



Prison Service
Pay Review Body

Prison Service Pay Review Body

Seventeenth Report on
England and Wales 2018

Executive Summary

Chair: Dr Peter Knight CBE

Her Majesty's Prison and Probation Service (HMPPS) in England and Wales and our remit group

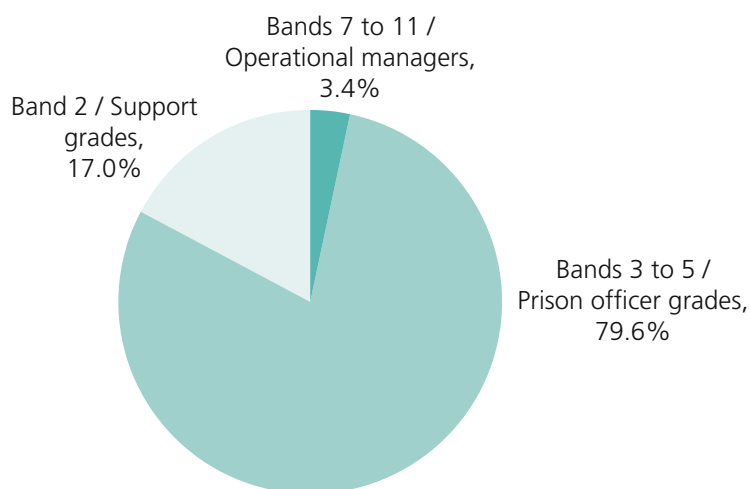
Her Majesty's Prison and Probation Service (HMPPS) is responsible for adult and young offender management services for England and Wales within the framework set by the Government. It is an Executive Agency of the Ministry of Justice. The agency currently manages Her Majesty's Prison Service and the National Probation Service. In addition, it oversees privately run prisons and Community Rehabilitation Companies. Its role is to commission and provide offender management services in the community and in custody, ensuring best value for money from public resources. It works to protect the public and reduce reoffending by delivering the punishments and orders of the courts and supporting rehabilitation by helping offenders to reform their lives.

On 23 March 2018,ⁱ the prisoner population across both the public and private sector estates was 83,875 (1.9% lower than a year earlier).

HMPPS paybill costs relating to the remit group in 2017-18 were approximately £1 billion (including social security and other pension costs).ⁱⁱ

At the end of March 2018 there were 26,423 full-time equivalent (FTE) staff in our remit, up from 23,865 a year earlier (an increase of 10.7%). The composition is below.

Our remit group in England and Wales, as at 31 March 2018



	<i>Full-time equivalent</i>
Bands 7 to 11 / Operational managers	886
Bands 3 to 5 / Prison officer grades	21,041
Band 2 / Support grades	4,495

Source: HMPPS

Note:

The figures here are FTE for 31 March 2018 and are different from those shown in Table 2.4, which are headcount for 31 March 2017. These are rounded to the nearest whole number.

ⁱ Data to 31 March 2018 were not available at the time of reporting.

ⁱⁱ The cost is approximate only as it is not possible to obtain a fully accurate figure because of the difficulties of disaggregating remit group managers from non-remit group managers.

Prison Service Pay Review Body 2018 Report on England and Wales

Summary

Introduction

Our recommendations for 2018 are:

Recommendation 1: We recommend that from 1 April 2018 the *Fair and Sustainable* National Band 2 and National Band 5 base pay points are increased by 2.75%, consolidated and pensionable for all staff.

Recommendation 2: We recommend that from 1 April 2018 all closed grade officer and support grade scales and spot rates (including former G4S staff) are increased by 2.75%, consolidated and pensionable for all staff.

Recommendation 3: We recommend that from 1 April 2018 the *Fair and Sustainable* National Band 3 base pay minimum is increased by 2.75% and the National Band 3 base pay maximum by 5.25%, with associated increases to the three intermediate pay points to leave them at the same relative positions on the pay scale. The increases to be consolidated and pensionable for all staff on this scale.

Recommendation 4: We recommend that from 1 April 2018 the *Fair and Sustainable* National Band 4 base pay minimum is increased by 2.75% and the National Band 4 base pay maximum by 3.5%, with associated increases to the three intermediate pay points to leave them at the same relative positions on the pay scale. The increases to be consolidated and pensionable for all staff on this scale.

Recommendation 5: We recommend that from 1 April 2018 the consolidated, pensionable salary for prison auxiliary staff and night patrol staff is increased to the National Living Wage or by 2.75%, whichever is the greater.

Recommendation 6: We recommend that from 1 April 2018 the *Fair and Sustainable* National Bands 7 to 11 base pay minima and maxima and the closed operational manager scales are increased by 2.75%. Staff in *Fair and Sustainable* Bands 7 to 11 should have their pay increased by 2.75% so that they remain at the same relative position in the 2018 pay range. Staff on the closed operational manager scales should move with their pay point. The increases to be consolidated and pensionable for all staff on these grades and ranges.

Recommendation 7: We recommend that all staff in *Fair and Sustainable* Bands 2 to 5 who are in post on 31 March 2018 progress by one pay point effective from 1 April 2018, unless they have been placed on formal poor performance procedures.

Recommendation 8: We recommend that staff in *Fair and Sustainable* Band 5 who are in post on 31 March 2018 and receive a performance marking of 'Outstanding' receive an additional one per cent non-consolidated, non-pensionable pay award based on their 31 March 2018 base pay.

Recommendation 9: We recommend that staff in *Fair and Sustainable* Bands 7 to 11 who are in post on 31 March 2018 and receive a performance marking of 'Good' receive a consolidated and pensionable progression increase of four per cent, capped at the new 2018 band maximum.

Recommendation 10: We recommend that staff in *Fair and Sustainable* Bands 7 to 11 who are in post on 31 March 2018 and receive a performance marking of 'Outstanding' receive a consolidated and pensionable progression increase of six per cent, capped at the new 2018 band maximum. Those within six per cent of the maximum, or at the maximum, should receive the balance of the six per cent as a non-consolidated, non-pensionable payment, capped at two per cent of base pay.

Recommendation 11: We recommend that from 1 April 2018 the *Fair and Sustainable* operational graduate scheme consolidated, pensionable pay rates are raised by 2.75%.

Recommendation 12: We recommend that from 1 April 2018 the fixed cash pay differentials for the *Fair and Sustainable* Outer and Inner London zones are increased by 2.75% and continue to be applied consistently across all bands, positioning maxima at £2,620 and £3,990 respectively above the base 37 hour National zone pay. We also recommend adjusting minima and intermediate points so that progression steps are the same percentage as on the National bands. The increases to be consolidated and pensionable.

Recommendation 13: We recommend that, before the pay award is implemented for 2018, operational Band 2 staff in receipt of the market supplement at 'red' sites should have their supplement for 2017 adjusted so that the total of base pay plus supplement is increased with effect from 1 April 2017 by the £400 that we recommended last year. We further recommend that the market supplements for these staff remain at the same level from 1 April 2018 so that again the total of base pay plus supplement increases by our recommended award for Band 2 staff this year.

Recommendation 14: We recommend that the £5 increase to the rates for Payment Plus, OSG overtime and Tornado currently in place be extended to 31 March 2019 while proposals for new arrangements are developed.

Recommendation 15: We recommend that the Prison Governors' Association and Her Majesty's Prison and Probation Service present to us, in evidence for our 2019 report, a joint proposal to recognise and reward the role of duty governor.

Recommendation 16: We recommend that staff promoted between *Fair and Sustainable* bands receive a full base pay percentage increase of 10 per cent or the band minima, whichever is greater, for a promotion of one band, and of 15 per cent or the band minima, whichever is greater, for a promotion of two bands or more.

Recommendation 17: We recommend that Her Majesty's Prison and Probation Service present to us, in its evidence for our 2019 report, a proposal to pay allowances and associated payments based on the grade being temporarily covered rather than the substantive grade.

This report sets out our recommendations on pay and allowances for operational prison staff from 1 April 2018. We are aware that we are submitting this report after that date; this is a consequence of Her Majesty's Prison and Probation Service (HMPPS) failing to submit evidence to us until March 2018, six months late. We regret that this will result in our remit group receiving their pay award later than usual for the second year running. We have received a commitment from HMPPS that we will receive its evidence for the next pay round by the end of September 2018, so we hope to be able to deliver our 2019 report in time for an April 2019 implementation date.

We have made recommendations for our remit group based on the evidence we received. Our recommendations aim to address the particular challenges the Prison Service is currently facing in relation to very low levels of motivation, difficult and deteriorating working conditions, and issues with recruitment and the retention of experienced prison officers. We have made our recommendations in the expectation that we will be receiving substantive proposals to bring more coherence to the pay structures and allowances from HMPPS for our 2019 report, as requested in our 2017 report and discussed in HMPPS evidence this year.

Our remit and approach this year

The Chief Secretary to the Treasury (CST) wrote to the Prison Service Pay Review Body (PSPRB) Chair on 21 September 2017, explaining that pay discipline was still necessary to ensure the affordability of public services but recognising the need for flexibility in some parts of the public sector, particularly in areas of skill shortage, to deliver world class public services. Such flexibility would be linked to improvements to productivity. Following this, the Chancellor of the Exchequer confirmed the Government's change of approach and the move away from the previous policy of pay awards of an average of one per cent.

Our activation letter for this round from the former Prisons Minister, Sam Gyimah MP, was sent on 7 December 2017 and contained no restrictions on our remit. Therefore, in preparing this report, we have made recommendations we think appropriate in light of all the evidence and in accordance with our standing terms of reference.

We remain cognisant of the fact that the International Labour Office 336th Report of the Committee on Freedom of Association made clear we are regarded as a compensatory mechanism for the condition that prison officers do not have the right to strike. As a result, whilst our recommendations are not legally binding, the Government committed only to depart from them in exceptional circumstances.

Context and evidence

The economic situation in the UK is mixed. The economy continued to grow in 2017 but growth is expected to slow over the course of 2018. The Consumer Prices Index (CPI) rate of inflation has fallen from a peak of 3.1% in November 2017 and, although it is expected to continue to fall during 2018, it is forecast to stay above its two per cent target until at least 2019. Average earnings growth across the whole economy was 2.9% (excluding bonuses) in the quarter January to March 2018 (compared to the same period a year earlier). The Bank of England's average pay settlement forecast for 2018 was 3.1% for the private sector. Alongside this, the labour market remains tight in London and the South East of England. Overall, we consider that these conditions are likely to continue to have a negative impact on recruitment and retention in the Prison Service over the next few years.

As part of the Prison Safety and Reform White Paper published in November 2016, the Government committed to an increase of 2,500 additional prison officers by December 2018. During oral evidence this year, HMPPS told us it had made good progress on this ambition and that it had little difficulty in recruiting sufficient numbers of high calibre candidates in most parts of England and Wales. It considered recruitment and retention issues to be "highly localised" and primarily based in London and the South East of England.

Overall, the picture on recruitment and retention is varied. While overall prison officer staffing levels started to rise gradually over 2017 and the beginning of 2018, figures for the year to March 2017 show the leaving rate for Bands 3 to 5 has almost doubled in the three years since 2014. The trend of high turnover rates remains concerning and the evidence suggests that they reflect the impact of another year of working in a difficult and challenging operational

environment, combined with the strength of feeling about absolute levels of pay, pay restraint, and increased wages in the private sector.

Low levels of staff motivation and morale have been our primary concerns in recent years and we have seen no compelling evidence this year that anything has changed. Published figures on assaults against staff and prisoners, and other forms of violence in establishments show that these are at their highest levels since 2000 and are continuing to rise. In the annual report from Her Majesty's Inspectorate of Prisons, the Chief Inspector stated that prisons were still unacceptably violent and dangerous places and there had been startling increases in all types of violence but assaults on staff have seen the biggest increase. All of the parties, and many individual staff members commented on the rising number of assaults, general conditions in prisons and the demotivating effect this had. Evidence from the parties and from our visits, indicates that staff are also demotivated by the decrease in take-home pay in real-terms over recent years.

Pay arrangements for operational prison staff have been complex for a number of years now. Our remit covers two main pay structures: the older closed pay scales and spot rates, and the newer *Fair and Sustainable* pay bands. Even though all new recruits join on *Fair and Sustainable* terms, 47 per cent of operational prison staff remain on closed pay scales some six years after *Fair and Sustainable* was introduced, including around 8,000 closed grade prison officers who continue to be paid significantly more than their Band 3 prison officer equivalents.

In 2017, the pay arrangements became even more complicated because of the introduction of new market supplements by HMPPS across one-third of the estate. These apply both to new and existing *Fair and Sustainable* Band 3 staff, therefore covering a significant proportion of the staff in our remit group. The effect is that yet more of our remit group are being paid differently for doing essentially the same role, adding another layer of complexity.

We continue to support HMPPS' long term aspiration that all staff should be on the *Fair and Sustainable* arrangements and look forward to seeing HMPPS' comprehensive review of its pay structures, allowances and supplements in its evidence for our 2019 report.

We received pay proposals this year from HMPPS, the Prison Governors' Association (PGA) and the Public and Commercial Services (PCS) Union. For the third year running we did not receive evidence from the POAⁱⁱⁱ and are aware that at their conference in May this year its membership voted to maintain the union's position not to engage with us. We are disappointed with this; it is a missed opportunity as there is a mutual advantage in a dialogue between ourselves and the POA as part of the process of collecting evidence and making our decisions.

In the evidence it submitted to us, HMPPS proposed that all staff in the remit group should receive a consolidated award but that more should be invested in the *Fair and Sustainable* bands than in closed grades. HMPPS sought our input on where and in what format and amount this award should be, but it expressed a preference for higher awards for Bands 7 to 11, using a combination of consolidated and non-consolidated awards. It also made separate proposals for prison auxiliaries and night patrol staff which related to the National Living Wage (NLW). In line with its long-term intention to continue to invest in *Fair and Sustainable* pay structures, HMPPS requested that all staff on the closed scales who would financially benefit from "opting in" to *Fair and Sustainable* should not receive any pay award. Throughout its evidence, HMPPS noted that any awards above one per cent would be unfunded and that recommendations were made subject to affordability. HMPPS told us that its proposals would help it to deliver the wider reforms set out in its evidence, reverse the current higher rates of attrition of experienced staff, maintain operational stability and provide pay awards for the majority of staff.

ⁱⁱⁱ The Professional Trades Union for Prison, Correctional and Secure Psychiatric Workers.

The PGA evidence did not propose a headline figure but instead asked us to take into account the current and forecast rate of inflation when considering the pay award. The union said that its priority was an operational allowance for all staff in Bands 7 to 11 who had passed the operational manager Job Simulation Assessment Centre (JSAC) to recognise the additional responsibilities undertaken and workload. The PGA further asked for open pay ranges to be removed and performance related increments set to offer predictability for staff and allow them to progress through their grade in a period of five years.

The PCS proposed a minimum five per cent consolidated award with a £1,200 “underpinning” on all pay points and ranges for both closed and *Fair and Sustainable* grades. It also asked us to focus specific attention on low pay and asked for pay progression for all staff because of its ongoing concerns about the performance management system.

Our recommendations on pay for 2018

As we indicated earlier, we see our recommendations this year, for a late award effective from 1 April 2018, as a response to the challenges that are currently faced by the Service. Our terms of reference require us to consider a number of factors, including the need to recruit, retain and motivate suitably able and qualified staff. These are all currently significant issues for the Prison Service and our recommendations attempt to address all three.

This year, we saw a need for a broadly consistent approach to a pay award for staff in *Fair and Sustainable* bands and their equivalents in the closed grades, with the exception of *Fair and Sustainable* Band 3 and Band 4. All staff are carrying out demanding roles which keep the prison estate functioning in the face of increasingly difficult and challenging conditions. We are also concerned about retention of more experienced staff, including the significant numbers still on the closed grades who are currently needed by the Prison Service to induct, train and mentor the high numbers of new recruits.

We have considered carefully the amount of uplift appropriate this year, taking into account recent and projected figures for inflation and average earnings in the wider economy, alongside other data and statistics. Our recommendations are intended to ensure that operational prison staff see no further real-terms erosion of their pay while acknowledging the affordability constraints that remain for HMPPS.

We recommend this year that all staff in *Fair and Sustainable* Band 2 and Band 5 receive a consolidated, pensionable increase of 2.75%. We further recommend that the closed grades equivalent to Band 2 to Band 5 also receive a consolidated, pensionable increase of 2.75%. For prison auxiliary staff and night patrol staff, we recommend that their consolidated, pensionable salary is increased to the National Living Wage or by 2.75%, whichever is the greater.

We recommend a different approach this year for *Fair and Sustainable* Bands 3 and 4.

Band 3 is the main recruitment grade to the Prison Service and is facing significant challenges with the retention of experienced staff and recruitment at some establishments. Experience at this grade is particularly valuable to deliver front line services. We acknowledge that the current minimum of the *Fair and Sustainable* National Band 3 scale is allowing the Service to recruit staff successfully in most areas of England and Wales. We therefore recommend increasing the Band 3 National base pay minimum by the same amount as other *Fair and Sustainable* bands. We recommend a greater increase to the Band 3 National base pay maximum, of 5.25%, and adjusting the intermediate National base pay points so that they remain at the same relative positions in the scale. Increasing the higher points of the Band 3 scale in this way should assist with retention of Band 3 staff in their first few years through the potential for higher salary growth. It will also offer a greater uplift to the mid-point of the Band 3 scales and should therefore help with ongoing recruitment issues at ‘amber’ and ‘red’ sites where prison officers are recruited to that mid-point.

We consider the arguments for Band 3 apply, to a lesser extent, to Band 4 and are therefore recommending a similar approach but with a smaller increase of 3.5% to the Band 4 *Fair and Sustainable* National base pay maximum. Again we recommend that the National Band 4 base pay minimum is increased by 2.75% and the intermediate National base pay points adjusted so they remain at the same relative positions in the scale. We anticipate this will further incentivise prison officers to apply for the proposed new advanced prison officer role, making it easier for HMPPS to fill these positions.

Increasing the National base pay maximum for Band 3 and Band 4 will also assist in reducing the differential between the pay of closed grade prison officers and experienced *Fair and Sustainable* Band 3 and Band 4 staff on the maximum.

In its evidence, HMPPS proposed that we give greater awards to operational managers in recognition that they are the key to delivering the reform agenda. While we accept that managers have a critical role to play, we ultimately concluded that we wanted to recognise the majority of staff equally this year and so recommend that, in line with uniformed staff, the pay ranges for Bands 7 to 11 and the equivalent closed scales are increased by 2.75%. All staff in the *Fair and Sustainable* National Bands 7 to 11 open pay ranges should see their current salary increased by 2.75% to maintain their relative position in the new 2018 pay range.

We further recommend that the operational graduate scheme consolidated pay rates be raised by 2.75%.

Regarding pay progression and performance awards for officers and support grades, we have still seen no new evidence to change our view that the performance management process for these staff is insufficiently robust to use its outcomes to differentiate pay awards. Following the uplift to the scales, we recommend that all staff in Bands 2 to 5 and equivalent closed grades progress to the next pay point unless they are subject to formal poor performance measures. The one exception to this approach is that we repeat our recommendation from last year that Band 5 staff who achieved an 'Outstanding' box marking should receive an additional one per cent non-consolidated payment.

We consider that the performance management system is a broadly acceptable basis for determining the pay of Bands 7 to 11 and therefore believe that, following the pay uplift, performance-related pay is appropriate for these grades.

We recommend four per cent pay progression in Bands 7 to 11 for staff who achieve a performance marking of 'Good', capped at the band maximum. We recommend six per cent pay progression in Bands 7 to 11 for staff who achieve a performance marking of 'Outstanding', capped by the new maximum. In addition, we recommend that those staff in Bands 7 to 11 who are within six per cent of the band maximum, or at the maximum, should receive the balance of the six per cent as a non-consolidated, non-pensionable payment, capped at two per cent of base pay. Those staff in Bands 7 to 11 who receive an 'Improvement Required' performance marking should not receive any performance progression.

On locality pay, we recommend that the fixed cash pay differentials for the *Fair and Sustainable* Outer and Inner London zones be increased by 2.75%. This means the maxima for Outer and Inner London should now be placed £2,620 and £3,990 above the respective National maxima. As for previous years, other points should be adjusted so that the differences between pay points are the same percentages as on the National Bands. The tables in Appendix E set this out. We have not recommended any changes to the market supplements at the 'amber' and 'red' sites or the legacy Locality Pay Allowances.

This year, we were made aware of an issue with the market supplements introduced for *Fair and Sustainable* Band 2 operational staff at 'red' sites from 1 April 2015. We were surprised to learn that HMPPS had eroded the market supplement for operational Band 2s at 'red' sites

last year, effectively denying those staff any increase in take-home pay as a consequence of the £400 consolidated pay increase we recommended in the 2017 report. We consider HMPPS' actions regarding the effective non-payment of an award last year as inappropriate and undermining our 2017 recommendations for this group. We have therefore recommended that, before the pay award is implemented for 2018, the £400 consolidated pay award that was eroded from the market supplement should be reinstated and backdated to 1 April 2017. We further recommend that the supplement remains at the same level for 2018 so that again the relevant staff see the full impact of this year's award in their total pay. Further details of the background and our findings are in Chapter 3.

We note the ongoing discussions on more permanent arrangements for allowances, including a contracted hours scheme and the revision of the Tornado policy. We are keen to see these discussions reach agreed conclusions and for proposals to be put to us for our 2019 report. In the interim we recommend that the £5 increase to the rates for Payment Plus, OSG overtime and Tornado payments be extended to 31 March 2019 to enable it to continue in place until our next report when we will consider the proposals from the current reviews.

This year, the PGA argued for recognition in the form of an operational allowance for the additional responsibilities and workload borne by operational managers over non-operational equivalents. The PGA referenced the HMPPS duty governor report; a review into the role of the duty governor and whether staff were being rewarded appropriately for this work. The report noted that the role of duty governor had become more demanding and staff were not being rewarded appropriately for this. We are disappointed that HMPPS did not send us this report or mention it in its evidence. After consideration, we have concluded that a blanket operational allowance would not be appropriate and request that HMPPS and the PGA discuss this issue and, preferably, submit joint proposals to us next year about how to reward the additional responsibilities and workload linked to the role of duty governor.

We make no recommendations on any other allowances and payments this year.

HMPPS informed us in its written evidence this year that a key enabler to delivering workforce reforms was revising its promotions policy. It stated its intention to update the policy to align to the wider Civil Service. The PGA further proposed that the amount payable on promotion be increased. We recommend that staff promoted between Bands 2 to 11 receive a full base pay percentage increase of 10 per cent or the band minima, whichever is greater, for a promotion of one band. We recommend that staff promoted between Bands 2 to 11 receive a full base pay percentage increase of 15 per cent or the band minima, whichever is greater, for a promotion of two bands or more.

Additionally, this year we were made aware that HMPPS has a policy in place that pays staff the Required Hours Addition (RHA) or unsocial working hours payment based on substantive grade, rather than the grade promoted to when on temporary cover. We were unaware of this policy and do not agree with HMPPS' assertion that RHA and unsocial working hours payments for staff on temporary promotion should continue to be paid based on the substantive grade. Our view is that if staff are doing a job on temporary cover, they should get the related allowances for that job. We therefore recommend that HMPPS in its evidence to us next year, present a proposal to pay allowances and associated payments based on the grade being temporarily covered rather than the substantive grade.

As we stated earlier, we see our recommendations this year as a response to a deteriorating environment for the Service. Our recommendations seek to recognise that for all members of our remit group, whether on closed or *Fair and Sustainable* pay structures, have been facing significantly tougher challenges in their workplace. As in previous years, we do not consider that any costs of staff progression within the pay scales form part of the cost of our pay recommendations. On that basis, the cost of this award should be 2.75% of paybill plus the

additional costs of paying targeted higher awards to staff on *Fair and Sustainable* Band 3 and Band 4.

The success of the Service is highly dependent on its staff. There are significant potential costs, to the Service and to society at large, if it proves difficult to recruit, retain and motivate suitable people. In that context, we consider that our recommendations strike a fair balance, offer sound value for money and represent an appropriate level of investment in operational prison staff in the current circumstances. Our recommendations should contribute to improving the productivity of the Service and thereby support the Government's rehabilitation objectives, both by directly improving recruitment and retention and reducing the costs associated with managing these. They will also support a number of the initiatives that HMPPS propose in its evidence, including replacing the use of Payment Plus by a more stable contracted hours scheme and working to reduce promotion bottlenecks.

Looking ahead

Last year we indicated that with the creation of the new organisation that has integrated a large, relatively new group of staff in the National Probation Service (NPS), it was an appropriate time for HMPPS to develop a new long-term workforce strategy. Although HMPPS evidence this year presented some initial thinking, further work needs to be done to assess future workforce requirements and develop pay structures to support the required changes. The new structure needs to be long-term, fit-for-purpose, cover all staff, and command their confidence. We hope that HMPPS will engage with the trade unions on these matters and where possible, seek joint agreement on proposals. We look forward to receiving this evidence for our next report.

As we have noted throughout this report, the written and oral evidence we received showed that staff motivation and morale remained very low. We were disappointed this year to not receive proposals from HMPPS on its own monitoring of this unwelcome trend, how effective its counter-measures, such as increasing staffing, were at tackling this issue or any proposals to measure levels of morale and motivation. We therefore ask all parties to provide evidence for our next report of the concerns, in terms of motivation and morale, that most affect staff in our remit group and proposals for how these issues can be addressed.

In regard to performance management, we have not been provided with any direct evidence from HMPPS, the staff themselves, their managers or the unions to suggest that the performance management system is working effectively, in particular for Bands 2 to 4. HMPPS has informed us of a number of new initiatives such as the new short staff appraisal form and a pilot for first line manager training but we remain concerned that the system is not fit-for-purpose for all staff in our remit. We would like to receive evidence from all the parties for our next report on whether they consider the system is working and any evaluation of the new initiatives introduced.

Industrial relations between HMPPS and the unions appear to remain challenging. Both the PGA and PCS expressed dissatisfaction with the lack of communication. These relations are ultimately a matter for the parties but, as we have said in previous years, we have found they also impact on our ability to collect a full range of evidence for our remit group. Good relations and communication with and between all parties remain very important to us.

The staff in our remit group are responsible for running the prison estate in increasingly demanding and violent conditions. We have concluded that all staff require financial recognition this year for the difficult job they are doing in protecting the public and the prisoners in their care. While recognising the financial pressures that exist for HMPPS, our recommendations attempt to reflect the circumstances that the Prison Service and its staff face and establish a better basis upon which to address future staffing challenges.

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Roberta Brownlee

Mary Carter

Nicholas Caton

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Professor Andrew Dickerson

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