff, and staff in private prisons, contingent workers such as teachers and nurses directly employed by Primary Care Trusts (PCTs), sessional workers, voluntary workers, NOMS staff on loan, on secondment out, and those on career breaks.

Full time equivalent (FTE) 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. Additional work undertaken in addition to standard hours, such as overtime is not taken into account in calculating FTE.

FTE is the preferred measure for monitoring available staff resource when considered by location, function or grade. However, for consideration of equality, where it is the equal treatment of individuals which is concerned, FTE is not an appropriate measure. For this, headcount is used. It should be noted that the headcount total number of staff will always be higher than the FTE total.

Joiners and leavers are measured on a headcount basis, as it is individuals that are under consideration. When considering change in available resource as a result of staff turnover, the net change in staff FTE is of interest, rather than joiners and leavers.

The main areas covered in this publication are:

---

<sup>1</sup> [www.gov.uk/government/publications/probation-service-workforce-quarterly-reports-2012-2013](http://www.gov.uk/government/publications/probation-service-workforce-quarterly-reports-2012-2013)

- Staff in post FTE by Region of England, and Wales; by Function of Establishment (category of prison); by Grade, and by Establishment.
- Staff in post headcount by Protected Characteristic under the Equality Act 2010.
- Joiners and leavers headcount by Region of England, and Wales; by Function of Establishment (category of prison); by Grade; by Protected Characteristic.
- Leavers headcount by Reason for Leaving.

## 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.

<b>Intended use of statistics:</b>	<b>Summary of main statistical needs:</b>
MOJ ministers	Use the statistics to monitor changes to NOMS staff numbers, and to the structure of the organisation over time.
MPs and House of Lords	These statistics are used to answer parliamentary questions. This publication aims to address the large majority of parliamentary questions asked.
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.

## 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, and is published approximately 8 weeks after the quarterly situation date. The next edition of the quarterly NOMS Workforce Statistics bulletin, for the situation date as at 31 December 2013, is scheduled to be published on 27 February 2014.

## Summary

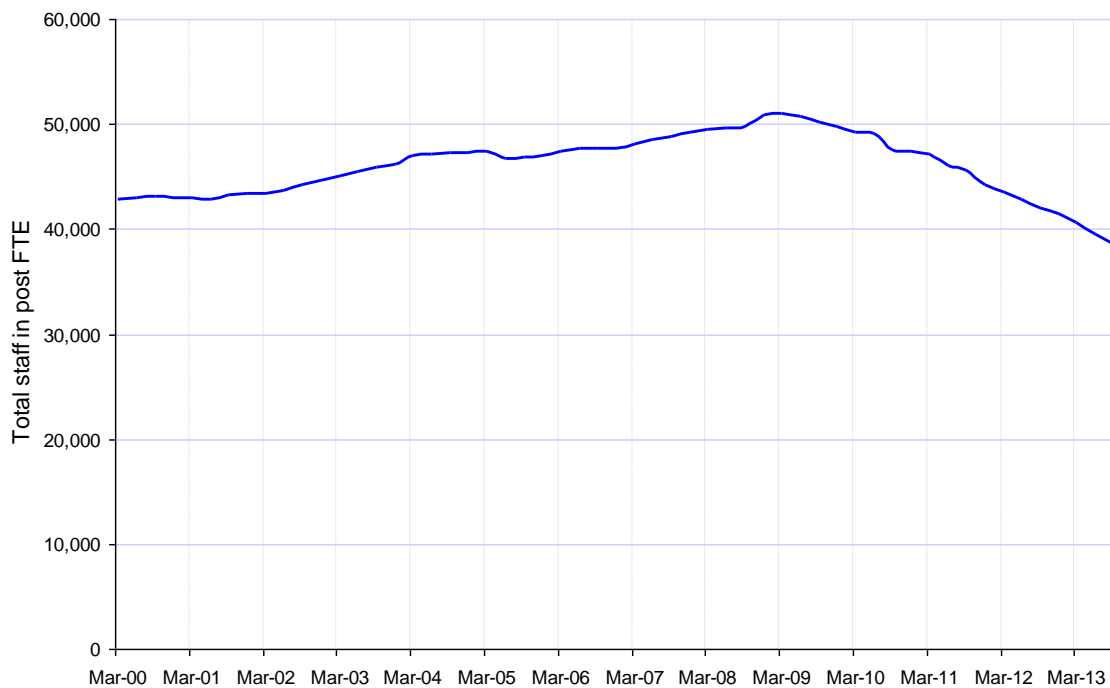
1. As at 30 September 2013, civil service employment in NOMS was 38,580 staff in post on a full time equivalent (FTE) basis.
  - 2.3% reduction since 30 June 2013, when NOMS staff in post was 39,510 FTE.
  - 21.6% reduction since 31 March 2010, when NOMS staff in post was 49,230 FTE.
2. Due to changes in categorisation of jobs under the new grade structures, between 30 June 2013 and 30 September 2013 the Non Operational staff FTE increased from 11,360 FTE to 11,470 FTE.
  - This increase was primarily driven by increases in the number of Non Operational managers.
3. Despite this small increase to Non Operational staff FTE in the last quarter, the Operational/Non Operational split of NOMS staff FTE has remained steadily at about 70% Operational and 30% Non Operational since 31 March 2010.
  - As at 30 September 2013 Operational grades account for 70.3% of staff FTE. This includes Prison Officer grades (Bands 3, 4 and 5 Custodial Managers) who alone account for 52.2% of total staff FTE.
4. In the last quarter, Non Operational manager grades increased by 510 FTE:
  - Half of this increase is explained by promotion of staff, and half by re-categorisation of grades as a result of the new grading structure.
  - This is primarily due to the re-categorisation of Operational Managers in HQ to Non Operational Managers under new grade structures.
  - Additionally some staff formerly categorised as Industrial, Non-Industrial and Psychology grades have now been designated as Non Operational Manager grades.
5. HQ and Area Services represent 6.3% of the NOMS total FTE, of which 4.2% are in HQ and 2.1% in Area Services.
6. While recruitment has fallen and continued to reduce, the number of leavers has remained high.
  - In the 12 months ending 30 September 2013, while there were only 750 new joiners, the number of leavers was the highest it has been in the last five years, with 5,440 individuals leaving NOMS.
  - Of these, 930 individuals resigned, 740 retired, and 2,720 individuals left under Voluntary exit schemes.

# Commentary

## Staff in Post

Measurement of staffing resource using Full Time Equivalent (FTE) in Her Majesty's Prison Service (HMPS) began in March 2000. HMPS became part of the National Offender Management Service (NOMS) on 1 June 2004.

**Figure 1: Total Prison Service / NOMS Staff FTE - 31 March 2000 to 30 Sept 2013**



Staff FTE 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 four years to a level 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, including the Voluntary Early Departure Scheme (VEDS) and recruitment control. Resulting from of these policies, the number of civil service staff employed by NOMS has continued to fall over the period.

- As at 30 September 2013, civil service employment in NOMS was 38,580 staff in post on a full time equivalent (FTE) basis.
  - This is a 2.3% reduction since 30 June 2013, when the NOMS staff in post was 39,510 FTE.
  - It represents a 21.6% reduction since 31 March 2010, when the NOMS staff in post was 49,230 FTE.

The definition of NOMS HQ changed in March 2013, separating out the regionally located staff in Area Services (units that operate on a regional basis, providing services directly to establishments), that had previously been considered part of HQ. To enable comparisons of current definitions to definitions prior to this change, NOMS HQ and Area Services are combined within this publication, corresponding directly with the previous HQ definition,

and the current definitions for HQ and Area Services separately have been applied retrospectively, thus enabling continuity of figures and comparisons across the time series.

- As at 30 September 2013 there were 36,160 FTE in the Establishments, a 2.5% reduction since 30 June 2013, when there were 37,100 FTE in the Establishments (see Table 1).
- A small increase of 0.5% was seen in HQ and Area Services from 2,400 FTE as at 30 June 2013 to 2,420 FTE as at 30 September 2013.
  - HQ and Area Services represent 6.3% of the NOMS total FTE, 4.2% in HQ and 2.1% in Area Services.
  - The size of NOMS HQ has stabilised over the last year, with reductions to the size and structure of NOMS HQ having been largely completed earlier than the ongoing reductions to staff numbers in the Establishments.

### *Region*

Regional splits are formed based on the deputy director of Custody (DDC) regions, (see Glossary for definition), as used within NOMS, which differ slightly from standard regional locations. Wales operates as a region, as does the High Security estate. The South East of England is separated into Kent and Sussex and South Central, operating as separate regions. Greater London also includes four establishments located outside of the London boroughs.

Despite staff numbers having fallen overall, and there having been prison closures and a transfer to the private sector at various different times across the period within different regions, the overall balance of Establishment staff FTE across the regions and Wales has remained similar, with fluctuations not in excess of 1.5 percentage points in the distribution of staff FTE across regions throughout the period from 31 March 2010 to 30 June 2013 (see Table 1):

- Staff FTE has reduced fairly consistently across the regions in the last quarter, with the exception of Yorkshire and Humberside, where the staff FTE increased from 3,330 FTE as at 30 June 2013 to 3,420 FTE as at 30 September 2013.
- Within the regions, the High Security Prisons account for the largest proportion of staff FTE (around 15%), with the smallest proportion in Wales (around 2%).

### *Category*

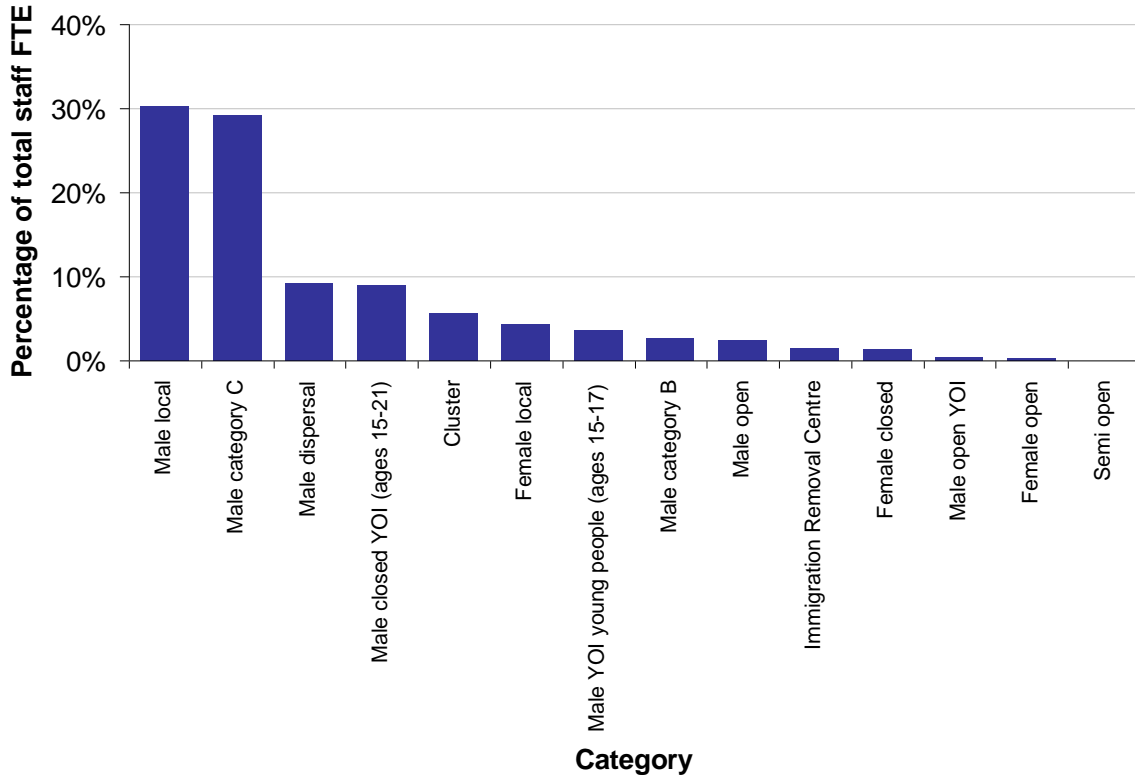
Prisoner security categories in the United Kingdom are assigned to every adult prisoner for the purposes of assigning them to a prison. The categories are based upon the severity of the crime and the risk posed should the person escape. Correspondingly, prisons are given categories relating to the function of the establishment, dependent on the type or types of prisoner held.

The distribution of NOMS staff FTE across categories is shown in Figure 2 below, and in Table 2. The distribution of Establishment staff FTE across the various function of establishment categories has remained largely constant since the previous quarter, indicating that staff reductions in the establishments have been consistently distributed across categories.

- Male Local and Category C prisons predominate within staff in post FTE.
  - Since 31 March 2010, Male Local and Category C have both consistently accounted for around 30% each of NOMS Establishment FTE.

- As at 30 September 2013, Male Local account for 30.3% of NOMS Establishment staff FTE, and Category C account for 29.1%.

**Figure 2: Distribution of NOMS staff in post FTE by Function of Establishment (category of prisoner), as at 30 September 2013**



**Grades**

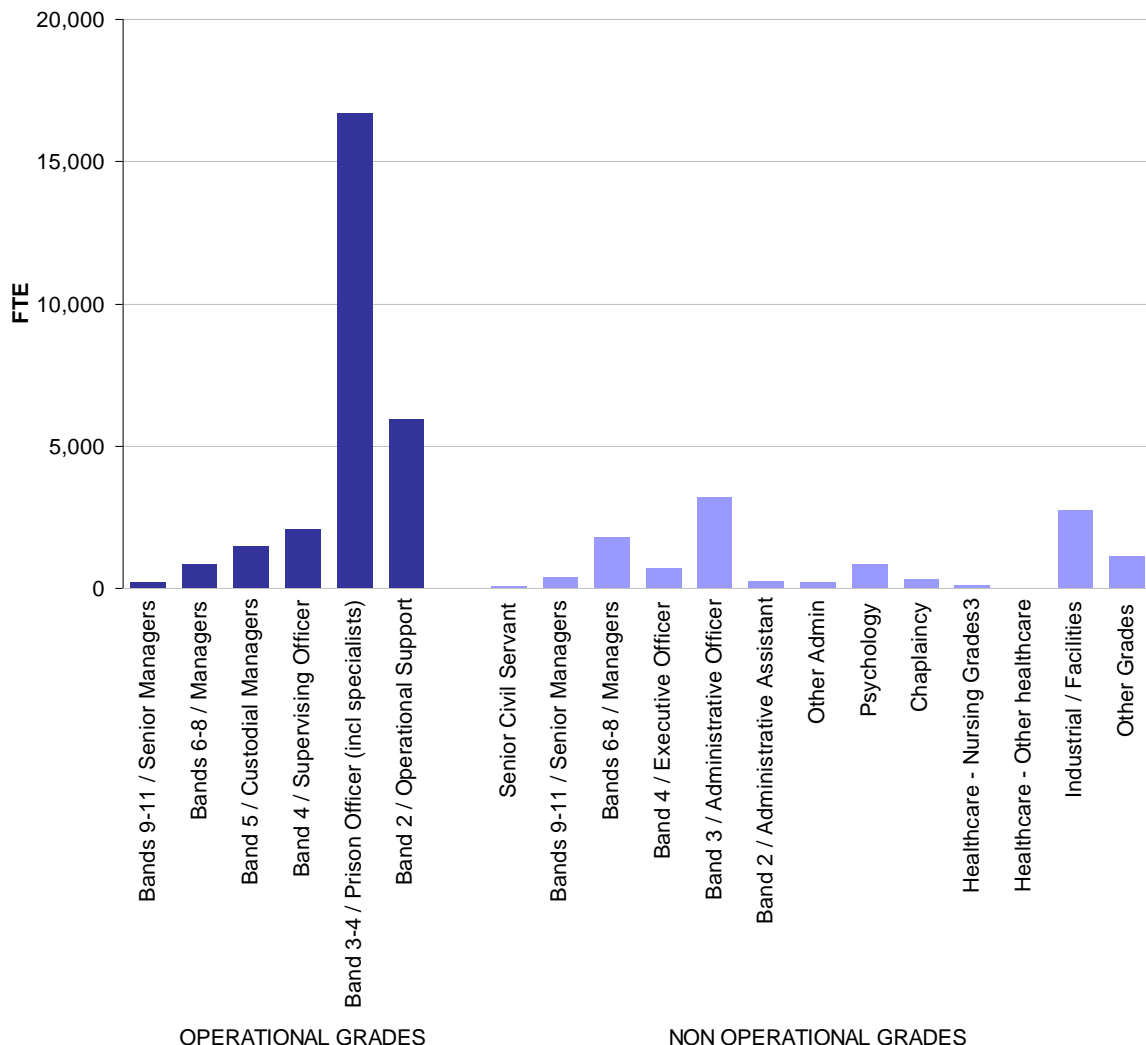
From April 2012 for new recruits, and for all staff from April 2013, a new grading structure has been implemented across NOMS. Existing grades are being replaced by a system of Bands ranging from Band 1 for the most junior staff to Band 11 for the most senior staff below the senior civil service. All new recruits and newly promoted staff are within the new structure and all existing staff are being given the choice of whether to opt in to the new structures. The new Banding structures have been designed and implemented with the aim of providing consistent reward structures across all jobs in NOMS.

‘Operational grades’ is a term referring to all Prison Officers, Operational Managers and Operational Support Grades. ‘Non Operational grades’ refers to all other staff performing administrative and managerial roles (including senior civil servants), psychologists, Chaplaincy, healthcare and industrial roles.

The distribution of staff FTE across Operational and Non Operational grades as at 30 September 2013 is illustrated below in Figure 3. As at 30 September 2013 Operational grades account for 70.3% of staff FTE. This includes Prison Officer grades (Bands 3, 4 and 5 Custodial Managers) who alone account for 52.2% of total staff FTE.



**Figure 3: Distribution of Staff across Operational and Non Operational Grades, as at 30 September 2013**



- Since 31 March 2010, given the large reductions in staff FTE, the percentages of Operational and Non Operational staff FTE have remained largely constant, from 69.0% Operational and 31.0% Non Operational as at 31 March 2010 to 70.3% Operational and 29.7% Non Operational as at 30 September 2013.
- Between 30 June 2013 and 30 September 2013, the Operational staff FTE fell by 1,040, from 28,150 FTE to 27,110 FTE.
  - Band 3 Prison Officers fell by 510, to 16,680 FTE
  - Band 4 Supervising Officers fell by 260, to 2,030 FTE
  - Band 2 Operational Support Grades fell by 210, to 5,920 FTE.
- Between 30 June 2013 and 30 September 2013, the Non Operational staff FTE increased by 120, from 11,360 FTE to 11,470 FTE.
- Non Operational manager grades, having fallen from 2,170 FTE as at 31 March 2010 to 1,260 FTE as at 30 June 2013, increased by 510 FTE in the last quarter to 1,800 FTE as at 30 September 2013.
  - Half of this increase is explained by promotion of staff, and half by re-categorisation of grades as a result of the new grading structure.
  - During the last quarter, 250 FTE were promoted from Executive Officer to Non Operational Manager (some of whom had previously been acting Hub

Managers, receiving temporary cover payments, and have now been made substantive).

- Changes to job categorisation within the new grading structure has resulted in 170 FTE within HQ formerly categorised as Operational Managers being re-categorised as Non Operational Manager grades.
- Additionally some staff formerly categorised as Industrial, Non-Industrial and Psychology grades have now been designated as Non Operational Manager grades.

### Joiners and Leavers

While recruitment has fallen and continued to reduce, the number of leavers has remained high. In the 12 months ending 30 September 2013, while there were only 750 new joiners, the number of leavers was the highest it has been in the last five years, with 5,440 individuals leaving NOMS.

Within HQ and Area Services, there were 120 new joiners and 160 leavers in the 12 months ending 30 September 2013. Within the Establishments there is some variation in recruitment levels (see Table 5):

- Yorkshire and Humberside was the region with highest levels of recruitment, and was responsible for 230 new joiners (36% of recruitments within the Establishments).
- Just over half (320) of new joiners in the Establishments in the 12 months ending 30 September 2013 were in Category C prisons.

Leavers within the Establishments however were more evenly distributed across the regions and categories of prison, comparable to the distribution of staff in post across regions and categories.

**Figure 4: Grade distribution of Staff in Post as at 30 September 2013, and Joiners and Leavers, in the 12 months ending 30 September 2013**

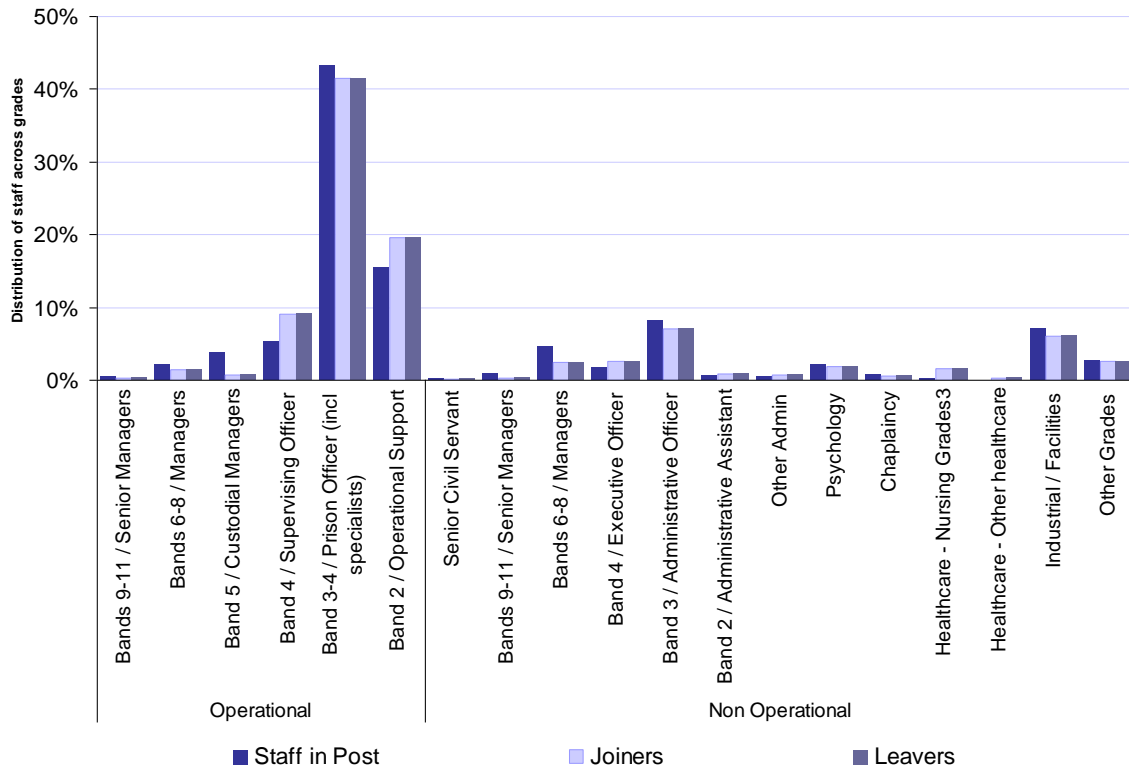
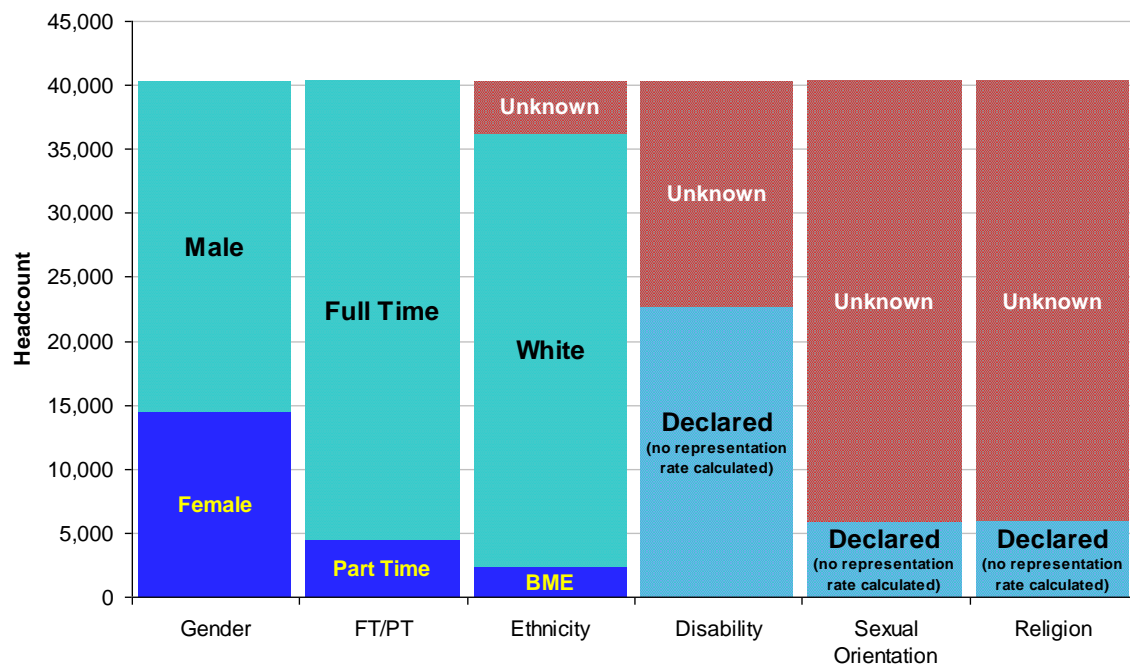


Figure 4 above compares the grade distributions of staff in post, joiners and leavers as at 30 September 2013. Although there are some minor differences, overall the similarity of both joiners and leavers grade distributions to staff in post are notable, and where there are differences to staff in post, the patterns of joiners and leavers are similar. This may be explained by mean rates of promotion within the 12 months ending 30 September 2013 continuing to be low, and staff reductions within the 12 month period not being reflective of substantial structural change.

## Equality and Diversity

**Figure 5: Protected Characteristics of NOMS staff, as at 30 September 2013**



### Gender:

Between 30 June 2013 and 30 September 2013, although female representation across NOMS increased slightly to 35.7% (an increase of 0.2 percentage points), given the scale of staff turnover and the net reduction of 2.4% to staff numbers, this change to the gender balance is negligible and not meaningful.

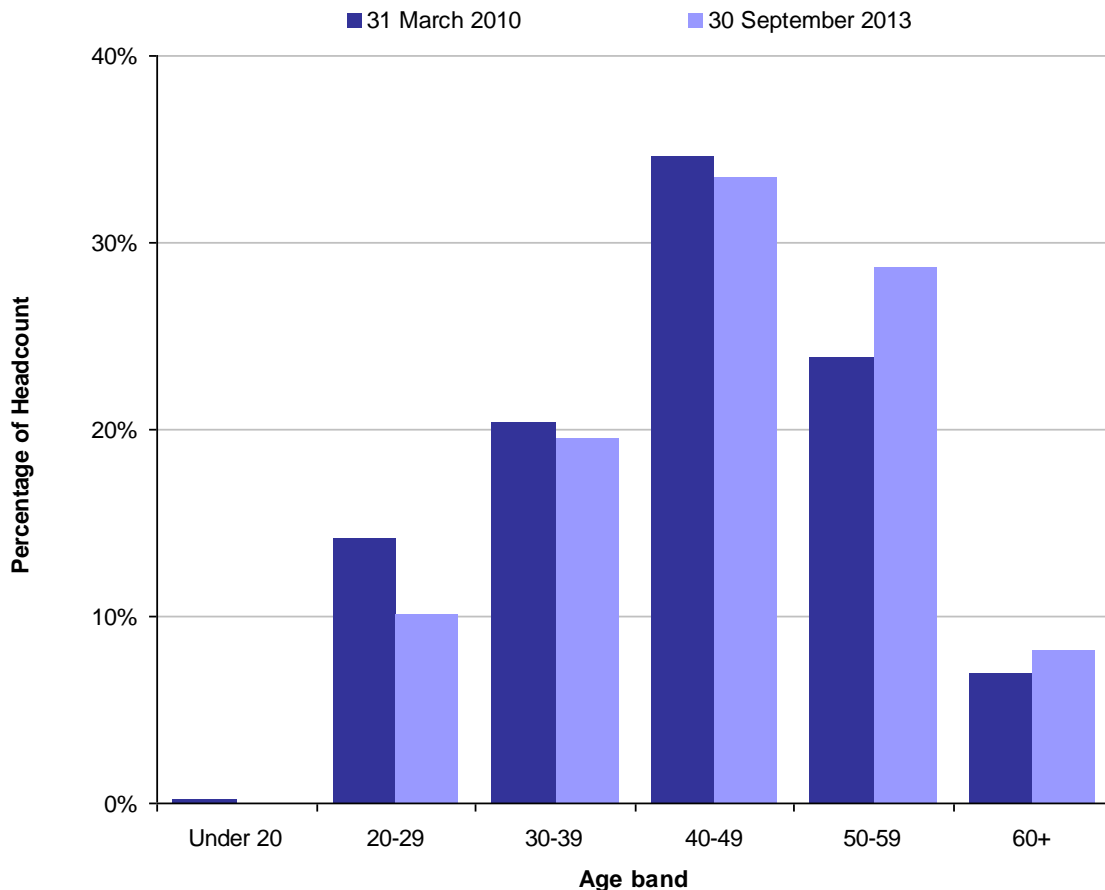
The female representation of new joiners to NOMS in the 12 months ending 30 September 2013 was 45.7%, closer to the equal proportions seen in the general population than the female representation within staff in post as a whole, while the female representation within those leaving NOMS in the 12 months ending 30 September 2013 was 36.1%, not materially different to female representation in NOMS as a whole.

### Age:

NOMS has an aging staff population. In order for this to be evident it is necessary to make comparisons to an earlier time point than the previous quarter, so 31 March 2010 was taken as the point of reference. The mean age as at 31 March 2010 was 43.8 years, and this has increased to a mean age of 45.5 years as at 30 September 2013. Although, as shown in figure 6 below, the modal (most populous) age group has remained 40 to 49 years, this fell from accounting for 34.6% of staff headcount as at 31 March 2010 to accounting for 33.4% of staff as at 30 September 2013. There has been a 4.9 percentage

point increase in the 50 to 59 age group from 23.8% as at 31 March 2010 to 28.7% as at 30 September 2013, and a 1.3 percentage point increase in the 60+ age group from 6.9% to 8.2% respectively. This coincides with the removal of the retirement age in October 2010.

**Figure 6: Age distribution of NOMS staff headcount as at 30 September 2013, compared with 31 March 2010**



Although individuals join and leave NOMS at a diverse range of ages, unsurprisingly as a whole, joiners are generally younger overall than staff in post while leavers on average are slightly older. In the 12 months ending 30 September 2013 the mean age at joining was 33.5 years, with the mean age at leaving being 48.8 years. The mean age of staff in post as at 30 June 2013 was 45.5 years.

As only just below 14% of leavers in this period were due to retirement, the majority left for reasons unrelated to age, which would explain why the mean age of leavers is not greatly higher than that in staff in post. For this reason leavers do not have a great impact in counteracting the aging population of NOMS staff. Joiners are on average considerably younger than staff in post on average, and it is turnover from new recruits which would counteract the effect to the mean age of the general aging of the continuing staff in post population. However, because recruitment has been very low in recent times, the age of joiners has had little impact on mitigating the overall inherent aging of staff in post, resulting in a continuing aging population of NOMS staff.

### *Ethnicity:*

Ethnicity, being a self-declared and non-compulsory field, is not known for all staff. The ethnicity declaration rate is indicative of the measure of accuracy of the representation rate of Black and Minority Ethnic (BME) staff of all those making ethnicity declarations (excluding those who have not responded and those who chose not to declare).

- The declaration rate (the percentage of all staff who have declared their ethnicity) has shown a slight reduction of 0.7 percentage points to 89.7% as at 30 September 2013, from 90.4% as at 30 June 2013.
- The ongoing trend for reducing ethnicity declaration in NOMS is due to very low levels of declaration among new joiners (less than a quarter of new joiners in the 12 months ending 30 September 2013 made an ethnicity declaration).

Assuming there is no inherent bias in the actual ethnicity of those who have not made an ethnicity declaration, the BME representation rate is the best estimate of the actual percentage of BME civil servants employed by NOMS.

Considering the scale of staff reductions, turnover, and the slight reduction in ethnicity declaration, the BME representation rate has remained similar at 6.5%. The proportion of NOMS staff from a BME background is considerably lower than the proportion of BME individuals in the wider population of England and Wales aged 18 and over (12.4%) as recorded in the 2011 Census (2011 census [www.ons.gov.uk/ons/rel/census/2011-census/key-statistics-for-local-authorities-in-england-and-wales/rft-table-ks201ew.xls](http://www.ons.gov.uk/ons/rel/census/2011-census/key-statistics-for-local-authorities-in-england-and-wales/rft-table-ks201ew.xls)).

Caution should be used in such comparisons as the regional distribution of staff overall may differ to the regional distribution of the population of England and Wales. The current ethnicity breakdown of staff in post is shown in Figure 5 above and in Table 4.

As ethnicity declaration among new joiners is low, it is not possible to consider the BME representation of joiners.

Leavers data for ethnicity do not face the same problems seen in joiners, as declaration rates for leavers (89.5%) are comparable to those seen for staff in post, although issues relating to location and the regional variation of exits may influence the ethnicity of leavers figures. In the 12 months ending 30 September 2013, 5.7% of those staff who left NOMS were BME, lower than the overall representation rate in NOMS.

### *Disability:*

Disability is also a self-declared, non-compulsory field. However the declaration rate has remained very low across the period, with currently only 56.3% of staff declaring their disability status. With lower declaration rates, the risk of bias increases greatly, and the likelihood of a representation rate based on known declarations being accurate falls rapidly. When a declaration rate is less than 60%, no representation rate is given - there is no certainty of its accuracy, so it thus has no meaning. Therefore it is not possible to determine the representation rate of disabled staff in NOMS. Although the headcount figures of those declaring themselves to be disabled or non-disabled are provided in Table 4, and shown above in Figure 5, these figures cannot be used to derive a disability representation rate that would be meaningful or that could be generalised to the staff in post population.

Similarly, disability declaration rates among joiners and leavers have generally been far below levels where any meaningful interpretation can be made of the representation of disabled staff within joiners and leavers.

*Full Time / Part Time:*

The Protected Characteristic of Working Patterns under the Equality Act 2010 is wider in scope than simply full time/part time status. Data are not routinely available on working patterns other than full time/part time status; in general decisions on flexible working, working from home, and other aspects of the Working Patterns characteristic are primarily handled at a local level. 11.0% of NOMS staff work part time, which is consistent with figures for the previous quarter.

In the 12 months ending 30 September 2013, 11.1% of joiners were part time. Although this is consistent with the proportion of all NOMS staff that work part time, it is the highest level in the past 5 years, and is a substantial increase from the 12 months ending 30 June 2013, when 4.9% of joiners were part time.

A higher proportion of leavers in the 12 months ending 30 September 2013 were part time (19.0%). Although higher than the proportion of part time staff in post, this is more consistent with previous time points for leavers (in the 12 months ending 30 June 2013 19.3% of leavers were part time).

Caution is advised when considering the full time/part time status of joiners and leavers, as the full time/part time status at joining is often not reflective of the working pattern the individual adopts once in post. Similarly it is known that certain types of leavers (in particular those retiring) change their full time/part time status before leaving. Therefore the figures presented for joiners and leavers may not be indicative of the actual status individuals held during the majority of their career. It is also a status which may fluctuate considerably across an individual's career. Part time as a grouping covers a wide range of working patterns and working hours.

*Sexual Orientation:*

Data on Sexual Orientation were only readily available from 31 March 2013. As a result staff in post breakdowns have been shown only from this time onward, and no figures are currently available for joiners or leavers (which require data for the prior 12 months). At present, only 14.4% of staff have declared their Sexual Orientation, so no meaningful representation rate for Lesbian, Gay and Bisexual (LGB) groups can be derived.

*Religion/Belief*

Data on Religion/Belief were only readily available from 31 March 2013. As a result staff in post breakdowns have been shown only from this time onward, and no figures are currently available for joiners or leavers (which require data for the prior 12 months). Currently only 14.8% of staff have declared what their religious beliefs or lack of religious beliefs are, so no meaningful representation rate for Christian, No Religion or Other Non-Christian Religion groups can be derived.

*Other Protected Characteristics:*

No data are currently available for the other protected characteristics of Gender Reassignment (Transgender), Marriage and Civil Partnership, Pregnancy and Maternity.

## Methodology

Statistics presenting the changes to staffing numbers of staff in post over time are of key importance to monitoring the effects of policies implemented, financial accounting, and transparency. As such, the time series shows the last five quarter points to present both the current picture and also recent trends. To give a longer frame of reference for comparison, the time series is also extended back, with annual figures taken at the end of each financial year for the preceding three years, giving coverage of up to five years.

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 names of old and new grades. In other cases, such as the change to HQ definition, current definitions are used and carried back, as consistency across the period is enabled through the HQ and Area Services total, which aligned completely to the former HQ definition. Such definitions are clearly detailed in footnotes within the changes. Although this has not been the case in the publication, 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.

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

Joiners and leavers figures record all the inflow and outflow staffing transactions taking place between the first working day of the month and the last working day of the month, with the monthly record being taken from the Oracle HRMS database seven working days into the next month, to accommodate a higher degree of late entries (maximising accuracy of the data while minimising 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.

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 standard measure of the amount of resource available within each location, category or grade. This is the most appropriate measure for considering the resource available and for reconciliation with financial figures.

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 equality concerns, it is the actual number of individuals which is important, and not the resource to which those individuals contribute. For this reason the only appropriate measure is the headcount, and not FTE. It is never appropriate to consider breakdowns of Protected Characteristics on an FTE basis. 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. Headcount figures will always be larger than FTE figures, as those working part-time count as the pertinent fraction less than one for FTE figures, but as one for the headcount.

The publication also presents the number of joiners (newly recruited) and leavers within 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 worth of joiners and leavers be presented.

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 the FTE which was worked during the career. 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, and are the most appropriate figures to be used in any circumstance when considering joiners and leavers. For joiners and leavers, the same breakdowns of region, function of establishment (category) and grade, and additionally for leavers, their reason for leaving.

To observe changes to the available resource, however, (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.

Rates of joiners and leavers have not been calculated and do not appear in this publication. Figures for staff in post, joiners and leavers presented within this publication all include those on Fixed Term contracts. Rates of joiners and leavers are used internally to monitor turnover, recruitment and retention patterns, but are only meaningful when those on Fixed Term contracts are excluded. As this does not correspond with the definitions used within this publication it would not be appropriate or meaningful to calculate rates which do not correspond with the rates used for turnover, recruitment and retention purposes.

A final table showing the snapshot of the staff in post FTE by grade and individual establishment is included to give the current structural picture within each establishment. This table does not include time series, due in part to the size of the table, but more importantly as a result of the dynamic nature of establishments, which change frequently, rendering a time series of less value.



## **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 used by NOMS.

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.

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 result from small numbers in some categories. Rounding figures eliminates this risk and ensures complete compliance with the data protection act.

Although it is possible to give precise numbers for both headcount and FTE from extracts derived from the Oracle database, and we are confident of data quality overall, there inherently is some degree of inaccuracy in figures deriving from HR management information due to the nature of how extracts are taken and how HR systems operate in general.

The combination of these issues means data rounded to 10 are both more representative of the true level of the accuracy of the figures presented, and disclosure risk is eliminated. This approach is consistent with the level to which the Office of National Statistics (ONS) generally present staffing figures.

Information relating to staff in post, joiners and leavers is closely scrutinised, and the data 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.

### **Rounding Policy**

Treasury Rounding has been applied to all figures presented in this publication. All 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.

Data derive from the Oracle Human Resources Management System (HRMS), which is a live dynamic system, not appropriate 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.

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. This inherent uncertainty about the precision of exact figures is small, but for this reason to issue exact unrounded HR figures as they were recorded at the moment of the snapshot into the public domain as statistics may be to overstate the true accuracy of figures accordingly. This is not a data quality issue; it is an inherent factor to be considered when using any management information extract from any HR system in operation in any organisation. Where large numbers predominate, it is less helpful to be exact as trivial differences can obscure the bigger picture. It is only where very small numbers predominate that this level of detail is useful, and it is precisely times such as this that extreme caution must be taken to prevent disclosure.

Therefore, it has been determined that to present figures in the most appropriate manner to the actual degree of accuracy in which we are confident, that the rounding policy as described above depicts the HR figures presented here in a manner representative of the true accuracy of HR data.

### **Revisions Policy**

In accordance with Principle 2 of the Code of Practice for Office 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](http://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 should have been represented in that publication. For the purpose of this publication, this is rarely encountered. Any such late data will be reviewed on a quarterly basis but, unless it is deemed to make significant changes to the statistics released, revisions will only be made as part of the subsequent publication within the time series. Revised figures will be indicated with an '(r)' superscript beside each figure affected.

#### *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.

## 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

## Contact points

Press enquiries should be directed to the Ministry of Justice press office:  
Tel: 020 3334 3536

Other enquiries about these statistics should be directed to:

**Steve Ellerd-Elliott**  
Planning and Analysis Group  
NOMS Agency  
Clive House  
70 Petty France  
London  
SW1H 9EX  
Tel: 030 0047 6286

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

General information about the official statistics system of the UK is available from  
[www.statistics.gov.uk](http://www.statistics.gov.uk)

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.scotland.gov.uk/Topics/Statistics/Browse/Crime-Justice](http://www.scotland.gov.uk/Topics/Statistics/Browse/Crime-Justice)  
[www.dojni.gov.uk/index/statistics-research/stats-research-publications.htm](http://www.dojni.gov.uk/index/statistics-research/stats-research-publications.htm)

Alternative formats are available on request from [statistics.enquiries@justice.gsi.gov.uk](mailto:statistics.enquiries@justice.gsi.gov.uk)

## List of tables and figures

**Table 1:** NOMS staff in post, by DDC Region of Establishment (Full Time Equivalent)

**Table 2:** NOMS staff in post, by Function of Establishment (Full Time Equivalent)

**Table 3:** NOMS staff in post, by Grade (Full Time Equivalent)

**Table 4:** NOMS staff in post, by Protected Characteristic (Headcount)

**Table 5a:** NOMS joiners, by DDC Region of Establishment (Headcount)

**Table 5b:** NOMS leavers, by DDC Region of Establishment (Headcount)

**Table 6a:** NOMS joiners, by Function of Establishment (Headcount)

**Table 6b:** NOMS leavers, by Function of Establishment (Headcount)

**Table 7a:** NOMS joiners, by Grade (Headcount)

**Table 7b:** NOMS leavers, by Grade (Headcount)

**Table 8a:** NOMS joiners, by Protected Characteristic (Headcount)

**Table 8b:** NOMS leavers, by Protected Characteristic (Headcount)

**Table 9:** NOMS leavers, by Reason for Leaving (Headcount)

**Table 10:** Snapshot of NOMS staff in post, by Establishment (Full Time Equivalent)