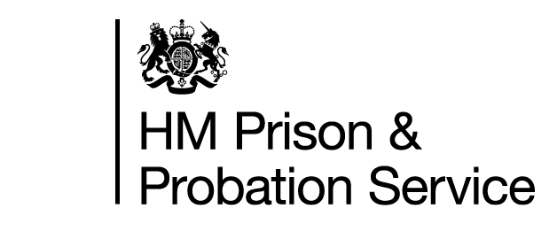




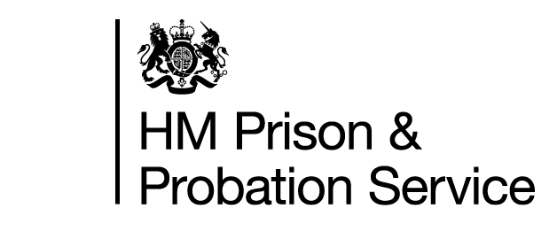
# Looking after our people: The Prison Service employee package

December 2023



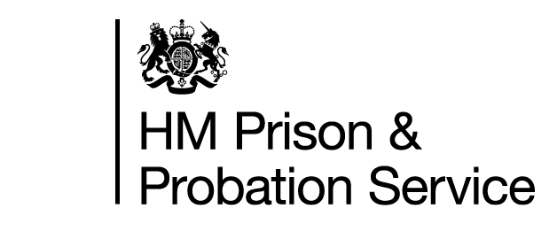
**‘Valuing our employees’ – our offer to you**

July 2022



**‘Valuing our employees’ – our offer to you**

July 2022



# Foreword

HMPPS employees demonstrate every day why they are some of our finest public servants, and their efforts in keeping prisons running across the country are a huge credit to us as an organisation. The work of prison staff, operational or administrative, is largely out of view of the public, but for the prisoners they support to live crime-free lives on release, their work is vital.

We are committed to ensuring that our staff feel valued and that they view the Prison Service as a great place to work where they can fulfil their career aspirations. We launched the ‘Looking after our people’ tool last year to set out our overall employment package to staff, to be used both inside and outside the workplace. This document brings together all parts of our employment offer and sets out the work that is underway across HMPPS and MoJ to enhance our offer further.

We are committed to refreshing this document annually to capture the evolving elements of our offer, and since last year, we have:

* launched our Career Pathways Framework, so employees can see the career options and jobs available to them across prisons, probation, and HQ;
* commenced the pilot of increasing promotional assessments to twice a year;
* and introduced new salary sacrifice schemes where staff can save on cycling equipment and gain discounted gym membership.

I hope that this document continues to serve as a resource that recognises the incredible work that staff deliver on a daily basis.



**Michelle Jarman-Howe, Chief Operating Officer Prisons**

# How to use this tool:

This interactive tool has been designed so that you can quickly and easily access specific information around our employee offer. To navigate through the document, simply click on the desired link below, which will take you to the relevant section:

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* [Funded Learning Opportunities](#_Funded_Learning_Opportunities)
* [Mentoring and Buddying](#_Mentoring_and_buddying)
* [A successful career](#_A_successful_career_1)
* [Career Pathways](#_Career_pathways)
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[Enhancing our offer – what’s next?](#_Enhancing_our_offer)



## **Your development**

## **Inductions & Careers**

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| **Working in the Prison Service offers a unique challenge. That’s why we are committed to ensuring that anyone joining is equipped with the right skills and the right level of support from their first day and throughout their career with us. This section provides an overview of the training and support you will receive when joining us, along with options to develop your career further.** |

### **MoJ/HMPPS Strategy & People Plan**

**HMPPS Business Strategy –** We are due to publish a **Two-Year Strategy,** which willset out the priorities for all three parts of our agency and provide focus on strengthening frontline services. We will do this through our commitment to achieving concrete goals that will:

* *Enable our people to be their best*by recruiting and training the people we need and supporting you in your workplace;
* *Modernise our estates and technology*to make tasks easier and expand and improve the condition of our estates;
* *Transform through partnerships*- both internally though our OneHMPPS programme and externally, through our partnerships with other private, public and third sector organisations to reduce reoffending;
* *Embed an open, learning culture*and developing evidence to make better decisions to improve our services.

Alongside the **Two-Year Strategy**, we have developed a **People Promise** for those working across prisons, probation, and YCS. We will ensure to reflect upon the distinct work contexts across HMPPS and support you in your job to achieve the best of your ability, with the tools and time allocation you require. This emphasises our commitments to upholding the highest professional standards and equality of opportunities and outcomes.

**People Plan -** The People Plan is being used as an internal tracker to monitor progress against our commitments from 2023 to 2025. The plan sets out key actions to improve people’s experience and support retention and recruitment. It is framed around the two national priorities agreed to by HMPPS’ Leadership Team following analysis of the 2022 People Survey results. These are:

* Setting high professional standards to ensure we treat everyone fairly and with respect;
* Making HMPPS a great place to work.

**OneHMPPS**

The OneHMPPS programme is helping to ensure Probation and Prison frontline staff have the right support to be able to deliver the very best services.

We want to build on what we already have and bring HMPPS closer together to achieve better outcomes for victims, communities, and offenders.

This includes:

* A HQ structure that provides a greater focus and support for colleagues working in operations;
* An area model that will bring prisons and probation closer together;
* The appropriate tools and agreements that ensure HMPPS requirements are serviced by MoJ (and vice versa).

The benefits of OneHMPPS include:

* A more cohesive end-to-end offender journey;
* A better experience of HMPPS for offenders, staff, and stakeholders;
* Shared expertise across prison, probation, and HQ functions with reduced silo working;
* The right balance between regional services and national consistency;
* A stronger regional impact through devolved decision-making.

### **Induction and Initial Training**

As a new member of the Prison Service, you will be offered a tailored training package. For example, as a new prison officer, you will engage in digital learning alongside prison and classroom activities. This will involve two weeks of initial training in a prison, comprised of face-to-face learning within your establishment, and digitalised knowledge-based learning that can be accessed remotely. During your first two weeks, you can expect to visit the different departments to observe a variety of activities. You’ll meet your line manager and colleagues, and learn about security, including the use and management of keys. The digital learning will allow you to choose your own equipment and learning environment and enable you to use emerging learning technology including podcasts, TED Talks, e-learning, videos, and much more. Mobile devices are available for those who do not have access to a personal device.

Upon completion of initial training, you will complete a further five weeks of learning at one of our learning venues which, depending on location, may be residential. During the five weeks, you can expect to undertake a variety of learning subjects that will include security training. This element of training will also cover the importance of communication and creating a rehabilitative culture during several interpersonal skills sessions. In addition to the core curriculum, you will also complete the two-week Use of Force training.

Non-operational HMPPS staff are essential to ensuring prisoners and staff remain safe, with training depending on the specialism of each role. For example, for Band 3 Safety Analysts, training is focused on giving you the skills, tools, and knowledge required to provide robust data and analytical support to prisons. The role of a Safety Analyst is to support the Head of Safety develop the understanding of risks, themes, and trends within an establishment. As a safety analyst, you also assist safer custody leads in the delivery of an effective ‘safer custody focused intelligence and information system’, whilst working alongside security teams to ensure focus is given to issues linked to safer custody.

Operational Support Grade (OSG) training comprises of two weeks of mandatory training, followed by a third week of optional training. In Week 1 of training, you receive training on security and corruption prevention, interpersonal skills, introduction to radios and prisoner supervision, safer custody, and reporting writing. The security section of the training aims to give an overview of security within the custodial environment. This involves training on the differences between procedural and physical security and security categorisation.

In Week 2, you receive training on managing prisoner behaviour and rights, how to deal with serious incidents (including hostage situations), rub-down searching and practical assessment, joint extremism training, vehicle escort training, and gate services. Week 2 culminates with an assessed end of course quiz, and learners are provided the opportunity to receive feedback. Those with low scores are given further support.

### **Funded Learning Opportunities**

The MoJ offers a variety of learning programmes that are fully funded, that cover a range of subject areas for all employees to develop their skills, and that help to professionalise the business. Over 40 programmes are available to choose from in areas such as administration, management, finance, digital, project management, and policy, which range from Level 2 to Level 7 (degree level). The programme that is right for you will depend on the role you are currently undertaking and the level of responsibility you have, as the study you undertake is tailored to your role through an apprenticeship programme.

Some of the available programmes are suited to those who are new in post to aid in developing knowledge, skills, and behaviours through a programme of learning, that is tailored to your role. Other MoJ programmes need some level of experience in order to apply. We encourage you to discuss your learning goals with your line manager in the first instance, though if you want to speak to a member of the Qualifications and Accreditation team, you can contact: [ApprenticeshipInfo@justice.gov.uk](mailto:ApprenticeshipInfo@justice.gov.uk).

## 

### **Mentoring and buddying**

Across our estate, we have introduced **New Colleague Mentor (NCM)** roles and **Buddy Schemes**. These schemes support new and existing colleagues by ensuring they feel welcome, supported, capable, and confident in their roles, especially during their early journey with us. Through providing a setting where our colleagues are able to flourish, we support the development of prison environments that are decent, safe, secure, and therefore, rehabilitative for prisoners.

The role of the NCMis designed to be a supportive contact during onboarding, to ensure new colleagues have a quality onboarding experience, and to ease the transition into our prison environments. They will further assist new colleagues to settle into their work environment and work with new colleagues to help build confidence and resilience. NCMs provide ongoing support and advice, primarily during the first year on the job.

As part of their role, NCMstake the lead in implementing and maintaining a local **Buddy Scheme** within each prison, which provides a peer-to-peer support community primarily targeted at new colleagues to offer informal support. It helps to ease anxiety and ensure that new colleagues feel that their wellbeing is being invested in. It also enables new colleagues to understand HMPPS’s culture and goals, including the team dynamics and specific culture within their prison.

**A progression buddy scheme** has launched across HMPPS following a trial by the HMPPS Race Action Programme. The scheme supports minority ethnic staff through the recruitment and promotion process by matching them to ‘buddies’ who can provide guidance and support. The scheme supports candidates through recruitment tasks. For instance, how to apply for a role, perform a presentation, and develop interview skills. The buddy and applicant work together to agree where specific support is needed and agree how and when they will meet.

To join the scheme, staff will need to complete the relevant application form which can be accessed via the ‘Progression buddy scheme’ page on the HMPPS Intranet

### **A successful career**

There are options available for all staff to develop their skills in the Prison Service, to build their knowledge and experience, and to grow within their current role or progress their career with us. This includes:

* **Rotation** within the same role into different parts of the organisation, such as a move from the adult estate to working with children in the YCS. This helps preserve professional skills and experience.
* **Secondments** where staff can expand their skills, for example, working on change projects or to help shape policy. There are a range of leadership and talent programmes, as well as support to achieve the accreditations required for promotion, across both operational and HQ-related roles.

As an agency of the MoJ, career options do not stop with the Prison Service; we work alongside the Probation Service to offer career opportunities across the organisation, as well as the prospect of diversifying a career into other parts of the MoJ.

### **Career pathways**

The Prison Service offers opportunities for long and varied careers in both operational and non-operational roles. Last year, we indicated that we would publish an interactive careers pathway framework that would enable all employees to see the career options and jobs available across prisons, probation, youth custody, and HQ. We published this in February 2023, and it includes:

* Information and resources that can support you to achieve your career aspirations;
* Signposting to job families and group profiles to assist you in understanding how you can progress along your chosen career pathway;
* Extensive information about the learning and development opportunities available to aid development;
* Additional information for staff from under-represented groups, including diversity and inclusion support; and
* A self-evaluation tool which allows you to see the development that is available to help you reach your career goals, whatever they may be.

This information can be accessed via the HMPPS Intranet, with an accompanying ‘Career Pathways’ Teams Microsoft Teams channel, which contains further relevant information.

### **Development Portfolios**

As part of the Promotional Assessment Process, candidates are asked to complete a Development Portfolio which is formed of three parts: ‘Leading Me’, ‘Leading

Others’, ‘Leading HMPPS’, and includes a range of exercises, reflective practice, and reading. The Development Portfolio has replaced the Workbook and forms the first step in development and readiness for assessment (for Custodial Manager, Head of Function, and Deputy Governor grades). Candidates are advised to complete the Development Portfolio 6-12 months ahead of an assessment with their line manager’s support, which helps them prepare for promotion. The Development Portfolio is assessed as part of the overall Assessment Centre rating and is a comprehensive developmental tool for enabling staff members to develop their skills, strengths, and abilities in a structured manner. It also encourages and enables a continuous path of learning and development ahead of and beyond the assessment.

### **Increasing the frequency of promotional assessments**

We understand how important opportunities to develop, and progress are to our staff. Last year, we committed to piloting an increase in the frequency of promotional assessments at some grades (for those who wish to progress to Custodial Manager, Head of Function, Deputy Governor, and Governing Governor roles). Since last year’s document, we have commenced a pilot for two Custodial Manager assessment campaigns, our largest promotional campaign for 2023. Twice-yearly assessments will encourage our people to apply for promotion when they are ready and therefore, have the best chance of success. We will be evaluating the effectiveness of the twice-yearly Custodial Manager Assessment Centre pilot in early 2024, with a view to exploring the feasibility of adopting this assessment model for Custodial Manager and other grades following that evaluation.

### **Operational Support Grade (OSG) conversions**

As part of our commitment to staff development, we have made it simpler and faster than ever before for OSGs to become prison officers and youth justice workers. With all the training, support, and teamwork that staff need, this fast-track scheme offers the chance to use previous experience to take the next step in your career.

We believe OSGs make some of our best prison officers and youth justice workers due to their unique exposure to the custodial setting and the insight they have gained from working alongside our existing prison officers. For further information on this scheme, please speak to your line manager, and see [OSG to PO fast track | HMPPS (osgfasttrack.co.uk)](https://osgfasttrack.co.uk/) to apply.

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### **Specialist Roles**

We believe that a career in the Prison Service should not be limited to just one type of role or focused purely on operational roles. We are keen to support those who wish to progress their careers in non-operational roles as well as specialist roles across the service. Opportunities in non-operational grades include:

* industries and catering roles – vocational and managerial skilled professionals provide training, new skills, and support for prisoners to enable them to gain employment on release, and therefore reduce the chances of re-offending.
* chaplains – provide spiritual care and pastoral support to prisoners and staff.
* managerial roles – from band 5 to band 12, offering rewarding and fulfilling careers in a variety of fields.
* specialist roles – specialisms are available at a variety of grades (band 4-12) and include: security and intelligence analysts, psychologists, intervention facilitators, as well as health, safety and fire roles. these specialisms allow staff to further their career and open opportunities to them across the wider organisation.

No two prisons are the same, and the experience gained by a member of staff at a Category A high security prison will vary considerably to their experience at a Category D open prison. Subject to business need, we encourage all staff to build experience through transferring establishments to aid professional development and widen their skill set.

**Further information on all of the above is available through the HMPPS Intranet. If you are a new recruit, you will have access to this after joining the service.**

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## **Treating you fairly**

## **Values & inclusivity**

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| **Running through the core of the Prison Service and HMPPS is a commitment to fairness, equality, and inclusivity in everything that we do. As an organisation, we are absolutely committed to rooting out discrimination and ensuring that the Prison Service is an inclusive place to work for all. This section showcases some of the brilliant work that has been done across HMPPS/MoJ to achieve and maintain our core values.** |

### **HMPPS values (inc. equality, diversity & inclusion)**

Our values (outlined below) are important to us; they guide what we do, and they inspire us to do our best for one another and for those we manage. They remind us that the work we do really matters and unite us in our common purpose.

**PURPOSE.** Justice matters. We are proud to make a difference for the public we serve.

**HUMANITY.** We treat others as we would like to be treated. We value everyone, supporting and encouraging them to be the best they can be.

**OPENNESS.** We innovate, share, and learn. We are courageous and curious, relentlessly pursuing ideas to improve the services we deliver.

**TOGETHER.** We listen, collaborate, and contribute, acting together for our common purpose.

Our vision is for HMPPS to work together to protect the public and help people lead law-abiding and positive lives. This vision is supported by four principles:

• enabling people to be their best

• maintaining an open learning culture

• transforming through partnerships

• modernising our estates and technology.

HMPPS, as part of MoJ, is striving to build a world class organisation that is open, inclusive and truly values the diversity of its workforce regardless of social background, gender, sex, age, ethnicity, sexual orientation, belief, disability or long-term illness, or caring responsibilities.

### **Tackling Unacceptable Behaviours Unit (TUBU)**

We all deserve to work in a prison service where we can be our best and be proud to represent. We unfortunately know that unacceptable behaviours, including discrimination, bullying, harassment, and victimisation, can occur in any workplace.

There is no place for any form of unacceptable behaviour in the Prison Service. Such behaviour is contrary to our core values and will not be tolerated. The Tackling Unacceptable Behaviours Unit (TUBU) was created to help ensure that professional standards of behaviour are maintained and to provide support to people demonstrating behaviour that falls below expected standards.

If you experience or witness bullying, harassment, or discrimination, you can seek support. It can help to talk to someone not involved, for example, a manager, colleague, Trade Union representative, or the TUBU helpline. You can try to resolve the problem informally by calling it out or through mediation, or you have the right to formally raise a grievance. You don’t have to suffer alone, TUBU will take your concerns seriously. If you’re not sure what you want to do or what your options are, speak to TUBU in confidence.

### **What services does TUBU offer?**

* **Confidential Helpline** - This provides a confidential service to support staff who are experiencing unacceptable behaviours. To contact the TUBU Helpline, call 0300 131 0052, Monday-Friday, 9am-5pm (excluding Bank Holidays);
* **Mediation** - This service seeks to resolve workplace conflict. Further information, including how to access the service, can be found on the mediation pages on the Intranet;
* **Climate Assessments** - These assess the climate at individual prisons by looking at the lived experiences of staff (i.e. the perceptions and attitudes) to identify any issues within those prisons;
* **Investigations** - TUBU provides a specialist investigation service to enable managers to access trained investigators with expertise in bullying, harassment and discrimination cases, and/or advice or signposting for more complex and sensitive cases;
* **Unacceptable Behaviour Change Programme** – TUBU provides a programme of awareness sessions to increase understanding of how to recognise, report, and address unacceptable behaviour and create environments where it feels safe to speak up if something is not right.

### **Staff networks**

Our staff networks help us build an inclusive and safe environment where everyone feels valued, has a sense of belonging, and all voices are heard. HMPPS staff can engage directly with the staff network area leads. We have several Staff networks that all staff are encouraged to join, and these include:

* **DAWN** (Disability, Advocacy, Wellbeing Network) to support staff with disabilities and allies.
* **PiPP** (Pride in Prison and Probation) to support LGBTI+ staff and allies.
* **RISE** (Racial Inclusion & Striving for Equality) to support Black, Asian, and Minority Ethnic staff and allies.
* **SWIM** (Supporting the Workplace in Menopause) to offer help to anyone going through or affected by perimenopause (the years leading up to menopause) or menopause, and those who are post-menopausal.
* **Carers Network** to provide support, guidance, and advice to staff within the MoJ family who have caring responsibilities.

There are several other networks available to support staff, and more details about these are available through the ‘Staff networks’ page on the HMPPS Intranet.

### 

### **Diversity Champions**

## MoJ and HMPPS Diversity Champions play an important role in all aspects of diversity and inclusion. They use their leadership capability, experience, and passion to support MoJ and Civil Service strategic outcomes, business delivery, and how we support our people.

## Their role contributes to a workplace culture that supports our people, builds diverse teams, promotes equal opportunities, and makes staff feel included, welcome, safe, and valued, regardless of their background or identity. This, in turn, supports the delivery of fair and accessible services to all those who use them.

### **Championing Women in the Workplace**

We recognise the importance of the rights and needs of women within the HMPPS workforce, and therefore, we have launched the Championing Women in the Workplace project. This looks at the experiences of women working in HMPPS and evaluates how we can appropriately support women. The objective of this project is to fully understand the positive and negative experiences of women in the workplace and at work. This will ensure that women who have chosen to build their careers in HMPPS supported to achieve their goals and be themselves. A dedicated team has brought together policies related to women working in HMPPS and the external links that staff may find helpful. These can all be accessed through the staff Intranet or by contacting the functional mailbox at: [cww@justice.gov.uk](mailto:cww@justice.gov.uk).

We have started making period products available in toilets with sanitary bins. We want to normalise conversations about periods, now and in the future, whilst ensuring dignified access to products when needed.

### **Trade Unions**

We continue to ensure that our prison staff are consulted on issues that will affect their working lives; this process ensures that our staff are confident in committing to the Prison Service. Our recognised unions are outlined below, with NTUS acting as the secretariat for five constituent unions:

* **POA** - cover OSGs, prison officer Bands 3 to 5, and operational managers bands 7 to 8;
* **Prison Governor’s Association (PGA) –** covering Operational Managers Bands 7 to 12;
* **NTUS** (PCS, Prospect, GMB, Unite, FDA) - covers the following grades:
* **PCS:** covering civilian instructors, administrative grades, non-operational bands 5 to 11; operational Bands 7 to 11
* **PROSPECT:** covering psychologists and chaplains, non-operational Bands 4 to 11
* **GMB:** covering civilian caterers, catering managers, Band 2 grade in Waste Management
* **UNITE:** covering civilian caterers, catering managers, Band 2 grade in Waste Management
* **FDA:** covering senior non-operational management grades, Band 9 and above.

The Probation Service (as part of HMPPS) has three additional recognised trade unions representing different staff groups:

* **National Association of Probation Officers (NAPO)** and **UNISON**: Pay Bands 2 to 6
* **GMB/SCOOP & NAPO**: Pay Bands A to D.

All our recognised Trade Unions support the professional values and standards of HMPPS and are signed up to the 2023 Joint Protocol of Professional Standards to support engagement between HMPPS and Recognised Trade Unions.

### **Staff Survey**

The Civil Service People Survey is the largest opportunity for staff to give feedback on working for HMPPS. It asks questions about all aspects of working life to produce a comprehensive picture of how staff feel. The data gathered provides an important measure of employee engagement and enables senior leaders to focus improvements in the areas that matter to staff. The survey supports HMPPS’ commitment to make the organisation a great place to work and ensure everyone is treated fairly and with respect. At a local level, teams use their results to build on what is working well and to address what is not. This insight then helps them to build these actions into their local business plans. The people survey runs throughout the autumn of each year.

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## 

## **Your Wellbeing**

## **Supporting you as an employee**

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| **We aim to create a work environment that supports employee health and wellbeing and empowers us to look after our health. We are at our most productive and engaged at work when we are healthy, happy, and able to be ourselves. The Prison Service recognises the benefits of having a healthy and committed workforce.** |

## 

### **Occupational Health**

Prison service staff have full access to our staff Occupational Health (OH) service. Full guidance is provided on the HMPPS Intranet on how to make an OH referral via a secure portal, along with tips for managers on what information to provide to get the most out of the referral. Our Post-Incident Care Policy contains practical information for all employees so that they are clear on the safe actions to take to address post-incident trauma.

The roles and responsibilities are outlined from a range of stakeholders including senior leaders, managers, health and safety, human resources, peer support groups, Staff Support Leads, Chaplaincy, trade unions, OH and Employee Assistance Programme (EAP) on the HMPPS ‘MyHub’ SSCL website.

The OH Workplace Wellbeing Platform, hosted by Optima Health (HMPPS’ provider) provides workplace and general health advice for managers and employees. The platform signposts access to the EAP and staff networks, and it offers guidance for a range of issues such as neurodiversity, menopause, financial management, mental wellbeing, and more. Staff can explore current health related topics via videos, bite-sized learning and podcasts: <https://hmpps.workplacewellbeing.com/>.

## 

### **Directory of wellbeing services**

We recognise that working in prisons can often be challenging. We offer a range of services to support staff wellbeing, which include:

* **Reflective Sessions** – Regular reflective sessions are available for staff to ensure that work does not impact their personal life or emotional wellbeing;
* **Post-Incident Care Policy** – This provides guidance to support all employees who are at risk of and have been affected by traumatic workplace events;
* **Workplace Wellbeing Platform –** HMPPS | (workplacewellbeing.com) - access occupational health and wellbeing services, plus plenty of resources to support overall health and wellbeing, plus access to interactive an Chatbot and a mobile App;
* **Wellbeing Health Promotions** – My Health Condition Management. Staff can access health assessments via the HMPPS Health Conditions Support Service Line (Diabetes, Asthma, Heart issues) 9am – 4pm on 0330 0084336 - or 24/7 on mobiles via the online site [My Health Condition Management | HMPPS (workplacewellbeing.com)](https://hmpps.workplacewellbeing.com/health-condition-mgmt/);
* **Access to OH support** – Accessed via a line manager referral on the OH Portal. Support for Post Covid Syndrome and CBT (Cognitive Behavioural Therapy) is available;
* **My Physio Checker** – An online way to get direct help for your condition. Available 24/7 on your mobile device, it usually takes less than 10 minutes to do and directs you to the right treatment in the same way a clinician would;
* **Access to EAP Support Services** – Helpline 0800 019 8988 PAM Assist counselling, advice via the helpline. Computerised CBT (Cognitive Behavioural Therapy) can be accessed if clinically appropriate;
* **Trauma Support** – Access a TRiM (Trauma Risk Management) practitioner in Prisons. TRiM is a trauma-focused peer support system, designed to help people who have experienced a traumatic or potentially traumatic event;
* **Staff Support Directory** – Includes comprehensive details of wellbeing support available to staff, accessed via the ‘Wellbeing and Support’ Intranet page.

Staff also have access to the services of the following groups to support their wellbeing:

**Care Teams** provide support to staff by signposting the services that will be beneficial to them. They are trained to provide support to any member of staff involved in an incident within the prison or when conducting official duties, such as attending Coroners Court. Care teams also offer discreet and confidential support on a range of wellbeing and personal issues, as well as for those taking long-term sickness absences.

**Mental Health Allies,** a staff-led group of volunteers, act as a source of information and confidential support for staff and managers. Allies raise mental health awareness, challenge associated stigmas, and encourage self-help and the seeking of appropriate, professional help. Allies aim to create a better culture of openness around mental health issues in our workplace.

**The Chaplaincy** offers spiritual and pastoral support to staff who may have suffered a loss or bereavement, want to talk in confidence about relationship issues, work experiences, or any other concerns. The Chaplaincy also offers support particularly following traumatic events or incidents at work.

The MoJ is committed to **supporting terminally ill employees** with dignity, respect, and compassion, recognising that everyone’s needs are different. Two terminal illness support packs have been developed (one for employees with a diagnosis and one for their managers) to help staff through this difficult period, providing key information, and signposting support in one place. The information provided includes having conversations, wellbeing support, options for staying in or leaving work, and financial considerations. They can be found on the HMPPS Intranet.

### **Staff safety**

We know that good relationships between staff and prisoners are essential in maintaining safety in our prisons. **The Offender Management in Custody (OMiC)** model has made improvements in the way we support and manage prisoners through their sentences and continues to play a critical role in making prisons safer places to live and work.

We recognise that crowding in prisons may impact on staff-prisoner relationships. Crowding levels are kept under regular review throughout the year. HMPPS also deploys a formal capacity challenge process, where senior operational leaders assess and agree safe and sustainable opportunities for crowding across the estate. As part of this formal process, a number of factors are considered including safety, stability, staff recruitment and retention, and impacts on regime, activity and ancillaries.

We do not underestimate the challenges faced by prison staff. We will not tolerate any violence against staff, who must be able to expect a safe and decent work environment. Prisoners who are violent towards our colleagues will face the full consequences of their actions and will be dealt with swiftly and effectively.

Serious assaults and assaults on prison staff are referred to the police under the Crime in Prison Referral Agreement. This is a multi-agency agreement between HMPPS, the National Police Chiefs’ Council, and the Crown Prosecution Service. The agreement aims to ensure that acts of criminality that occur in prisons are properly addressed within the criminal justice system, where prisons determine that internal disciplinary procedures are insufficient, and where circumstances indicate that a criminal investigation is appropriate. It establishes a common understanding of the roles and responsibilities of each partner agency and aims to achieve an improved and consistent performance in the investigation and prosecution of crimes committed in prisons.

We have created the Crime in Prisons Taskforce to enhance our ability to disrupt crime and ensure our evidence and investigations lead to more criminal justice outcomes for those who commit crime in prisons. The objective of the Taskforce is to engage staff in crime in prison processes by promoting a cultural change in how crime is viewed and managed, and therefore, strengthening our working relationships with police partners. Through proper victim support, the Taskforce aims to build confidence in our ability to tackle crime appropriately and to our fullest capacity. The **Assaults on Emergency Workers (Offences) Act** came into force in November 2018 and doubled the maximum penalty, from 6, to 12 months’ imprisonment, – for those who assault emergency workers, including prison officers. As of 28 June 2022, **the Police, Crime, Sentencing and Courts Act** further increased the maximum penalty to two years’ imprisonment. We continue to press for charges for more serious offences such as actual bodily harm, grievous bodily harm, or attempted murder, where appropriate.

We are committed to making prisons a safe place to work and providing prison officers with the right support, training, and tools to empower them to do their jobs. We have rolled out a new Body Worn Video Camera system, which has increased the overall number of cameras across public sector prisons to over 13,000, enabling every Band 3-5 officer on shift to wear a camera. The cameras can be used to gather vital evidence to secure convictions for prisoners who seriously assault our colleagues or other prisoners.

To protect staff and prisoners in very serious assaults, we are continuing to roll out PAVA, a synthetic pepper spray, for use by prison officers in the adult male estate, where there is serious violence or an imminent or perceived risk of it. PAVA is part of a wider personal safety package, which provides our frontline colleagues with a range of skills and tools to resolve and de-escalate incidents.

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**Wellbeing**

## **Leading and supporting our people at work**

## **Flexible working, leadership & line management**

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| **We recognise the importance of leadership, which is vital to ensuring our staff are properly supported in the workplace. This section gives an overview of the schemes we have in place to develop our leaders, alongside a selection of options available to you to make the Prison Service a family friendly and flexible place to work.** |

### **Flexible working**

The Prison Service is committed to delivering its business more effectively by creating modern workplaces that enable flexible working in line with the business need. We recognise that flexible working can be a useful tool to improve employees’ work-life balance and wellbeing, so offer flexible working opportunities to all staff, regardless of their length of service. We encourage all requests to be considered as appropriate, including:

* Part-time working
* Alternative shift patterns (shorter cycles/fixed patterns)
* Annualised hours working arrangements (term time working etc)
* Compressed hours
* Fixed rest days
* Job sharing
* Minimum Hours Contracts and dual contracts.

Approvals for flexible working applications are taken at a local level and are subject to local business requirements. Advice on the flexible working options available and how these can be applied is available to establishments from policy leads, the Resource Management Support Team, and also from the Shaping A New Employee Offer programme team via the following functional mail box - [shapinganewemployeeoffer@justice.gov.uk](mailto:shapinganewemployeeoffer@justice.gov.uk).

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### **Family leave**

We support parents by offering a range of generous family leave benefits, including:

* Maternity and Adoption Leave (up to 52 weeks of leave and up to 26 weeks of contractual pay).
* Shared Parental Leave (allowing staff on maternity or adoption leave to share up to one years’ leave and up to 26 weeks contractual pay with their partners).
* Maternity Support (Paternity) Leave (up to two weeks of leave at contractual pay).
* A range of paid and unpaid special leave to support parents and carers.

### **Leadership expectations**

In 2020, HMPPS launched the Leadership Code as a tool to inspire leadership behaviour and provide a reference for what employees should expect from their leaders. Work to refresh the Leadership Code to meet today’s needs and make it more accessible and inclusive has been completed, and its remit widened to include all of the MoJ and its agencies. The Leadership Code specifies what kinds of behaviours will make leaders stronger and more capable in the MoJ. It is based on key areas for development: Leading Me, Leading Others, and Leading the Organisation. As part of the Code launch, an e-learning package is available to all staff, with bite-sized tips on how to improve your leadership skills, aligned to the code and its behaviours.

The refreshed Leadership Code sets out nine standards of what good leadership looks like in the organisation. We are committed, through training and support, to ensuring all our leaders exhibit these behaviours and actions when leading work and managing staff.

Leading me:

* Be self-aware
* Know your strengths and impact
* Be curious
* Develop yourself

Leading others:

* Believe in people
* Communicate with purpose
* Role model inclusive behaviour
* Show you care

Leading the organisation:

* Contribute to a shared vision
* See the bigger picture
* Embrace innovation

**The HMPPS People Manager Handbook**

The HMPPS People Manager Handbook was created and launched in July 2023 as a key reference tool for all line managers in HMPPS. The handbook has been designed as a single document that builds line management capability by increasing confidence and competence on key people management topics. The tool includes links to all people management policies and guides on how to successfully navigate these. The document will be updated twice yearly to maintain relevance.

### **Leadership training/sponsorship**

**The Leadership Journey Route 1**

We developed the Leadership Journey Programme as a strategic solution to increase leadership capability, leadership effectiveness, and the learning culture. This culture is developed by innovating how leadership development is done, with a new approach involving all levels of leadership and as OneHMPPS across prisons and probation. The approach has been piloted at 13 sites across Yorkshire and the North-East; also called ‘Route 1’. The pilot programme involved both vertical (learning together within your organisation) and horizontal sessions (learning across peer groups from multiple organisations). The pilot concluded delivery at the end of July 2023, followed by a period of in-depth evaluation of the programme.

**A New HMPPS Leadership and Management Offer**

Following the completion of The Leadership Journey pilot, we have begun the development of a new strategic approach for Leadership and Management for all leaders in HMPPS.

The new approach moves to role-based packages for all leaders across Prisons, Probation, and YCS. The content of each package will address management capability and all elements of leadership as articulated in the HMPPS People Manager Handbook and the newly refreshed Leadership Code. It will also meet needs that vary based on role and the specific contexts across HMPPS, embedding psychologically informed practice throughout. The new programme is under development and will be delivered at the beginning of 2024.

**The Leadership Journey Route 2**

We developed The Leadership Journey Route 2 and rolled it out at the 20 sites across England and Wales with the highest retention risk. Along with tackling the risk, Route 2 is intended to develop the leadership and teamworking at these sites. . The interventions for each site were based on diagnostic activity completed with the sits, and the bespoke interventions were based on priority areas for development.

Delivery at these sites was completed in May 2023.

**Leadership School**

Every one of us has the potential to be a great leader. That’s why each year we inspire and develop our employees through two Leadership Schools: one in Daventry in June and the other in Manchester in October. Participants hear from internal and internal experts in leadership, have time to identify and reflect on their own leadership style and focus on what leadership behaviours they excel at and role model, as well as explore those that they’d like to unleash to enhance their impact. Anyone who leads in MoJ can apply and this year, 2023, we had over 900 applications for 400 places with 200 colleagues attending in June and another 200 in October.

The school starts with a virtual session where participants ‘break the ice’ and meet each other in 10 power action learning groups. On days two to four, participants meet face to face and explore what leadership means to them supported by guest speakers, coaching sessions, expert workshops, and reflection time. The learning doesn’t stop there; as part of the school’s alumni, participants are supported for the following year with activities to help them implement their learning, role model great leadership and make a difference. With a good pedigree, MoJ’s Leadership School has become an iconic event on the learning calendar. Watch out for advertisements to apply for 2024’s schools in March 2024.

**Learning to Lead (Formerly Aspiring Leaders**)

Learning to Lead is a programme to support all staff across MoJ to understand their potential and strengths, how to navigate their careers, and to develop both confidence and personal competence. It’s aimed at those staff who are not in managerial/leadership roles currently but who may be considering opportunities in the future. Recognising the scale of this need, the programme has been designed to contain a digital platform, webinars, and face –to-face delivery.

An initial digital platform will provide signposting to a number of resources, including TED Talks, hints, and tips to encourage self-learning and reflection. Then, face-to-face learning will be provided to staff that successfully pass through a selection process and, therefore, have demonstrated an aptitude and attitude for taking the next step in their careers. The face-to-face sessions will include a strength-based personal assessment and classes in areas specifically selected by participants.

Delivery will occur in phases. There is already significant resource available on our intranet pages to support those seeking promotion or personal development. Phase 1 will add to this and create a digital platform where the above resources are combined with new information and interactive learning. It is anticipated that the digital platform is available from December 2023. Phase 2, for delivery in February, will introduce the face-to-face opportunity with request for interest to attend this opening in November 2023.

**Conversion to Operational Manager**

We are developing a scheme to enable non-operational staff to take up operational roles in the Prison Service. This aims to provide more development routes for non-operational colleagues whilst also filling operational vacancies with people who have a variety of experiences. The programme will open for applications in Spring 2024 for an initial cohort.

**Spark**

Spark is a fast-track talent scheme that enables existing staff with high leadership potential to accelerate through the grades to Head of Function by developing skills and leadership behaviours.

**Luminate**

Luminate is a sponsorship scheme where Band 9s to Band 11s from under-represented ethnic backgrounds are matched with SCS sponsors. It aims to invest in diverse talent and increase ethnic minority representation in Senior Civil Service roles. Alongside the sponsor element, the scheme also involves action learning sets, community learning days, and other development support.

### **Performance Management**

Honest and open conversations between staff and their line managers are central to our approach towards performance management. These conversations occur every eight weeks and provide the opportunity to discuss objectives/goals, aspirations, development, strengths, wellbeing and any barriers to performance. Performance management is supported by the regular use of recognition and reward, which is covered in the ‘valuing your work’ section. If you would like to access further information about any of the above, please speak to your line manager or visit the HMPPS Intranet**.**

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## **Valuing your work**

## **A range of employee benefits**

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| **We recognise the brilliant job that our staff do on a day-to-day basis – there are a number of benefits available to you which go beyond pay. This section provides an overview of those benefits, which we hope staff make use of.** |

### **Pay (including the pay award process)**

Like other public sector workforces such as the Police, teachers, or the NHS, pay for the majority of prison service staff is determined through an annual pay round process. In this process, the Government provides recommendations to an independent pay review body. Recommendations from the Prison Service Pay Review Body (PSPRB) are also informed by evidence submitted by recognised trade unions. The PSPRB considers factors such as inflation and the cost of living, comparable job markets and pay, and affordability. They also conduct their own research of the Prison workforce.

### **Future earning potential**

There are great opportunities for salary progression in the Prison Service. Staff who meet the required performance and capability standards are eligible to progress within their pay band, meaning an annual increase to their salary. For example, within 2 years, a Prison Officer on the 2023/24 national pay rate working 37 hours a week (£30,902) could be earning £32,539.

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### **Reward & Recognition scheme**

The Reward and Recognition (R&R) policy provides the opportunity to recognise colleagues individually or as a team for their exceptional contributions.

Rewards can be in the form of cash bonuses and electronic vouchers via an employee rewards platform called [Vivup](https://justicerewards.vivup.co.uk/). Employees can be rewarded with e-vouchers for their favourite retailers or choose to make a charitable donation.

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### **Employee benefits portal**

Prison Service employees have access to a wide range of lifestyle savings, which include deals on shopping, bills/broadband, travel, and entertainment.

Employees can enjoy discounts at thousands of top retailers, ranging from restaurants and supermarkets to travel and leisure getaways, major online and high street retailers, and local stores. The three main types of discounts available are: E-vouchers/reloadable cards, online discount codes, and cashback.

It’s never been simpler to access your employee benefits, with everything accessible in one place via the [Vivup platform](https://justicerewards.vivup.co.uk/). You can also make savings on the go with a simple tap using the Vivup App. The app provides access to instant discount vouchers that can be used at the checkout whilst shopping and the ability to top up reloadable vouchers quickly whilst on the go, making regular savings easier.

### **Salary Sacrifice Schemes – including Cycle to Work & Gym Memberships**

We are part of the cycle to work scheme, which can save employees up to 47% on the latest bikes, equipment, and accessories. You pay nothing upfront, and payments are taken from employees’ gross monthly salaries, leading to savings on tax and National Insurance Contributions.

Employees can join the gym membership scheme, which enables you to enjoy discounted membership at over 3,000 participating clubs (including gyms, health clubs, yoga studios, and more) across the country. The Gym Membership Scheme is a net pay deduction scheme, whereby a deduction is taken from your Net pay and, therefore, has no impact on your Tax or NI contributions.

### **Pension benefits**

Prison Service employees are members of the Civil Service Pension ‘Alpha’ Scheme, which is a Defined Benefit (this means staff will be provided with annual estimates of the benefits they could receive on reaching pension age) scheme. This provides a secure pension for life with no investment uncertainties (as there are with other occupational schemes). Public sector schemes are still among the best occupational pension schemes available. The contributions made into the scheme are one of the lowest in the public sector (currently around 4.6% of your pay) and as the employer, we make a significant contribution (currently 27% of your pay). Staff can also top up the pension they build through Additional Voluntary Contributions (AVCs) or by making additional payments into the scheme.

Employees have the option to take a tax-free lump sum after retiring. The scheme also offers a package of benefits payable to an employee’s spouse/partner and/or dependents, including a tax-free lump sum payment, were the unfortunate to happen and the employee passes early. Details of the Civil Service Pension scheme can be found on the following link: [Home - Civil Service Pension Scheme](https://www.civilservicepensionscheme.org.uk/).

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### **Sick pay**

We believe in creating a workplace environment that supports wellbeing and empowers staff to look after their health. HMPPS recognises that employees may be absent from work due to ill-health from time to time during their employment. During such absences, we provide employees all possible help and support to encourage a swift recovery and return to work. Sick pay entitlements vary across different business groups and they depend on whether staff are on pre-modernised or modernised Terms and Conditions.

For staff new to HMPPS, on modernised Terms and Conditions, sick pay entitlement is subject to an employee’s length of service up to a maximum of 10 months sick pay in a four-year rolling period. Entitlements vary, for example, they are different in the Probation Service. For more information, please speak to your line manager.

### **Annual leave and Time Off in Lieu (TOIL)**

New employees in the Prison Service are entitled to 25 days’ annual holiday (rising to 30 days after 10 years’ service), eight public holidays, and one extra privilege day. Due to the 24/7 nature of operational roles, employees in these roles are expected to work on some public and bank holidays. If a public or bank holiday falls on a working day, employees will be entitled to take the leave on a different day.

Staff may occasionally be asked, or can volunteer, to work additional hours to support a prison’s regime or to maintain a safe, decent, and secure environment for staff and prisoners. When staff are required to work more than their conditioned hours, they can normally opt between being remunerated with pay (payment plus), where payment plus hours are available, or by being compensated with TOIL (time off in lieu), which works much the same as flexi-time arrangements, as additional hours can be banked and redeemed at a later date (with time away from work). Staff can accumulate TOIL and take the hours back at a time that is convenient for both them and the prison. Hours banked using the TOIL facility do not expire and can be gained or taken at any time in year.

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### **Blue Light Card scheme**

Prison Service employees can access the Blue Light Card scheme, which is a discount service for the emergency services that grants thousands of discounts online and on the High Street. For £4.99, members of the Blue Light community can register for two-year access to more than 15,000 discounts from large national retailers to local businesses, across categories such as holidays, cars, days out, fashion, gifts, insurance, phones, and more. Further information is available here: [Welcome to Blue Light Card](https://www.bluelightcard.co.uk/).

### **Travel costs**

Employees who need to travel for work to attend training, meetings, events, or are carrying out other duties can do so by booking travel through the Business Travel contract. The services available include rail bookings, hotels and accommodation, taxi, flights, ferries, and the Eurostar. Our aim is that for staff to not usually need to claim back spending via expenses; using the booking portal should reduce the financial pressures on staff when conducting their roles.

Employees are still able to claim for some or all travel costs if booking outside of the supplier if necessary, as outlined in the HMPPS Travel and Subsistence policies (PSI 15/2012 and PI 17/2015) , which are available to view on the Intranet.

For more information on the Business Travel supplier, rates or the Travel and Subsistence policy, please refer to HMPPS’ Intranet and the SSCL MyHub pages.

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### **Other employee benefits**

* The Prison Service is part of the **property rental deposit loan scheme**, which allows employees to borrow some of their salary upfront to pay for rental deposits. This is then repayable from salary payments over up to a year. Further information can be accessed here: Thousands of tenants set to benefit from deposit loans - GOV.UK (www.gov.uk)
* If you are in a role that places you in a higher risk of contracting a disease like flu, then you will be eligible for a **free annual flu vaccination**.
* As a Prison Service employee, you will have access to a **free onsite gym** at your establishment where available.
* Employees who regularly use Display Screen Equipment will be eligible for a **free eyesight test** at Specsavers. Information about the application process can be found on SOP, and you can obtain a voucher through [MOJ VDU Requests](https://corporate.specsavers.co.uk/Live/CorpClientPortal/ep.aspx?c=015440) for your e-voucher.

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## **Enhancing our offer – what’s next?**

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| **Whilst this document hopefully provides a useful overview of our current offer for those working in the Prison Service, we are committed to ensuring that we remain a great place to work into the future. To achieve this, the department is working hard to develop further initiatives that enhance this offer. Below is just a selection of the work that is currently underway to achieve this.** |

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### **Prison Officer level transfer scheme**

We are developing plans to support the ease of voluntary level transfer for Band 3 prison officers to different establishments on an annual basis. Having this will not only allow employees to learn and develop new skills but also allow them the opportunity to gain an insightful experience that will equip them with the confidence to do their job. Following extensive consultation and engagement, the pilot went live on 2nd October 2023.

### **Coaching and Mentoring Approach**

All great leaders and employees have coaches and mentors to help them to work through tough issues and develop their careers. Coaching and mentoring has many benefits, including increasing confidence and capability of both the person providing the mentoring or coaching, and the person receiving it. Later in 2023, MoJ will be launching a new coaching and mentoring platform for employees to request a coach or mentor. Qualified coaches will be available to work with you online or on a one-to-one basis to support your development.

These sessions typically last an hour, and you’ll have up to six coaching sessions; mentoring tends to be a longer-term relationship, which guides your through career opportunities and offers advice from experienced people in your field of work We will send you an advertisement later this year to sign up for a coach or mentor. If you’re a qualified coach or mentor, you can offer your services to others using this scheme, and for those who want to become coaches we offer an 18-month apprenticeships scheme that’s fully funded by MoJ.

### **An innovative approach to OH**

As part of innovating our services, HMPPS’ Occupational Health provider has developed a digital tool to enable employees to gain fast-track virtual physiotherapy intervention. This new approach means employees can self-refer and it bridges the gap between onset of musculoskeletal symptoms and the need for face-to-face physiotherapy.

### **Enhancing our flexible working offer**

Under the new ‘shaping a new employee offer’ programme, MoJ aims to modernise working arrangements by introducing even more family-friendly and flexible ways of working, underpinned by a new rostering tool. The modernised working arrangements will apply to all staff, including operational staff, who currently face restrictions with flexible working.

This will support MoJ to achieve its ambitions, which include:

* Making MoJ a modern employer that offers family-friendly ways of working to all staff;
* Opening the door to a range of alternative contracts and working patterns that can be offered to both new and existing staff;
* Improving retention rates by allowing staff to work more flexibly;
* Increased productivity through reduced sickness absence and increased wellbeing, driven by greater opportunities to achieve a better work/life balance;
* Better outcomes for offenders, other service users, and better/safer working environments for employees through more consistent and fuller delivery of services/regimes; and
* Increased financial efficiency through more effective use of the workforce, improved retention, and therefore, reduced recruitment activity.

A new rostering tool will act as an enabler to expand flexible working. In addition to supporting the current suite of flexible working options, it will also facilitate the introduction of new ways to manage and deploy the workforce, including the use of:

* Annualised working patterns – which will allow the number of hours worked in any given week/month to vary, introducing term time working and satisfying a need for this type of flexible working for any other life event or circumstance;
* Demand Led Flexible Rostering (DLFR) – which will act as an alternative to the current ‘fixed shift’ and ‘Team Based Self Rostering’ (TBSR) models of deploying the workforce. DLFR aims to address the rigid and inflexible nature of the fixed shift model and introduce some of the flexibilities of TBSR whilst maintaining a balance against delivery priorities.

### **Professional Standards and Behaviours**

HMPPS is committed to upholding high standards of professional behaviours that enable people to be their best. The new HQ structures and OneHMPPS will bring together a range of support and work on professional standards and behaviour in a new Group. The Professional Standards and Behaviour Group will offer responsive and active support to identify and tackle unacceptable behaviour from staff towards others (building on the work of the existing Tackling Unacceptable Behaviours Unit). It will also offer practical support and expertise to help leaders and teams build capability, drive behavioural change, and raise professional standards and behaviours across HMPPS. Inclusion will be at the heart of our new group, and we will have specialist inclusion support to understand and meet our public sector equality duties along with our legal and policy requirements. In addition, we will offer specialist support related to professional standards and behaviour within a criminal justice setting.

Alongside this, we are undertaking work to look at how we apply our policies and practices in respect of bullying, harassment, and discrimination. This will enable us to identify what action is needed to drive further positive culture change, and build on the progress we are making to improve people’s confidence and trust in the system, and speak out when things aren’t right.

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