



HM Prison &  
Probation Service



**HM PRISON  
SERVICE**

Public Sector Prisons

# **HMPPS Submission to the Prison Service Pay Review Body**

HMPPS (England & Wales) Evidence

2024/25



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# Introduction

## Executive Summary

### Government Evidence and PSPRB Remit

- a. This document sets out the evidence from His Majesty's Prison and Probation (HMPPS), provided to the Prison Service Pay Review Body (PSPRB) to inform the 2024/25 pay round. HMPPS is an Executive Agency of the Ministry of Justice (MOJ) with responsibility for prisons and probation in England and Wales.
- b. In December 2023, the Chancellor of the Exchequer agreed to run a usual pay round, with an open remit set for all public sector pay review bodies. As such, the remit letter sent by the Minister for Prisons on 20 December 2023 places no restrictions on the PSPRB.
- c. The 2023/24 and 2022/23 pay awards delivered substantial pay increases to front-line prison staff and an important reset of the Prison Service pay structure. Against a challenging labour market in recent years, the Prison Service has experienced recruitment and retention challenges. We are now seeing an improving, stable national staffing picture.
- d. We have asked that the PSPRB make affordability a critical part of its consideration when making recommendations for the 2024/25 pay round. The early, tentative indications regarding the impact of recent pay awards on recruitment and retention have been positive. Resignation rates have fallen, and recruitment rates have increased. Through exit interview data, we see that Pay & Reward is no longer one of the top 5 ranked 'primary reasons for leaving', at number seven. Given that staffing levels are stabilising at the national level, and that Pay & Reward has moved down the list of primary causes of attrition, we cannot be wholly certain of the link between a pay award this year on a similar scale to the previous two rounds and an increase




in recruitment and retention that represents value for money against other departmental priorities.

- e. We have now asked that the wider economic position, and in particular, inflationary pressures that have been felt in recent years across the Department's budget, are considered by the PSPRB. On page 6 we have set out the Department's affordability position and the impact of an unaffordable pay award on both prisons and the wider justice system.

#### 2024 Pay Proposals

- f. Our pay proposals for 2024/25 hope to achieve a difficult balance between what we consider to be the best possible pay award for staff for the year ahead, acknowledging our operational challenges on retention, recruitment and capacity, affordability for the Department, and a continuation of our long-term reward strategy for prison staff.
- g. Our proposals recommend a headline increase is applied to all Fair & Sustainable (F&S) staff. The PSPRB are invited to consider the value of such increases, but at the same time are asked to be mindful of the Department's overall affordability position and need to manage pay bill growth. We will also be applying an increase to Band 2 Operational Support Grades – our lowest paid staff – effective from 1<sup>st</sup> April 2024 to meet the National Living Wage.
- h. Secondly, our proposals seek to achieve structural reform across the F&S pay structure, by shortening the ranges and removing the pay band overlaps, incentivising progression and protecting the promotion policy objectives. The proposals also seek to further close the gap between Closed Grade and F&S pay, providing a financial incentive for Closed Grade officers to opt into F&S.
- i. Continuing from the evidence provided in previous submissions, we consider the continued use of Market Supplements to be an effective tool for investing in a minority of localised sites that experience acute recruitment and retention challenges. We continue to monitor retention at relevant sites following the full erosion of 'Amber' Market Supplements and partial erosion of 'Red' and 'Red Plus' Market Supplements in the 2022/23 award and continue to assess the



impact of this alongside the substantive investment made in the 2023/24 award. Last year (2023/24), the PSPRB paused recommendations on Market Supplements and maintained the 2022/23 settlement. Our pay proposals will further outline our commitment to maintaining the 'Red' and 'Red Plus' Market Supplements for 2024/25.

### Content of the evidence


- j. This document sets out our detailed pay proposals for 2024/25, as well as a range of evidence and information to assist with the PSPRB's work, including context on government and departmental affordability, strategic priorities, and details of operational and policy developments across the prison estate and priorities for prisons over the coming years.
- k. The document also provides the information requested by the PSPRB in its 2023/24 report. In some cases, where projects and policies are in development, we have committed to providing further information at oral evidence. Where the data required needs to be shared on an official-sensitive basis, this will be done so directly with the Office of Manpower Economics.
- l. This document is comprised of two chapters:

*Chapter 1: Pay Proposals – this chapter will set out our pay strategy and pay proposals for 2024/25.*

*Chapter 2: Evidence of key developments, priorities, and areas of investment for the coming year and beyond.*


## **The Remit Group**

- m. The PSPRB remit group comprises all Prison Governors, Operational Managers, Prison Officers and Operational Support Grades (OSGs) in both Closed Grades and in F&S – the two pay structures that exist within the workforce. There is also read across to the vast majority of non-operational and semi-operational roles due to the common pay and grading structure within HMPPS.

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- n. The costs presented in this evidence submission are for HMPPS. HMPPS is responsible for adult offender management services in the community and custody, and for youth custody across England and Wales, within the framework set by the Government. HMPPS is an Executive Agency of the MoJ.
  - o. The Agency currently manages His Majesty's Prison Service (HMPS), Youth Custody Service (YCS) and the Probation Service. In addition, it oversees private sector provision for offenders, managing contracts for privately run prisons and youth custody facilities and prisoner escort services.
  - p. HMPS works to protect the public and reduce reoffending by delivering the sentences and orders of the courts by supporting rehabilitation and helping offenders to reform their lives, whilst ensuring best value for money from public resources within a custodial setting.

## **Affordability**

- q. The PSPRB's 2023/24 pay recommendations exceeded the cost of HMPPS' pay proposals, as laid out in the 2023/24 evidence pack. Following careful consideration, the Government accepted, in full, the 13 PSPRB recommendations. As a result, we estimate that the 2023/24 pay recommendations will cost MoJ £145 million, £55.1 million more than the cost of proposals HMPPS submitted to the PSPRB (£89.9m).
- r. Although the PSPRB's 2023/24 recommendations exceeded the £89.9 million cost of the Department's recommendations for Prison Service pay, MoJ accepted them to improve the competitiveness of the pay offer and with the aim to improve recruitment and retention. The increased financial pressure of meeting these recommendations led to difficult reprioritisation decisions within the Department. As laid out in the remit letter, it is hoped that the PSPRB's proposals for 2024/25 will strike a balance between fair pay and value for money for the taxpayer.
- s. Following the PSPRB's 2023/24 recommendations, we uplifted the base salary of Band 3 Prison Officers (on the national rate, 37 hours with unsocial




hours) by £2,022, and by £2,400 for Operational Support Grades (OSGs). This included an unsocial working hours allowance increase of £400 for OSGs. Compiling all recommendations accepted from the PSPRB, this amounts to a pay increase of 10% for Operational Support Grades (with unsocial hours allowance increase) and 7% for Prison Officers on standard rates. Although still important for our staff, exit interview data shows that when staff are asked what the primary reason for their departure is, Pay & Reward no longer features in the top 5 causes cited. This potentially reflects the high level of pay awards which have been delivered over successive pay rounds to Prison Service staff. These awards have been managed, albeit with difficult decisions made on reprioritisation, within our funding allocation. However, the overall funding and affordability picture remains challenging both for HMPPS and the Department.

- t. The economic climate of the past few years has been characterised by high inflation and government-wide financial pressures. As a result, and given the PSPRB recommendations exceeded affordability in 2022/23 and 2023/24, the MoJ will not be in a position to provide a similar pay award without reducing funding for other key elements of the Criminal Justice System. We therefore request that the PSPRB give due consideration to the affordability of their recommendations, given the Department's position.

## **Macroeconomic context**

- u. The economy fared better last year than many forecasts had predicted at the start of 2023 and revisions to gross domestic product (GDP) show that the economy also recovered more strongly from the pandemic than previously thought. However, in recent months, the economy has been more subdued with increases in interest rates, necessary to bring down inflation, having weighed on growth in advanced economies including the UK. The economy ended 2023 in a technical recession, having contracted over the final two quarters of the year.
- v. Inflation has more than halved from its peak in late 2022 but remains above the 2% target. Returning inflation to the 2% target is critical for sustainable



growth, though it will not fall in a straight line to get there with domestically driven pressures continuing to have an impact. The Bank of England forecast that inflation will return to the 2% target in the second quarter of 2024 before rising slightly again towards the end of the forecast period.

- w. To combat high inflation, the Bank of England has raised interest rates to 5.25%. This has resulted in additional borrowing costs for many mortgage-holders, businesses, and government. The Government is committed to supporting the MPC to bring inflation back to target by aligning fiscal with monetary policy. Further borrowing, above what is forecast, would add to inflationary pressure which would put upward pressure on interest rates potentially causing them to stay higher for longer.

## **Labour Market Context**

- x. Settlement data are the most comparable data to PRB (Pay Review Body) decisions, as they are a direct measure of consolidated pay awards, and so are not affected by broader labour market factors such as changes to working hours. According to XpertHR, median settlements across the economy have been between 5.0% and 6.0% so far in 2023-24, making the award for the Prison Service slightly ahead of the wider economy.
- y. Wage growth has started to ease from the historically high levels seen in the summer of 2023, and is forecast to moderate further as the labour market loosens. In their November 2023 Economic and Fiscal Outlook, the OBR forecast that earnings growth will fall below 4% this year and to around 2% in 2025. This measure of average earnings growth has historically been higher than average pay settlements, as it is affected by compositional changes in the labour force and factors such as changes to working hours.
- z. Indicators suggest that recruitment difficulties have continued to ease over the last year and the number of vacancies has declined for 19 consecutive months. There are challenges at present in interpreting recent labour market forecasts, with both the most recent Bank of England and OBR forecasts produced ahead of the re-introduction of the Labour Force Survey in February





2024, which had been suspended since October 2023. Nonetheless, recent forecasts anticipate that unemployment will rise over the coming year. The OBR forecasts that unemployment will rise to 4.6% in the middle of 2024, and remain at this rate until the end of 2025, before falling back to 4.1% at the end of the OBR's five-year forecast horizon

- aa. The increase in unemployment is expected to ease the level of vacancies across the private and public sector, supporting recruitment and retention across PRB workforces. Public sector workforces will also benefit from higher job security over this period given redundancies have historically been concentrated in the private sector during periods of rising unemployment.



# 1: Pay Proposals 2024/25

## Key Strategic Objectives

1.1 This year's proposals focus on five clear strategic objectives:


- To **support recruitment and retention**;
- **Protect the promotion policy** by ensuring staff receive 10% on promotion;
- **Removing the overlaps between the pay bands**;
- **Shorten the pay ranges** at Bands 8 to 11; and
- Remain within the Department's **affordability envelope**.

## Overview of Prison Service Pay Proposals 2024/25

1.2 HMPPS proposals for the 2024/25 round build on our work to improve the recruitment and retention of operational staff within the Agency's allocated funding. We are also proposing changes to the structure of F&S that will better control and reduce the cost of future in-year progression increases (as they would be smaller), incentivise promotion within our managerial grades and align our treatment of these grades with previous reforms of the officer grades. These structural changes will be crucial to allow us to move forward with our strategy for the future and maintain the integrity and purpose of F&S.


1.3 **Recruitment and retention** – investing in a headline increase for all staff in F&S. Raising the Band 2 spot rate (our lowest paid staff) from 1st April 2024 to meet the National Living Wage.

1.4 Due to the current band overlaps, it may be necessary to make further adjustments to Band 10 Outer and Inner London maxima to ensure staff receive 10% on promotion from Band 9 maximum, as per our promotion policy objectives. This does not, however, alter the cash value increase for those




below maximum, which will remain the headline increase determined by the PSPRB.

- 1.5 We will increase the Band 2 spot rate from 1 April 2024 to meet the 2024 National Living Wage. We would have liked to target additional investment here in recognition of the OSG role being a gateway to being a Prison Officer. Our evidence supports the view that if a member of staff has been an OSG before becoming a Prison Officer, they are more likely to remain in the role. We are, however, constrained in our ability to do this by affordability issues.
- 1.6 Applying the same headline increase across each of the Bands 3 and above in F&S, alongside a small number of structural reforms, serves to eradicate overlaps between the pay bands and protect the promotion policy by ensuring staff receive 10% on promotion. This is a key proposal to encourage staff to take the promotion route into senior roles and strengthen our talent pipeline into senior leadership roles.
- 1.7 **Moving the F&S Band 11 to a spot rate** and investing in staff with experience to reward a wider skill set. HMPPS want to incentivise experienced Band 10 Governors to apply for the Governor posts at large and/or complex establishments, which are graded at Band 11. Moving the Band 11 role to a spot rate will offer a financial incentive for experienced Band 10 Governors to seek promotion to these challenging Band 11 Governor roles in more complex environments and recognises their experience in the Governor role.
- 1.8 **Structural reforms** – investing in progression from the pay band minimum to maximum in Bands 8 to 10. Progressing through the pay ranges with the acquisition of experience in role is a common and integral feature of Prison Service pay structures. Reaching the maximum within 5 years – as has been typically reflected in progression increases in previous years – is no longer considered to be an accurate reflection of the time it takes to become competent in the role. HMPPS and the PGA now consider 3 years to be a more accurate and appropriate journey time at Bands 8-10 and our range



shortening will move us towards this future vision (notwithstanding the fact that annual progression is not guaranteed within F&S under any model).

- 1.9 A shorter pay range provides more scope to both reduce the time that it will take to progress from minimum to maximum and to achieve this with smaller annual progression increases. This will, in effect, enable us to better control the cost of in-year progression in the future and support our vision to move towards a “rate for the job” pay structure that aligns to market conditions.
- 1.10 Shortening the pay ranges provides clear headroom between all pay range maxima, and the minima of the next higher band. Removing the overlaps between bands will help to reduce the instances of ‘leap frogging’ on promotion, which we were largely able to address in Bands 2-5 in 2022/23.
- 1.11 Increasing the rates of tornado and dirty protest allowances, as they have not been increased since 2017 and 2016 respectively. HMPPS wish to incentivise staff to undertake tornado training and deployment to incidents, rather than working Payment Plus and providing ‘bedwatches’ at their home establishments for very similar rates of pay.
- 1.12 Pay proposals for our senior operational staff and leaders represents an **affordable award for HMPPS**.
- 1.13 By **targeting investment in F&S** pay, there will be a continued positive pay differential in favour of the new F&S structures over the Closed Grades. Closing this gap between old and new rates and removing the two-tier workforce has been a long-term ambition. As a result of 2023/24 pay award, this gap has been closed in the majority of instances, with F&S pay overtaking that of Closed Grade counterparts. This makes the pay structures more transparent and reduces the numbers of staff on outdated terms and conditions, with a single pay framework that is market facing.
- 1.14 The PSPRB recommendation for 2023/24 marked a watershed for F&S salaries in overtaking the majority of the Closed Grade pay rates and the



PSPRB acknowledged that there will be no more pay awards recommended for those who would benefit from opting in. As a result, over 80% of the Closed Grade population opted into the F&S equivalent grade and will benefit from our proposals for F&S this year. We will continue to make a proposal only for those few remaining Closed Grades that do not yet benefit from opting in.

- 1.15 The impact of the 2023/24 pay award is not yet evident in centrally collated recruitment and retention data. However, individuals with uncompleted applications have been informed of the 2023/24 pay award and a number of these applicants have resumed their applications. This could indicate the pay award was a factor in their decision making, but further analysis is needed. Early indications from exit surveys are showing that since the last two pay awards were announced, pay and reward has become less likely to be the key factor for leaving and has dropped out of the top 5 drivers of attrition (see Annex B). Nevertheless, the data does not yet reflect a period long enough for us to draw any conclusion on trends or possible impact. It would, therefore, be premature to continue to invest heavily in pay, over and above our agreed funding envelope, without sufficient time to have elapsed for us to compile a longer time span of data, enabling us to evaluate the benefits of last year's award. Our proposals target specific aspects of the pay offer and negate any fundamental changes to allowances.

## **Summary of Pay Proposals 2024/25**

- 1.16 The pay proposals for 2024/25 and their estimated costs are summarised in the table overleaf. See further detail, including policy drivers and rationale in the following section.

**Table 1: 2024/25 Proposals – Summary with costs<sup>1</sup>***(Figures are rounded, so individual proposals may not equate exactly to total figure)*

<b>Recruitment and Retention / Headline pay awards</b>			<b>Costs £m</b>
<b>1</b>	Band 2	Increase to meet the National Living Wage	7.3
<b>2 to 8</b>	Bands 3 to 12	Headline increase for all staff as a fixed cash value derived as a percentage of the national pay range maxima / spot rates (value to be proposed by the PSPRB)	Value to be proposed by PSPRB.
<b>Structural Reforms</b>			<b>Costs £m</b>
<b>9</b>	Bands 6 & 8 - 10	Shorten pay ranges to 10%. Staff to move with the new minimum after relative position increases.	2.4* <i>*May be some slight variance depending on value of PSPRB proposed headline award</i>
<b>10</b>	Band 11	To become a spot rate and staff to move to this.	0.2
<b>11</b>	Band 10	Further adjustments to Band 10 Inner and Outer London	Included in proposal 9
<b>Affordability and Targeted Investment in F&amp;S</b>			<b>Costs £m</b>
<b>12</b>	Closed Grades	A non-consolidated award for staff who cannot opt-into F&S (value to be determined by the PSPRB).	Value to be proposed by PSPRB
<b>Ensure Progression from Minima to Maxima within 3 years</b>			<b>Costs £m</b>
<b>13</b>	Bands 3 & 5	Progression of one pay point for those below maxima.	13.6
<b>14</b>	Bands 6 & 8 – 10	Progression of 3.33% (capped at maxima). No non-consolidated balance payments.	4.2* <i>May be some slight variance depending on value of PSPRB proposed headline award</i>
<b>Affordability - other allowances</b>			<b>Costs £m</b>
<b>15</b>	Tornado	Increase of 40%	0.3
<b>16</b>	Dirty Protest	Increase of 40%	0.5
<b>17</b>	Unsocial/ RHA	No increase to either of these allowances in 2024/25	0
<b>18</b>	Payment Plus & OSG overtime	No increase to the rate of Payment Plus or OSG overtime	0

<sup>1</sup> Estimated cost figures are based on data as at October 2023, apart from proposals 15 and 16 which are based on data from 2022/23. On-costs are based on 2023/24 rates.



## Detailed Pay Proposals

1.17 This section sets out the fine detail of the above proposals which are grouped around specific strategic headlines:

- **To support recruitment and retention;**
- **Protect the promotion policy** by ensuring staff receive 10% on promotion;
- **Remove the overlaps between the pay bands;**
- **Shorten the pay ranges** at Bands 8 to 11; and
- Remain within the Department's **affordability envelope**.

This evidence includes a joint statement with the PGA in relation to supporting proposals that protect the promotion policy, reducing the overlaps between pay bands and shortening the pay ranges.

### **Support Recruitment and Retention**

***We propose (for F&S Bands 2-5 and Bands 6-12):***

- 1.18 **Proposal 1:** Increase to the national spot rate at Band 2 to remain compliant with National Living Wage. Outer and Inner London values will be increased by the same amount to maintain existing differentials.
- 1.19 **Proposal 2:** Headline cash value increase worth a percentage of the national maximum to each pay point in Bands 3 and 5 – this is worth proportionately more for those lower down the pay scales.
- 1.20 **Proposal 3:** Increase worth a percentage of national spot rate to the spot rates at Band 4.
- 1.21 **Proposal 4:** Increase worth a percentage of national spot rate to the spot rates at Band 7.
- 1.22 **Proposal 5:** Cash value increase worth a percentage of the national maximum in Bands 8 and 9 – this is worth proportionately more for those lower down the pay scales.



- 1.23 **Proposal 6:** Cash value increase worth a percentage of the national maximum at Bands 10 – this is worth proportionately more for those lower down the pay scales.
- 1.24 **Proposal 7:** Cash value increase worth a percentage of the national maximum in at Band 11 - this is worth proportionately more for those lower down the pay scales.
- 1.25 **Proposal 8:** Increase worth a percentage of the national spot rate to the spot rates at Band 12.
- 1.26 Given values are intended as a cash value calculated as a percentage of the national pay range maxima or spot rates, where spot rates do not apply, the increases are worth proportionately more to those lower down each pay range with pay points or open ranges.
- 1.27 Rates are to be consistent across the pay zones to maintain existing national to London differentials as set out overleaf at **Table 2**. The differentials are not intended to increase this year due to the intention to award cash values based on national maxima or spot rate rather than a percentage. There may be an exception to Band 10 (see proposal 11), where further small adjustments are proposed to protect the promotions policy of a 10% increase upon a one band promotion.



**Table 2: National to Outer London / Inner London Differentials**

Available Band	Like for Like Weekly Hours Work Pattern	Differential on Maxima
		National / Inner London
3	41 hours Inc. ACH* & 20% UHW**	£6,238
3	40 hours Inc. ACH & 20% UHW	£6,064
3	39 hours Inc. ACH & 20% UHW	£5,889
2 to 5	39 hours Inc. ACHP*** & 20% UHW	£5,839
3	38 hours Inc. ACH & 20% UHW	£5,714
2 to 5 & 7 to 9 & 11	37 hours Inc. 20% UHW / RHA****	£5,539
10	37 hours Inc. 20% UHW / RHA	£5,539
2 to 5 & 7 to 9 & 11	37 hours base pay	£4,616
10	37 hours base pay	£4,616
		National / Outer London
3	41 hours Inc. ACH & 20% UHW	£4,102
3	40 hours Inc. ACH & 20% UHW	£3,987
3	39 hours Inc. ACH & 20% UHW	£3,872
2 to 5	39 hours Inc. ACHP & 20% UHW	£3,839
3	38 hours Inc. ACH & 20% UHW	£3,757
2 to 5 & 7 to 9 & 11	37 hours Inc. 20% UHW / RHA	£3,642
10	37 hours Inc. 20% UHW / RHA	£3,642
2 to 5 & 7 to 9 & 11	37 hours base pay	£3,035
10	37 hours base pay	£3,035

\*Additional committed hours


\*\*Unsocial hours working

\*\*\*Additional committed hours pensionable

\*\*\*\*Required hours addition


### *Additional Rationale and Key Drivers*

- 1.28 Using cash sums equivalent to a percentage of the national maximum figure applied to all points, minima and maxima, rather than the same percentage applied universally, allows us to target the award at those lower down their respective pay ranges, for whom it represents a slightly higher percentage increase.
- 1.29 HMPPS has seen significant investment in pay in 2022/23 and in 2023/24; another round of high investment is not affordable or sustainable. It is particularly important that increases at Band 3 are not worth more than the



bands above it as this would lead to upward encroachment through the pay bands and create disincentives for promotion and career progression. This is an issue that we are already beginning to experience as a result of the additional increase awarded at Band 3 effective September 2022.

- 1.30 While we are not proposing a particular value for headline increases this year, we do ask the Review Body to be mindful of the issues above and of the Department's overall affordability position.
- 1.31 The full impacts of the 2023/24 and 2022/23 pay awards are not yet known, however, early indications are positive, with individuals resuming applications once notified of the 2023/24 pay scales. In the latest published data, we see that the resignation rate among Band 3-5 prison officers stands at 8.3% (12 months to December 2023); this represents a 2.4% reduction since December 2022. At the same time, pay and reward no longer appears in the top 5 primary reasons for staff attrition, evidenced by exit interview data. Our proposals this year, therefore, represent an investment that delivers awards that we consider to be reasonable while balancing the need to control pay bill.
- 1.32 The National Living Wage is rising to £11.44 (£22,095 p.a.) from 1 April 2024. The Band 2 spot rate will be uplifted to match the National Living Wage from 1 April 2024. The proposed increase to the Band 2 spot rate is an £740 increase to meet our statutory obligation to comply with the National Living Wage. Therefore, when the pay award is applied for 2024/25, Band 2 staff on the National rate will have already received the increase to £22,095 in April 2024 when they were uplifted to meet the National Living Wage. Given there is no requirement to uplift to meet National Living Wage in April, staff in the Outer and Inner London Zones will receive their award retrospectively (backdated to 1 April) following announcement of the PSPRB outcomes. For staff in the National Zone, however, a retrospective award will only be received if an increase above National Living Wage (and the increase already received in April) is recommended by the PSPRB. This group of staff will not get the recommended increase (if higher than the National Living Wage) on top of the National Living Wage increase received in April 2024, but the pay award will 'top-up' the overall increase.

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- 1.33 Ensuring a slightly higher cash value increase at Band 4, compared to Band 3, will help mitigate the current issue where pay on promotion from a Market Supplement site, when staff are working more than 39 hours a week, can go above the Band 4 spot rate and require their pay to be addressed through marked-time arrangements.
- 1.34 If headline pay award values differed by band, it would significantly lessen the financial incentive for promotion and would not support our principle of protecting our promotions policy. This would have a particular impact at Band 3 (as a result of the significant increase to Band 3 in 2022/23), on promotion to Band 4 at sites with market supplements. Currently, using the 2023/24 pay rates:
- a National Band 3 working 2 ACHP (Additional Committed Hours Pensionable) with unsocial hours allowance and a red plus market supplement earns £37,798;
  - a National Band 3 working 4 ACH (additional committed hours non-pensionable) with unsocial hours allowance and a red plus market supplement earns £40,143; and
  - on promotion from Band 3 to a National Band 4 working 2 ACHP with unsocial hours allowance, the employee earns £38,542. This is only £744 more than a Band 3 working 2 ACHP with unsocial hours allowance and a red plus market supplement, and £1,601 less than a Band 3 working 4 ACH with unsocial hours allowance and a red plus market supplement.

## **Structural Reforms**

### ***We propose (for F&S Bands 8-11 only):***

- 1.35 **Proposal 9:** Reducing the length of pay ranges to 10%, from 20%, at Bands 8 to 10 by increasing the minima at Bands 8 to 10 as in **Table 3** below. Staff in scope will move with the new minimum but no relative position within pay range will be maintained.

- 1.36 **Proposal 10:** Move the Band 11 pay range to a spot rate of the maximum and all staff move to this spot rate. This offers a real financial incentive for Band 10 Governors to seek progression to Band 11 Governor roles as an Operational Manager in a more complex environment.


**Table 3: 2023/24 National Pay Ranges with Bands 8 to 10 Shortened to 10% in Length and Band 11 becoming a Spot Rate**

Band	Min	Max
Band 8	£50,784	£55,862
Band 9	£65,042	£71,546
Band 10	£71,604	£78,764
Band 11	£89,091	£89,091

- 1.37 **Proposal 11:** Additional increase to the Band 10 Outer London and Inner London rates to ensure that staff receive the full 10% increase on promotion from the Band 9 maximum to Band 10 in Outer and Inner London.
- 1.38 Maintaining the current differential of National to London rates as set out in **Table 2** above, with the exception of Band 10, as explained in proposal 11.

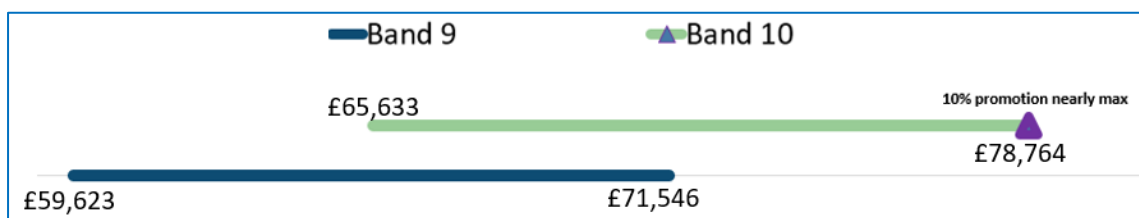
#### *Additional Rationale and Key Drivers*

- 1.39 We want to build upon the structural reforms that were endorsed by the PSPRB in 2022 for Bands 3-5 and in 2023 for Band 7 by implementing the next stage of reforms in the higher bands.
- 1.40 By reducing the length of the pay range, we are also able to move away from high progression awards in the future whilst at the same time giving HMPPS more flexibility in recognising the length of time staff take to become fully proficient. We expect most staff to be fully competent in their role within three years, which is the same expectation at Bands 3 and 5 with the three pay points in those bands.

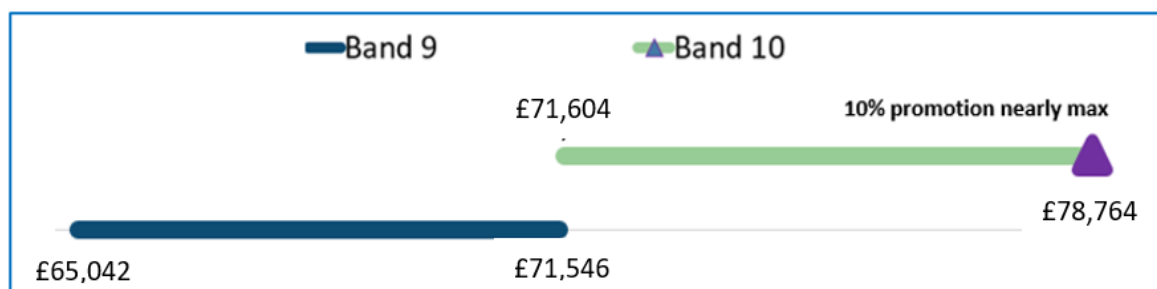
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- 1.41 Reducing the pay range to 10% in length allows for staff to progress to the maximum of the pay band in three years based on 3.33% annual progression. In previous years, progression for Bands 8 to 11 had been 4%, with the expectation that staff progress to the maximum of the band within five years in pay ranges that are 20% in length. These reforms enable progression to the maximum to be made in three years with a lower annual progression percentage figure of 3.33%.
- 1.42 Shortening pay ranges will assist HMPPS in managing pay progression in the future and moves us towards our future vision to pay the rate for the job, based on market values.
- 1.43 Shorter pay ranges will address pay range overlaps, where staff from the lower band overtake staff in the band above them on promotion. This is particularly pertinent, but not exclusively, on promotion from the Band 9 maximum to Band 10. In the case of Band 9, in the national range, staff are currently promoted to near the maximum of Band 10, and in Inner and Outer London you exceed the maximum with the 10% promotion increase and are therefore capped at the maximum of Band 10. This leads to morale issues for managers who effectively earn less than the staff they are managing and acts as a disincentive for those in the lower band seeking promotion.
- 1.44 As a consequence of promotion disincentives, we see increased reliance on backfilling roles through temporary cover. Diagram 1, overleaf, illustrates the overlap between the national Band 9 and Band 10 ranges and the promotion from Band 9 maximum to Band 10 with the current (2023/24) pay ranges. Diagram 2 shows the removed overlaps at Band 9 and 10 with our proposed

pay range shortening for 2024/25, whereby staff will no longer be able to earn more than their manager.

**Diagram 1: Band 9 and Band 10 National 2023/24 pay ranges and Promotion from Band 9 maximum**



**Diagram 2: Band 9 and Band 10 National 2023/24 pay ranges and Promotion from Band 9 following 10% range shortening**



- 1.45 Moving to a spot rate at Band 11 will enable us to recognise the competence and experience of Band 10 Governors progressing to Band 11 Governors. We recognise that typical career progression is for a Band 10 Governor of a prison to progress to a Band 11 Governor of a more complex prison. Currently Band 10 Governors at the maximum and who are, therefore, deemed as competent Governors, upon promotion to Band 11, start on 70% of the way through the pay range based on 2023/24 pay scales. We believe a spot rate at Band 11 reflects that Governors are already competent in their role but are being paid at the Band 11 rate due to demands that a more complex or challenging environment brings with it. That they should not have to progress through the pay range to reach the maximum, when they are already competent in their Governor role, rather than the higher Band 11 rate, is a reflection of the environmental challenge they face.

## Joint Evidence with the Prison Governors Association (PGA)

1.46 We are pleased to inform the PSPRB that following a series of constructive talks with the PGA, we have agreed with them our general principles of reducing the overlaps between the pay bands, further pay range shortening and progression through the pay ranges within no more than three years. These principles are the basis of the structural reform proposals.

1.47 The PGA have agreed to the following statement:

*“The PGA have confirmed support of the following HMPPS principles:*

- *Reducing pay range overlaps;*
- *Shortening the pay ranges for Bands 8 to 11; and.*
- *Progression through the pay ranges (from minimum to maximum) within no more than three years.*

*The PGA are in agreement with HMPPS that these principles will help to reduce instances of leapfrogging upon promotion and prevent managers being paid less than the staff they manage. This will also help to incentivise promotions, particularly to Band 8, as currently the Band 8 minimum is lower than the Band 7 spot rate. Swifter progression from minimum to maximum will also enable staff to maximise their earnings potential (within Band) more quickly.*

*The PGA endorsement of these particular principles does not, however, necessarily indicate agreement with the Government proposals to the PSPRB more generally.”*

## **Maintaining a targeted approach to recruitment and retention**

***We propose (for F&S Band 3 Prison Officers only):***

1.48 Maintaining the Residual Market Supplements, as the payments currently stand at £2,000 for ‘Red’ sites and £3,500 for ‘Red Plus’.



### *Additional Rationale and Key Drivers*


- 1.49 The full detail of rationale and key drivers can be found in chapter 2.
- 1.50 While we have seen overall improvements in recruitment and retention nationally, concentrated challenges at specific sites remain. It is, therefore, critical that we maintain targeted Market Supplement payments to support operational capacity where required.
- 1.51 We do not support the erosion of Market Supplements for the 2024/25 pay round, and we continue to monitor retention outcomes for the risk of reduced morale and staff retention at sites which have previously had Market Supplements either partially or full eroded. This is as part of our wider work to monitor retention across all sites.
- 1.52 There also remains a clear need for Market Supplements, given capacity pressures and staffing challenges at specific sites. Market Supplements were recently expanded at HMP Stocken, Swaleside and Elmley due to significant staffing and stability challenges.
- 1.53 The PSPRB have previously cited pay system complexity as part of their rationale for seeking to erode Market Supplements. This issue has mostly been resolved due to the progress we have made in closing the gap between F&S and Closed Grades and encouraging opt-in to F&S.

### **Targeted investment in F&S only and incentives for staff to “opt in”**

#### ***We propose:***

- 1.54 **Proposal 12:** No pay award for Closed Grades to increase the pay lead that F&S now has over the Closed Grades and, therefore, incentivise more staff to opt into F&S.
- 1.55 This is with the exception of a proposed non-consolidated and non-pensionable award for those staff who would still be unable to opt into F&S without financial detriment. As with the consolidated headline increases for





staff in F&S, the PSPRB are invited to consider the value of the non-consolidated award proposed for this group of staff.

### *Additional Rationale and Key Drivers*

- 1.56 For the first time since F&S was launched in 2012, the 2023/24 pay award made it possible for most<sup>2</sup> Closed Grade staff at Band 3 to contemplate opting into the F&S Band 3 with a pay increase post implementation of the award.
- 1.57 Further increasing the F&S pay scale maximum in 2024/25, combined with proposing no pay award for Closed Grades, will mean that post-implementation of the pay award, we will be able to offer more of those staff who remain on closed terms the opportunity to opt into F&S and receive a pay increase.
- 1.58 Enabling more Closed Grade staff to be in scope for being able to financially benefit from opting into F&S through an increase to F&S pay scales will also bring them into scope for future increases in F&S, removing the need for further investment in Closed Grades.
- 1.59 In future we will continue to invest in the F&S bands and incentivise staff to opt-in and have no plans to submit proposals to invest in Closed Grades in future years.


### **Closed Grades - Uniformed staff and Phase One Operational Managers on closed (pre-F&S) pay arrangements**

#### ***We propose:***

- 1.60 **Proposal 12:** No pay award for Uniformed staff and Phase One Operational Managers on closed (pre-F&S) terms who would benefit financially from opting into F&S. This is the same as the 2023/24 PSPRB's recommendations for those staff to be rewarded by opting into F&S terms which will enable them

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<sup>2</sup> It was financially advantageous for all closed terms Band 3 staff with the exception, as described above, of some of those still in receipt of a Local Pay Addition (LPA).



to receive a pay rise. We propose making a non-consolidated award – with the value to be determined by the PSPRB - to any Closed Grade staff who would not benefit financially from opting into their F&S equivalent band following implementation of the 2024/25 award.

- 1.61 HMPPS will only be focusing investment for employees on F&S terms and we will no longer consider investment in closed terms. Employees will not be compelled to move into F&S, but HMPPS will no longer be investing outside of that pay framework. For those limited number of Closed Grades where it would not be financially beneficial to opt-in, they will receive the non-consolidated award detailed in proposal 12.

#### *Additional Rationale and Key Drivers*

- 1.62 This proposal recognises the significant contribution of Closed Grades with their F&S colleagues in all custodial settings. However, by making pay awards available by joining the F&S pay scales, we are signalling our investment in F&S scales and encouraging staff who wish to receive consolidated awards to opt into F&S terms.
- 1.63 The PSPRB will be aware that all staff on closed terms and F&S work to the same job description. There is no difference in duties.
- 1.64 Notwithstanding the proposals above, we will remain compliant where necessary with the Government's National Living Wage in the Closed Grades.
- 1.65 There are still a limited number of Closed Grades in receipt of higher value Local Pay Additions where an opt-in to F&S is still not financially viable. These staff will receive the non-consolidated, non-pensionable lump sum payment.


## **Affordability - Pay Progression in F&S**

### ***We propose:***

- 1.66 **Proposal 13:** Eligible staff in Bands 3 and 5, who are not subject to formal poor performance measures, will progress to the next pay point following pay point uplifts effective 1 April 2024.
- 1.67 **Proposal 14:** Assuming the pay ranges are reduced to 10% in length (proposal 9), eligible staff in Bands 8 to 10 who are not subject to formal poor performance measures will progress by increasing pay by a further 3.33% (subject to maxima) in addition to headline increases and / or any uplifts as a result of pay range shortening.
- 1.68 There is no progression at Band 11, subject to the above proposals to restructure this Band to a spot rate.
- 1.69 There is no progression at Bands 2, 4, 7 or 12, as these pay Bands are spot rates.
- 1.70 As in previous years, we propose that staff who are subject to formal performance measures will not receive pay progression. This cohort of staff are those who have received a formal written warning in relation to their performance. This will have followed prior conversations and attempts by management to support improved performance.
- 1.71 Despite no longer having a system in which pay progression is linked to end of year performance markings generally, we do firmly believe that performance issues having escalated to this stage is a clear marker that these staff are not meeting the expected standards and/or competence in their role to progress towards the maximum of the band.

### ***Additional Rationale and Key Drivers***

- 1.72 3.33% progression supports our aim for staff to reach the maxima within three years, reflecting full competence within a role and mitigates any potential equal pay risk attached to paying staff below the maximum 'rate for the job' to



which colleagues have already progressed. As detailed in the joint statement with the Trade Union above, this is a proposal that the PGA support.

- 1.73 We expect most staff to be fully competent within their role within three years. This is the same expectation at Bands 3 and 5 and where a 3 pay point progression system already exists.

### **Affordability – Other Allowances**

- 1.74 **Proposal 15:** We propose increasing the tornado payment rate by 40%. The current rate of £24.86 per hour for officers would rise to £34.80 per hour. The current rate of £19 per hour for OSG's would rise to £26.60 per hour. This allowance has not been reassessed for a number of years and HMPPS is now finding it difficult to incentivise staff to volunteer for tornado deployment when the tornado rate for Officer's is only £2.86 more than the Payment Plus rate of £22 per hour that can be achieved within the home establishment. Staff are, therefore, opting to work Payment Plus hours rather than volunteering for tornado with the demands that the training and routine deployment then make of them.
- 1.75 Operation Tornado is activated by Gold Command when an incident occurs that requires additional staffing assistance. Officers who are asked to attend an incident will receive the additional payment.
- 1.76 **Proposal 16:** We propose increasing the dirty protest payment rate by 40% (consistent with the proposed increase to the tornado rate). The current half day (up to 4 hours) rate of £10 per period would rise to £14 per period. The current whole day (more than 4 hours) rate of £20 per period would rise to £28 per period.
- 1.77 This payment is a compensation payment for officers to cover the personal discomfort endured during periods of duty, including physical contact, with non-conforming prisoner(s) engaged in a dirty protest.

### *Additional Rationale and Key Drivers*

- 1.78 The dirty protest payment rates have not been increased since 2016 and the tornado payment rates since 2017. Therefore, it will have been 8 years in the case of the dirty protest payment, and 7 years in the case of the tornado payment rates since they have been reviewed with a resultant increase in payment rate.
- 1.79 A large proportion of Payment Plus is underpinned by a bonus incentive payment, so staff can already receive additional payments above the Payment Plus hourly rate. Increasing the tornado payment rate to £34.80 per hour will put this rate at £12.80 more per hour than the Payment Plus hourly rate and will serve as financial incentive to attract staff to undertake tornado duties.

### Unsocial Hours Allowance and Required Hours Addition

#### ***We propose:***

- 1.80 **Proposal 17:** No increase to the unsocial hours or required hours addition allowances in 2024/25.

### *Additional rationale and key drivers*

- 1.81 There is no evidence to support the further increase of these allowances at this time following uplifts in 2022/23. We must not divert from these allowances being a true recognition of unsocial hours working. HMPPS would be open to possible challenge if these allowances were suspected of being operational allowances in 'disguise'.
- 1.82 We are cognisant of equal pay implications and are therefore keen to avoid moving too far away from what could reasonably be justified as higher pay which is solely in recognition of operational staff being required to work unsocial hours.

## Payment Plus and OSG Overtime

### **We propose:**


1.83 **Proposal 18:** No increase to the rate of Payment Plus and OSG overtime.

### *Additional rationale and key drivers*

- 1.84 There is no evidence that the enhanced rates already in payment are not attractive and we continue to have a plentiful supply of volunteers.
- 1.85 We are proposing to increase the tornado payment rate (proposal 9), and one of the reasons for this increase is to pay a rate higher than the Payment Plus rate to attract staff to work tornado. Increasing Payment Plus or OSG overtime rates will act in contrary to this proposal and will result in continued difficulty in recruiting staff to undertake tornado.
- 1.86 A large proportion of Payment Plus is underpinned by a bonus incentive payment, so staff can already receive additional payments above the Payment Plus hourly rate.
- 1.87 HMPPS do not wish to enhance the rates for Payment Plus or OSG overtime at this time when we are also conducting trials of alternative approaches to managing and deploying the workforce.
- 1.88 We are seeking to reduce the reliance on Payment Plus and overtime via recruitment and retention and flexible employment initiatives. Increasing the rate of payments runs contrary to these objectives. It will be in the better interest of staff not to rely on Payment Plus or overtime availability which can be erratic and is not a contractual entitlement, but to engage with the contractual options open to them now (e.g. Additional Committed Hours) or the more flexible options we are trialling. These options represent guaranteed income which is consistent and reliable.

### *Background*

- 1.89 Payment Plus was introduced in 2008 to replace all other additional hours and ex gratia payment schemes. It recognises that specific demands made on



staff time in a prison can be unpredictable and required at short notice, outside of planned shifts.

1.90 The Payment Plus rate will only be paid for additional hours working in the following circumstances:

- To staff a bedwatch
- To staff a constant observation
- To staff a Category A escort over and above the profiled staffing level
- To staff new accommodation and to cover temporary staff in post vacancies against the Target Staffing figure, where authorised by the Area Manager.

1.91 Payment Plus is only to be utilised in accordance with the criteria set out above. Volunteers will always be sought in the first instance, but where insufficient volunteers are available, Bulletin 8 procedures will apply. Bulletin 8 arrangements (Bulletin 8, paragraph 17) remain in place whereby staff may be asked on occasion to work more than their average weekly hours.

1.92 In August 2016 the rate of Payment Plus was increased from £17 per hour to £22 per hour and this rate is still in place. This increase was introduced to encourage more staff volunteers and, therefore, improve staff availability in support of prison stability and safety. OSG overtime was also increased by £5 at the same time to maintain parity with Payment Plus.

#### Other Allowances

1.93 **Operational Allowances** have increasingly been called for by the POA and PGA. Introducing such allowances (e.g. as another way to target operational staff) will not be supported by our current job evaluation scheme that already includes operational demands in the job weighting. To pay additional allowances such as this would undermine the core principles and foundations of F&S in a way that cannot be justified or supported by HMPPS.

## Closed Grade Allowances

- 1.94 Following the same rationale as that for no increases to Closed Grade salaries, we similarly do not propose further investment in Closed Grade allowances (including the Prison Officer Specialist Allowance). In 2023/24 a large proportion of Closed Grade staff were able to benefit financially from opting into F&S, and to increase Closed Grade allowances would impede our ability to work towards enabling the remaining staff to opt into F&S.
- 1.95 There is a common misconception that the Specialist Allowance sets Closed Grade officers (who map to Band 4 rather than Band 3 as standard) apart from other staff (such as Senior Officers) who map to Band 4 based on alternative factors. The reality is that there are various Band 4 job descriptions. The aspiration, therefore, is that all Band 4 staff should be paid the same, regardless of what specifically within their own job descriptions makes them a Band 4. This can now be achieved with Closed Grade Prison Officer Specialists able to gain financially by opting into the Band 4 spot rate.

## 2024/25 Opt-In

- 1.96 Following the 2023/24 pay award and the 2023 opt-in, 4,244 out of 4,661 (91%) Closed Grade staff could financially benefit by opting into F&S, and 3,414 staff (80% of those who benefited, and 73% of the Closed Grades overall) did opt into F&S (data as of 6<sup>th</sup> October 2023). This has dramatically reduced the size of the Closed Grade staff group. Continuing to invest in F&S for 2024/25 would allow for more Closed Grade staff to benefit from opting into F&S directly to the maximum.
- 1.97 During the annual opt-in exercise, a discretionary non-pensionable lump sum, calculated using the difference between Closed Grade pay and F&S pay from 1 April 2024 and the date they opt into F&S, will be paid to those who gain financially as a result of opting in.
- 1.98 Our proposal not to invest in the Closed Grades in 2024 is to further the progress made in 2023 in enabling more Closed Grade staff to opt into F&S. However, we also propose the same approach of no further investment in the





other Closed Grades, for whom opt-in may also be financially viable, but where staff, for whatever reason, have not yet chosen to do so.


- 1.99 In closing this chapter, we consider the proposals above maintain a balance between allowing the PSPRB the freedoms to make genuine considerations for the remit group, and achieving departmental strategic objectives, with the need to manage overall affordability and pay bill growth. We ask that the Review Body approach their considerations in the same way.



## 2: Evidence of key developments, priorities and areas of investment for the coming year and beyond

### Introduction


- 2.1 Though a fair pay settlement remains a priority for the Department, other major areas of workplace investment are ongoing. We recognise that according to exit-interview data, when leavers are asked what the primary driver is for their resignation, pay and reward now ranks as seventh overall, which is a departure from being consistently in the top five since the introduction of exit interviews in 2021. Importantly, we recognise the challenging situations that our staff are often exposed to and, therefore, we are improving the support that is available to them. Our Occupational Health (OH) package continues to offer mental health support through 24/7 counselling and the fast-tracking of trauma cases to its employed Mental Health Advisors. Following the pilot that was noted in the 2023/24 PSPRB written evidence, our OH provider has rolled out musculoskeletal support in the form of fast-tracked virtual physiotherapy interventions.
- 2.2 To improve the safety of all those in prisons, and to help avoid scenarios that require OH intervention, our £100 million Security Investment Programme was completed in 2022. We have deployed 75 additional x-ray body scanners (bringing coverage to the whole adult male estate) alongside our Enhanced Gate Security package that has been deployed to 42 high risk prison sites. The package includes 659 staff, 154 drugs dogs, and equipment such as metal detectors. Following this successful and effective rollout, we have committed through the Prison Strategy White Paper to equip all new prisons with Enhanced Gate Security and to invest in the security skills of all staff. These measures ensure that our staff can feel safer and better equipped to create positive outcomes in prisons.

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- 2.3 We are increasingly aware of the desire for flexibility and a greater work-life balance amongst staff. We are, therefore, Shaping a New Employee Offer (SANE0), which will increase the options for flexible working. We also recognise that our staff are looking for development opportunities to build a long, successful career at HMPPS. In June and October 2023, we delivered two Leadership Schools to develop the leadership skills of our employees and inspire them to take steps toward leadership in the Prison Service and HMPPS more widely. We have launched our sixth campaign of OSG to Prison Officer fast-track scheme, which offers skilled OSGs the opportunity to progress their careers as Prison Officers.
- 2.4 We continue to expand our workforce through multiple targeted schemes to attract new staff. As committed to in our 2023/24 pay evidence, we have launched an alumni scheme for Prison Officers. This offers a fast-track of the applications of those who have left the service in the past five years. Our Advance into Justice scheme, which helps Armed Forces leavers, veterans, and their spouses into Prison Officer roles. To help the shortfall of staff in certain establishments, in May 2023, we launched the Prison Officer Futures scheme. This recruits candidates to establishments with a strong record of recruitment and retention, but with the understanding that they will be placed at sites with more acute staffing needs for 23 months; they receive a financial uplift during this placement.
- 2.5 Other areas of non-salary-based investments from throughout 2023-24 are detailed comprehensively below.

## **Prison Environment**

### Prison capacity, and expansion

- 2.6 The adult male prison estate has been under acute pressure for the last 12 months, contributed to by surges in the remand population, a growth in the sentenced population, as well as a significantly higher number of offenders on recall.

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- 2.7 To help meet increasing demand, we have taken decisive action to increase capacity in our existing estate by c.2,000 places since September 2022 by doubling up cells where it's safe to do so, delaying non-essential maintenance, and maximising transfers to the open estate. In addition, by the end of this SR period, we will have invested nearly £4 billion towards the delivery of 20,000 additional modern prison places, which is the biggest prison build programme since the Victorian era. This will ensure that the right conditions are in place to rehabilitate prisoners, helping to cut crime and protect the public.
- 2.8 So far, we have successfully delivered c.5,900 additional places. This includes our two new c.1,700 place prisons: HMP Five Wells, which opened in 2022, and HMP Fosse Way, which accepted its first prisoners at the end of May 2023. It also includes, among others, c.500 Rapid Deployment Cells now in place across nine sites and a workshop at HMP High Down to support 90 new places, which was delivered ahead of schedule in March 2023, alongside 60 places delivered through a new houseblock at HMP Hatfield in December 2023.
- 2.9 We are undertaking major refurbishments at sites including HMP Birmingham, HMP Liverpool, and HMP Norwich to deliver c.800 places between them. The ongoing wing-by-wing refurbishment at HMP Liverpool will see the upgrading of every cell, bringing back into use 350 previously mothballed cells.
- 2.10 We are on track to have delivered around 10,000 new places in total by the end of 2025. This will include our third new prison, HMP Millsike, which will deliver around 1,500 places and new houseblocks at HMP Stocken and HMP Rye Hill, as well as hundreds more RDCs. We have secured outline planning permission for our fourth new prison near the existing HMP Gartree in Leicestershire, which will deliver a further around 1,700 modern places, as well as our fifth new prison next to HMP Grendon/Springhill in Buckinghamshire, delivering c.1,500 places.
- 2.11 We are also undertaking a major programme of fire safety improvement works across the estate in line with our commitment to the Crown Premises Fire



Safety Inspectorate to bring all prison accommodation up to current fire safety standards by the end of 2027.

2.12 We continue to assess the adequacy of the estate for rehabilitation purposes. In December 2023, we completed an estate-wide programme of surveys to assess the condition and the levels of investment required to keep them in good working order and ensure prisoners and staff are kept safe.

2.13 The Lord Chancellor recently announced a package of further changes that will reform the way we do justice, keep the public safe, and make prison work. This included:


- Legislating to ensure that rapists, as well as those convicted of equivalent sexual offences, serve the entirety of the custodial term handed down by the courts;
- Extending the Early Removal Scheme (ERS) so that we can deport more foreign national prisoners earlier;
- Introducing a presumption that sentences of twelve months or less are suspended;
- Legislating to allow prisoners to be held in overseas prisons;
- Reviewing the incentives around early guilty pleas to save the courts time, spare victims the ordeal of giving evidence in court, and cut the number of people in our prisons on remand;
- Looking at options to tackle the injustice of the now abolished Imprisonment for Public Protection (IPP) sentence and how the licence period could be reduced to restore greater proportionality to the IPP sentence;
- Reviewing our successful Home Detention Curfew (HDC) policy, in the context of the average sentence length increasing;
- Reviewing the use of recall for offenders on release who infringe the terms of their licence;

- A new annual statement of prison capacity to Parliament, including a clear statement of current prison capacity, future demand, the range of system costs that would be incurred under different scenarios, and our forward pipeline of prison builds;
- £400m of funding for new prison places, enough for 800 Rapid Deployment Cells; and
- Commissioning urgent work to assess new options for capacity, backed by an investment of £30m to start acquiring land and launch the planning process.

2.14 In the immediate term, however, demand continues to grow, and the pressure remains. As of 16 October 2023, the Lord Chancellor has decided to use the power in s.248 of the Criminal Justice Act 2003 to move some lower-level offenders out of prison on licence up to 18 days before their automatic release date. This is a temporary operational measure to alleviate pressure in regions where it is absolutely necessary to ensure that we can give effect to the order of the courts and hold prisoners in safe and decent conditions. We will continue to take all action necessary to maintain sufficient capacity in the estate, including legislating for the range of measures announced by the Lord Chancellor when parliamentary time allows.

2.15 The projected rise in the prison population will create an increased demand for staffing and higher target staffing figures across the country. Substantive recruitment efforts will continue at all sites where vacancies exist or are projected, with targeted interventions applied to those prisons with the most need. Staffing requirements will continue to be assessed and factored into vacancies up to 18 months in advance to ensure we recruit on time and build up the experience needed to continue to deliver safe and secure regimes. We will also continue to work with private providers to assess staffing demands across the estate.

2.16 For new prisons, we are applying lessons learnt on staffing and recruitment. For example, we have worked with the operator for HMP Fosse Way, Serco, from contract signature to ensure their plans are robust and that they are



managing recruitment and retention risks well, using learning from HMP Five Wells.

- 2.17 Serco began training new officers three months early, and they have brought in experienced staff from their existing prisons to support the ramp-up at HMP Fosse Way.

### Prison Safety

- 2.18 We are taking urgent action to improve prison safety and security, along with reforms to overhaul the prison system to focus on the rehabilitation of offenders.
- 2.19 The safety of our staff is of crucial importance, and we cannot expect prison staff to carry out their roles to the best of their abilities or remain in the Prison Service if they do not feel safe at work. The Police, Crime, Sentencing and Courts Act has increased the maximum penalty from 12 months to up to two years for those who assault Prison Officers.

### *Updated safety statistics*


- 2.20 In the 12 months to September 2023, there were 25,223 assault incidents, a 21% **increase** from the previous 12 months. Of these, 2,837 were serious assaults, also **up** by 21%. Rates of assaults and serious assaults per 1,000 prisoners both **increased** 14% to 300 and 34 respectively in the latest 12 months.
- 2.21 The rate of assaults in male establishments **increased** by 14% from the previous 12 months, whilst the rate in female establishments **increased** by 19%.
- 2.22 There were 8,516 assaults on staff in the 12 months to September 2023, a 16% **increase** from the previous 12 months.
- 2.23 In the latest 12 months, the rate of assaults on staff per 1,000 prisoners **increased** by 10% to 101 per 1,000 prisoners.

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- 2.24 The rate of serious prisoner-on-prisoner assaults **increased** by 19% to 25 per 1,000 prisoners, and the rate of serious assaults on staff remained unchanged at 9 per 1,000 prisoners in the 12 months to September 2023.
- 2.25 Self-harm: There were 67,773 self-harm incidents in the 12 months to September 2023, a 24% **increase** from the previous 12 months (a 17% **increase** in male establishments and a considerable 43% **increase** in female establishments). Over the same period, the rate of self-harm incidents per 1,000 prisoners **increased** by 17% to 805 per 1,000 prisoners. This consisted of an 11% increase in male establishments and a 38% increase in female establishments.
- 2.26 There were 12,292 individuals who self-harmed in the 12 months to September 2023, an 11% **increase** from 11,076 in the previous 12 months. The number of self-harm individuals per 1,000 prisoners increased by 5% to 146. The number of self-harm incidents per individual **increased** from 5.0 in the 12 months to September 2022 to 5.5 in the 12 months to September 2023.
- 2.27 Deaths in custody: in the 12 months to December 2023, there were 311 deaths in prison custody, an **increase** of 3% from 301 deaths in the previous 12 months. In the 12 months to December 2023, there were 93 self-inflicted deaths, an **increase** of 22% from 76 in the previous 12 months. Whilst the rate of self-inflicted deaths increased from 0.9 to 1.1 per 1,000 prisoners, rates of self-inflicted death have remained broadly stable over the last decade at a rate of 1 death per 1,000 prisoners per year.

#### Challenge, Support and Intervention Plan (CSIP)

- 2.28 To support staff in their understanding and use of CSIP, the framework for managing violence, we have rolled out Violence Reduction training (delivered via a workshop for trainers model), which includes CSIP and will help to provide existing and new staff with the right skills to implement CSIP effectively.



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- 2.29 During 2022, prisons undertook a self-assessment to demonstrate how well CSIP is functioning in their establishments. This has provided confidence that CSIP is embedded and being used effectively across the adult prison estate, as well as providing an opportunity to identify areas for continuous improvement.

#### PAVA and personal safety training

- 2.30 To maintain safety and protect staff and prisoners in very serious assaults, we continue to roll out PAVA, a synthetic pepper spray, in the adult male estate. Currently, 96 out of 97 sites have PAVA, and the remaining site is scheduled to have PAVA by the end of March.
- 2.31 PAVA has been introduced as part of a wider personal safety package alongside SPEAR (Spontaneous Protection Enabling Accelerated Response) training. This is to ensure that PAVA is used as part of a range of skills for staff to resolve and de-escalate incidents. The training is based on using the body's natural flinch reaction when faced with danger and focuses on pre-contact cues to give staff greater awareness of their surroundings. This is managed under robust governance and scrutiny of every use.
- 2.32 We fully recognise the value of interpersonal skills and how important these have been during this challenging time. PAVA is not intended to undermine this, and it remains the case that it should absolutely only ever be the last available option. We will be continuing to provide Five Minute Intervention training for trainers and actively promote the use of the skills it provides, as these enhance the interpersonal skills of our staff and encourage rehabilitative conversations.

#### Body Worn Video Cameras

- 2.33 We have rolled out a next generation body worn video camera solution which has increased the availability across public sector prisons to 13,000 cameras, with every Band 3-5 Officer on shift being provided with a camera.
- 2.34 The cameras can aid de-escalation and will provide high-quality evidence to support prosecutions against prisoners who commit assaults.

### Use of Force and Rigid Bar Handcuffs


- 2.35 HMPPS has developed a revised manual on control and restraint techniques that focuses on reducing the length of restraint. This also increases safety for both staff and prisoners in the application of restraint techniques that involve the use of simplistic manoeuvres to be able to apply rigid bar handcuffs on prisoners when required to resolve incidents. In light of this, HMPPS is providing enough rigid-bar handcuffs across the adult estate, so all staff (operational Bands 3-5) are able to carry them.

### Alternatives to wet-shave razors

- 2.36 Traditional wet-shave razors can be used by prisoners both as a weapon for assaults and to self-harm. We recognise the risks associated with the current wet shave razor provision and are concerned about the use of these razors in assaults against staff and prisoners, and their use in acts of self-harm. Some of these acts have caused serious injuries.
- 2.37 We have tested the outcomes of more targeted control methods in addition to alternative products to the current standard issue wet shave razors in seven sites across HMPPS. All sites have completed the pilot period and an evaluation is being undertaken. The final evaluation report is scheduled for completion in Spring 2024.


### Suicide Prevention – Postvention support and cluster deaths


- 2.38 We have designed an additional support service in conjunction with the Samaritans for prisons in the period following a self-inflicted death, with the aim of reducing the risk of further self-inflicted deaths. This involves additional training for Listeners (selected prisoners trained by Samaritans to provide emotional and wellbeing support to other prisoners), guidance for Governors and safety teams, and information materials for staff and prisoners to be used in the event of a self-inflicted death.
- 2.39 Our grant to Samaritans includes funding for this service to be maintained until March 2025.


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- 2.40 We have introduced a three-stage process following self-inflicted cluster deaths with escalation occurring following further death(s) or where additional support is considered necessary. A number of prisons are currently receiving additional support from the national safety team following a cluster of self-inflicted deaths. We will be introducing a number of ligature resistant cells across the estate, focusing on the highest priority prisons.

#### Training and Staff Support

- 2.41 We are developing and phasing in a new safety training package for staff (called Safety Support Skills training), which includes modules on suicide and self-harm, understanding risk, triggers, and protective factors, as well as training for staff on violence. The violence module equips staff to understand how to mitigate the drivers of prison violence and teaches them the skills required to hold difficult conversations, de-escalate effectively, and how to support the use of CSIP effectively.
- 2.42 Prison staff can face occupational hazards to their health and safety, such as assaults from prisoners. The rate of assaults on staff have increased by 10% over the last 12 months and are now at 101 assaults per 1,000 prisoners. As a result, we have continued to provide post-incident care teams, occupational health support and counselling for members of staff who are assaulted while doing their jobs.
- 2.43 TRiM (Trauma Risk Management) also forms part of the post incident care framework. This is a peer-led approach to encourage members of staff who have experienced a potentially traumatic experience (PTE) to be offered and seek help when they need it. TRiM has been rolled out across the adult estate (male and female) and the Youth Custody Estate. The training programme for the roll out was completed in April 2023. As of December 2023, there were 1292 TRiM Practitioners in place across Prisons and 356 TRiM Managers. The total number of TRiM team members stands at 1648.
- 2.44 We will undertake work to demonstrate the benefits of the next generation of body-worn video cameras.

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- 2.45 As part of the Prisons Strategy White Paper commitments, we are rolling out emotional resilience training and a peer support project into six prisons by March 2024. This includes a classroom session on emotional resilience, ideally delivered by someone with personal experience of life in prison, for all new prisoners in their early days of custody. It also includes the set-up of a peer support service where prisoners will receive training to provide wellbeing support and advice about navigating the prison environment to their peers. Peer Supporters will also reinforce the messages of the emotional resilience training.
- 2.46 We recognise that prisoner-prisoner debt can impact the safety and stability of a prison, driving violence, self-harm, and self-inflicted deaths. We have committed to tackling this issue through a major research study to help us understand the nature, extent, and repercussions of debt, which will report in January 2025. The study aims to improve our understanding of how debt is spread across the prison estate, understand the scale of the debt problem within the prison estate, and identify the violence and harm – against prisoners, prison staff, and friends and family in the community – that is driven by prison debt. This study should develop our understanding of debt and the consequences it has on the safety, security, and stability of prisoners and prison staff while identifying the appropriate actions to address debt. Additionally, the Debt Strategy guidance will be updated for all prisons in 2024, while site support remains ongoing.
- 2.47 A TRiM training programme continues to be progressed for Approved Premises. The initial pilot phase was successful, and 3 AP regions are live with TRiM teams in place. Planning is underway to progress the wider recruitment and training of TRiM teams across all regions of Approved Premises. Discussions continue with Probation around the implementation of TRiM with a possible introduction to test out a structure in the East Midlands region. A review of the TRiM Training programme was completed, and work continues across HMPPS to embed TRiM further in prisons and provide a support structure for practitioners and managers.

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- 2.48 Priorities over the next 12 months include the rollout and upskilling of staff in the new use of force policy framework, techniques, and rolling out the digital learning package. Rollout of the new techniques began in January 2024, with the rollout to local instructors completed by July 2024. Local staff will be upskilled as part of their annual refresher to ensure that there is no impact on resource accounting for current operational pressures and capacity issues within establishments.
- 2.49 The Prisons Strategy White Paper contains a number of measures to improve safety across the estate, including: 1) expanding and supporting our workforce to enable a greater focus on offender management and key work; 2) ensuring a more resilient estate by both building additional prison places and undertaking refurbishments with the current estate; 3) improving access to healthcare and substance misuse treatment; 4) creating a regime that supports safety; and 5) an increased focus on creating a secure estate.
- 2.50 We know that there is a link between staffing levels and prison violence which is why action to strengthen the frontline has a direct impact on prison safety. Rates of prisoner-on-prisoner and prisoner-on-staff assaults rose from the year ending March 2013 to the year ending March 2019 (before the pandemic), associated with a combination of workforce cuts and a rise in psychoactive substances.
- 2.51 Having larger numbers of prisoners to supervise per officer was associated with increases in rates of both prisoner-prisoner and prisoner-staff assaults in research published by Tartaro and Levy (2007). The pressures that the current recruitment/retention issues are placing on establishments has an undoubted impact on providing full and consistent regimes to prisoners, which has an adverse effect on prison safety. For this reason, we are constantly monitoring a wide range of data on the staffing picture across the estate, including Target Staffing Figures and Staff in Post and making interventions where necessary. Evidence tells us that staff-prisoner relationships are extremely important to avoid violent outcomes, as trusting relationships with caring and courteous staff who get things done and who exercise authority in a predictable and reasonable way foster less violent environments (McGuire




2018). Burnt-out staff can experience “compassion fatigue” (Sinclair et al., 2017) and, as a result, a direct impact on the relationship they have with prisoners is affected due to them becoming “emotionally detached” or “hardened emotionally” (Arnold, 2017).

- 2.52 Research suggests that the effects of crowding are mediated through staff-prisoner interactions and that the crucial factors in maintaining order are the availability and the skills of prison staff (McGuire 2018).
- 2.53 The key developments listed in the above sections contribute to creating a safer environment for both prisoners and staff. This helps to both retain our workforce and attract new entrants.

#### Offender Management in Custody (OMiC) and key work

- 2.54 His Majesty’s Inspectorate of Prisons (HMIP) published a joint thematic inspection of Offender Management in Custody (OMiC) pre-release in November 2022. A programme of work was put in place to respond to the recommendations, and a one-year final review of these responses was shared with HMIP.
- 2.55 A new, more flexible Key Work model will be a core part of the National Regime Model, which will be launched early this year. As part of this new Regime Model, a Quarterly Review Cycle will be introduced that will allow prisons to compare the delivery of regime against the prisons planned delivery outlined in plans at the start of that year. Prison Group Directors and Area Executive Directors will provide scrutiny and assurance over the completion of both the initial plan and quarterly review points.
- 2.56 A national quality performance measure for key work was developed and launched in August 2023 and is part of the Prison Performance Tool.
- 2.57 The OMiC Case Management Workload Management Strategy was launched in December 2022. This strategy makes use of a Case Management Support (CMS) model and provides the option of Probation Service Officers backfilling Prison Offender Managers (POMS) vacancies. Recommendations for task



prioritisation are also suggested for the establishment with the most critical staffing pressures.

- 2.58 As of 9 May 2023, all short-sentenced prisoners (< 20 months) are allocated to a Community Offender Manager at point of sentence. To improve the transition from prison to the community, the Legacy NPS and Legacy CRC distinctions have been removed, and the handover point for standard determinate sentences has been extended from 7.5 to 8.5 months.
- 2.59 To improve information sharing, in February 2023, it was agreed that all OMU staff could be provided with access to Delius, and probation POMs were given permission to take their work laptops into prisons.
- 2.60 A dedicated OMiC evaluation and research programme has been completed to support the ongoing development and improvement of OMiC delivery. The aims of the programme are:
- to ensure the best use of high-quality data and evidence to support evidence-led adaptive learning.
  - to generate new knowledge and build the evidence base.
  - to develop HMPPS' future capability to capture and measure changes, outcomes, and impacts of OMiC.
- 2.61 Findings and recommendations from the research will inform the development of the OMiC model and policy framework. The new policy framework and underpinning operating models are expected to be published in Autumn 2024.

## **Prison Security**

- 2.62 The threat picture in prisons and that encountered by prison staff is complex and ever-changing. Despite recent investment in prison security, we know that criminals continue to attempt to subvert our security measures and run criminal networks from within the prison walls. We, therefore, must keep adapting to these security risks and providing staff with the tools and training to respond to threats.



### Contraband in Prison

- 2.63 Contraband within prison has wide-reaching effects, including the increase of drug-related deaths, criminality within prisons, violence, drug debts, self-harm and suicide, and corruption.
- 2.64 Drugs pose one of the most serious challenges to prison security. Drug supply is also enabled by illegal mobile phone use by prisoners, which also drives victimisation, bullying, and crime, both within prison and extending into the community.
- 2.65 There were 14,724 incidents of drug finds in the year April 2022 to March 2023. This is a 17% decrease from the 17,700 finds incidents in the previous 12-month period.
- 2.66 Psychoactive Substances (PS) were present in 18% of drug find incidents during that period. PS are predominantly soaked into paper or fibres, making it easier to smuggle, and is the second most commonly known drug type find, after cannabis.
- 2.67 There were 7,837 incidents where phones were found in the 12 months to March 2023. This is a 2% decrease from 7,988 incidents in the previous 12-month period.

### Serious and Organised Crime (SOC)

- 2.68 SOC poses the single largest security threat to HMPPS operations. It is at the root of violence, exploitation, and drug supply. SOC creates significant operational challenges, including inhibiting the ability of staff to rehabilitate people. An estimated 10% of individuals in prison are involved in SOC. HMPPS has a dedicated national SOC operational function that works collaboratively with law enforcement and other agencies to identify and disrupt organised criminal activity in both prison and community settings.



## Drones

2.69 Drone sightings at prisons have increased in recent years. Between 2019 and 2021, 504 drones were either sighted, intercepted, or seized around prisons in England and Wales. Drones can be used to smuggle drugs, phones, and weapons that enable criminality behind bars. They can also be used to film prisons illegally. We are working hard to deter, detect, and disrupt the illegal use of drones around prisons.

## Key Developments


### *Security Investment Programme*

2.70 Our £100m Security Investment Programme, aimed at reducing crime in prisons, including reducing the conveyance of illicit items such as drugs and mobile phones, was completed in March 2022. This investment delivered:

- 75 additional x-ray body scanners, resulting in full coverage across the closed adult male estate. As of October 2023, we had recorded 46,925 positive indications, helping to tackle the supply of drugs and mobile phones into prisons.
- Enhanced Gate Security (EGS) at 42 high-risk prison sites (both private and public sector), implementing routine searching of staff and visitors. This includes 659 staff, 154 drug dogs, and over 200 pieces of equipment (archway and handheld metal detectors).
- The expansion of our Counter-Corruption Unit (CCU) to deliver our counter-corruption strategy. 167 new staff have been recruited into the CCU, including investigators based within Regional Organised Crime Units (ROCs).

## Development of a Multi-Agency Response to Serious Organised Crime (MARSOC)


2.71 Following our commitment to HM Treasury when receiving the funding, an evaluation of the Security Investment Programme has been conducted. This includes a process evaluation and outcome study of the three lines of defence




and a process evaluation of the fourth aim, the multi-agency response to serious and organised crime.

*Further key developments*

- 2.72 84 x-ray baggage scanners have been installed at 49 sites (45 prisons and 4 learning centres), building on the rollout of our body scanners, drug trace detection machines, and metal detection archways.
- 2.73 We have expanded our Serious and Organised Crime Unit through the recruitment of over 68 new members of staff since 2022. This will enable us to provide more specialist support for managing the threat of gangs and organised crime networks and strengthen our partnership working with law enforcement.
- 2.74 We have created a Crime in Prisons Taskforce to identify and expose systemic failings that allow continued criminality in prisons, enhancing our capabilities to disrupt crime, and ensuring that our evidence and investigations lead to more criminal justice outcomes.
- 2.75 New airspace restrictions took effect on 25 January 2024, creating 400 metre flight restriction zones around all closed prisons and young offender institutions in England and Wales. These restrictions mean police and prison staff will be able to identify suspicious drones quickly and take action against suspected criminal activity, as well as enhancing security by preventing illegal filming.
- 2.76 In the Prisons Strategy White Paper, we committed to a zero-tolerance approach to crime in prisons. As part of this, and the cross-Government 10-year Combating Drugs Strategy, we will:
- Equip all new-build prisons with security measures that contribute to cutting crime as standard. This will include Enhanced Gate Security, x-ray body scanners, and biometric visitor identification.
  - Invest in capability building for our staff, equipping them with the best possible security skills and practices.

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- Increase the number of next-generation drug trace detection machines in the prison estate. This will help prevent the smuggling of illegal drugs, including through the mail. We will add to the 95 public sector prisons that are already equipped with next-generation trace detection equipment by deploying an additional 20 new next-generation Smiths IONSCAN 600 trace detection devices, by March 2024. This will result in full coverage across the entire public sector prison estate for both open and closed prisons.
- 2.77 We are also investing in a Digital Forensics Facility to enhance HMPPS' Digital Media Investigation Unit's (DMIU) capability to interrogate mobile phones smuggled into jails to improve evidence and increase the number of successful prosecutions.
- 2.78 The security of prisons relies on having sufficient numbers of trained security professionals to be able to make full use of the capital investments we have made and to implement security measures. Evidence suggests that newer staff, especially those entering post-COVID with less experience of fully functioning operational regimes, can feel less confident in undertaking core security procedures and in understanding their role in mitigating security threats. Specialist training for those in security managerial roles is also vital to building effective resilience. Prison security directly impacts the working environments and conditions for Prison Officers, their wellbeing, exposure to traumatic events, and ability to carry out their roles effectively.
- 2.79 It is a realistic possibility that, where HMPPS staff face financial challenges, some staff may be less resilient to attempts to corrupt, due to the significant financial rewards offered. It is likely that this will be observed at a higher rate amongst those staff most likely to be at financial risk, particularly those with lower pay and fewer opportunities for career progression. It is also likely that staff identified to be in financial difficulty will increasingly be targeted by prisoners.
- 2.80 The vast majority of our staff are hardworking and dedicated. The Counter Corruption Unit (CCU) proactively detects, disrupts, and deters activities from the minority of staff within the workforce who engage in corrupt activity.



Furthermore, staff vetting plays an important role in ensuring we are recruiting a hardworking and dedicated workforce.


- 2.81 Enhanced Gate Security also protects staff who may be less resilient to corruption, as it reduces a route whereby prisoners can obtain illicit items brought into prisons.
- 2.82 Preventing crime within and orchestrated from prisons, and restricting the flow of drugs, mobile phones, and weapons into prisons, facilitates a safe environment where prisoners can be educated and engage in other rehabilitative activities, such as substance misuse treatment. In turn, an orderly estate enables prison staff to focus on operational delivery.
- 2.83 Investments made in prison security, most notably the Security Investment Programme, support the vast majority of our prison staff, who are hardworking and dedicated.

## **Delivering more purposeful activity**

- 2.84 We have continued the development of a new National Regime Model. This is a yearly cycle of regime planning, implementation, and review, which is designed to drive regime standards, safety, and delivery across the estate. The National Regime Model is a Prison Strategy White Paper commitment and a HMPPS strategic objective.
- 2.85 In March 2023, all prisons were required to develop a regime plan for the remainder of the business year. All prisons successfully completed a regime plan, with the majority striving to deliver a wider range of purposeful activities, dependent on the needs of their local prison population, while also expanding the regime offer to prisoners.
- 2.86 Regime planning has encouraged more prisons to run Tier 2 (extra-curricular) activities that are led by frontline staff and prisoners, with staff being encouraged to use pre-existing skillsets to expand the prison regime offer.



- 2.87 Heads of Reducing Reoffending took up new job descriptions in September 2023, making them the prison regime leads. We have worked closely with Reducing Reoffending colleagues to upskill individuals in these roles, providing teach-ins and an E-Learning package.
- 2.88 We are collaborating with the small grants team to pilot a new grants programme in three prisons to drive the delivery of Tier 2 activity, having identified the pilot sites from their progressive regime plans (HMP Ranby, HMP Pentonville, and HMP Drake Hall).
- 2.89 The recording of Tier 2 activity now feeds the Regime Dashboard, which is the first step in ensuring that prisons gain credit for all purposeful activity taking place in their regimes.
- 2.90 On the 22 January 2024, the National Regime Model was formally launched, embedding the yearly cycle of regime planning designed to drive regime standards, safety, and delivery into business as usual.
- 2.91 Regime planning will also include HMPPS National and Regional Priorities that prisons must deliver within their regime offer and asks prisons to set delivery commitments against the Purposeful Activity measures. A new Quarterly Review Cycle will allow prisons to compare the delivery of regime against the prison's planned delivery outlined in the plans at the start of that year. PGDs (Prison Group Directors) and AEDs (Area Executive Directors) will provide scrutiny and assurance over the completion of both the initial plan and quarterly review points.
- 2.92 From April 2024, a refreshed purposeful activity measure will report on the Tier 1 and 2 activities prisons are recording via NOMIS. This will form a picture of regime intent and delivery over the year, which in turn will support end of year moderation and in-year operational decisions.
- 2.93 The new HMPPS Settlement Model consists of three components: Initial, Transition, and Release. Settlement is a suite of new regime packages that support prisoners safely to settle, acclimatise, and thrive at key stages of their



custodial journey. In February 2024, the Initial Settlement model will begin to be piloted; the other two Settlement packages will follow shortly after.

- 2.94 The National Regime Model is a vehicle for not only the progression of regimes and the delivery of Purposeful Activity, but also for wider workforce change, providing the infrastructure and plan for prisons to implement positive workforce changes into their regimes successfully.


## **Improving Technology**

- 2.95 We are committed to expanding the use of digital and technology in our prisons. The Prison Strategy White Paper sets out the ambition to upgrade technology across the estate and move to digital by default ways of working within 10 years. Investment in technology in prisons will increase staff productivity and staff satisfaction by reducing the administrative burden on staff. This means staff time can be spent more meaningfully on core, purposeful tasks, such as running the regime, building on staff-prisoner relationships, and engaging more effectively with vulnerable prisoners. Improvements in technology will also support prisoners to use their time more purposefully and focus on their rehabilitation.
- 2.96 The Prison Technology Transformation Programme (PTTP) has now completed its rollout across the estate of the MOJ Official System to replace Quantum. We have replaced around 35,000 Quantum devices (including in HQ, prisons, and private prisons), with over 65,000 members of staff now transitioned to MoJ Official. The new technology will increase workforce productivity by delivering a modern, stable IT platform that provides staff access to the tools they need to perform their role and is cheaper to run. These devices are faster to use, meaning staff can reinvest that time in building quality relationships with prisoners.
- 2.97 Our flagship Launchpad Programme currently provides in-cell technology to a total of c.10,000 prisoners in 15 public sector prisons. We are delivering Launchpad to a further four prisons by March 2025. The self-service features on laptops reduce the administrative burden on staff, saving staff time and



improving process efficiency. In current sites with laptops, this time is now used in different ways, such as spending more time on the landing, running the regime, undertaking wing duties and having more meaningful interactions, and engaging with vulnerable prisoners. By spending more time on purposeful work, job satisfaction amongst staff is expected to increase. These laptops give prisoners the digital tools and technology to help maintain relationships, support health and wellbeing, and support their rehabilitation, including increasing digital literacy and digital confidence. More widely, the rollout of Launchpad is modernising the prison estate and creating systemic improvements such as being able to undertake national prisoner surveys and communicate with prisoners across the estate.


- 2.98 In-cell telephony is now also available across the vast majority of the estate. These phones are installed in prisoners' cells to enable closer family ties and improve safety on wings.
- 2.99 Replacing outdated data systems will also be key to helping staff and prisoners prioritise their time. We are developing new digital services that will replace NOMIS (the database that holds offender data). The new digital services will guide staff through the processes they need to follow, have a consistent look and feel, and enable staff to input information at the right time, intuitively, accurately, and more quickly. The systems will share data, be safer and more secure, and be easier to change. Sharing data effectively between digital services and improving data reporting will improve front-line and organisational decision-making and planning.
- 2.100 As part of a wider HMPPS business-led transformational change, all prisons now have some official prison video capability to support official consultations, including legal, parole, and probation, and court hearings when required. Official prison video enables the justice system to be more productive and efficient which helps to free up much-needed prison capacity by enabling court activity to take place over video without the need to transfer a prisoner to court and back. Official prison video is underpinned by the Book a Video Link Service (BVLS), which is a new custom-made digital service for courts and prisons. It was developed with the staff in prisons and courts who work



with video links. It replaces the inconsistent and time-consuming manual administration of video links with a standardised and easy-to-use booking process. BVLS allows self-service by HMCTS staff so they can search for prisoners, make and manage video slots for court hearings, and then receive an immediate notification of a successful booking. All bookings are automatically added to the prisoner's diary in the prison case-management system. To date, 14 prisons, 291 courts and 28 probation teams have access to BVLS, and we are working to expand access to more courts, prisons and probation teams, and other users.

- 2.101 We are developing a suite of new digital tools, including an Employment Readiness Checklist and Candidate Matching Tool (fed by a digital jobs board), to capture prisoners' education and employment progress, and support data-driven job matching. This system will be informed by Digital Personal Learning Plans that will plot a path through education and training, ensuring prisoners are making the best use of their time in custody, and record the courses and training completed. Once these tools are available, the work of Prison Employment Leads in matching prisoners to roles will be streamlined and save significant time.
- 2.102 We are also utilising technology to help staff support prisoners with their resettlement, with digital personal learning plans and resettlement passports. The learning plans, which are currently being rolled out this year, will make education information on all prisoners digitally available to every Prison Officer in a prison using Digital Prison Services. This will enable officers to see what courses a prisoner has completed, what education activity they are scheduled to attend, their level of functional skills, and their goals. This will reduce the administrative burden on staff who would previously have had to look for that information in different places and will enable more targeted conversations with prisoners and their key workers. In time, there will be even more, richer information available.
- 2.103 As part of our work to introduce Resettlement Passports, we will introduce two new digital tools that will bring together key information in one place for staff and prison leavers and make it easier for support to be put in place to address






known drivers of repeat offending. This will strengthen join-up and information sharing and improve engagement with services on release. We are taking an iterative, test and learn approach to passport implementation. This has included trialling an initial prototype of the Resettlement Passport, with over 3,000 already created whilst digital development is underway.

## **Prison Workforce**

### One HMPPS

- 2.104 The One HMPPS Strategic Portfolio is renewing focus on operational delivery at national and regional levels through a new area model and a review of staffing at HQ. The area model aims to decentralise appropriate decision-making to a more regional level and ensure a more seamless system across prisons and probation. Each of the seven areas bring together up to three prison groups with up to two probation regions and is led by a new SCS2 Area Executive Director (AED). AEDs are responsible for driving operational performance and improving collaboration between probation and prisons and with partners. The AEDs took up post in October and November 2023 and are now exploring opportunities to tackle local problems. By April 2024, they will be ready to set priorities for 2024-25, which are likely to include activities that improve recruitment and retention.
- 2.105 One HMPPS has also conducted a review of HMPPS headquarters. The approach has protected local operational staff from the savings required by the 2019 Spending Review, and the newly streamlined HQ has recommitted to a focus on supporting frontline operations.
- 2.106 Over the next 12 months, AEDs will work with their teams of Prison Group Directors and Probation Regional Directors to tackle local issues that affect performance, whilst working as a cadre to ensure consistency and efficiency across the country. These priorities may include activities that improve recruitment and retention. The HQ Review will realise savings for HMPPS in a way that protects frontline operational staff and ensures a streamlined HQ focused on supporting the operational frontline. This area does not interact




directly with prison workforce and pay, but it will create the right conditions for regional action and a better understanding nationally of the issues that operational staff face.

## Recruitment

### *Overview of recruitment outlook*

- 2.107 Over the past year, despite a competitive labour market, there are continuing indications of an improving national prison staffing position. Over the last year, there has been a substantial increase of 1,634 FTE Bands 3-5 Prison Officers (12 months ending 31 December 2023), representing a total increase of 7.6%. As of the same date, in total, HMMPS employs 23,266 FTE Band 3-5 Prison Officers. There are, however, acute staffing pressures in individual sites, and therefore, we continue to provide specific workforce interventions such as Market Supplements.
- 2.108 Despite the positive trend, at this stage we do not have the evidence to confirm the link between the scale of pay award and staffing outcomes. Therefore, we believe a pay award should aim to strike the balance between fairness and value for money.
- 2.109 We have seen variation in application volumes over the last year ending June 2023, with the number of open campaigns decreasing, focusing on the hardest to recruit to prisons. Through the Prisons Strategy White Paper, we committed to recruiting 5,000 additional Prison Officers across public and private prisons by the mid-2020s, accompanying the delivery of 20,000 prison places, which will create an increased demand for staffing and higher target staffing figures across the country.
- 2.110 The positive trends in Prison Officer conversion rates (detailed in last year's evidence), from application submitted through to formal offer accepted, have continued.

### *Steps taken to improve the recruitment process and Reduce Time to Hire*




2.111 As referenced in last year's evidence, we continue to take steps to bolster recruitment levels, expedite the recruitment process, and improve candidate experience. We have made improvements to the recruitment process, which focused on removing outdated technology to deliver assessments more flexibly and designing a new candidate relationship management tool. Building on these improvements, we have implemented measures to continue delivering value for money and improve candidate experience. From these measures, candidates are now benefitting from:

- Online digital ID and right to work checks, as a first-time fix to improve transactability in vetting and reduce both time to hire and candidate pipeline attrition.
- Modernised assessments for Prison Officer candidates to scale up capacity further, as well as access to the new 'Aspiring Prison Officer Pathway' that facilitates the auto-offer of an Operational Support Grade (OSG) role to unsuccessful Prison Officer applicants through an advertised, near-miss process.
- Increased capacity and availability of assessment centres.
- Vetting and medical/fitness checks that are ran concurrently to speed up the recruitment process.

#### *Innovations in Local Recruitment*

2.112 HMPPS currently operates a centralised recruitment model for Prison Officers, which was designed from a face-to-face assessment into a digital online process following suspension during the pandemic (a full overview of the recruitment process is provided at **Annex D**). The centralised model ensures a consistent standard is applied in assessment, helping to combat unconscious bias, and reducing the opportunity for adverse impact. Centralised recruitment also supports the delivery of volume recruitment at pace and provides efficiencies due to the economies of scale achieved for large volumes of applicants.




2.113 We also recognise the value of having prison staff involved in the recruitment process where possible and have been piloting ways of supporting prisons to have a greater level of autonomy in the process:

- **‘Offer in a Day’** - we have worked with identified prisons to deliver a targeted local recruitment offer, which involves increased local marketing, ensuring candidates receive a provisional ‘offer in a day’, the delivery of an online assessment centre (OAC), and medical and fitness tests locally to encourage early face-to-face candidate engagement with the prison and its staff.
- **HMP Berwyn pilot** - HMP Berwyn has implemented a localised recruitment initiative to test the hypothesis that increased engagement locally will deliver better results both in respect of the quality of candidates recruited and on retention. This pilot is ongoing. We will draw lessons and strategies from the pilot and consider wider application.
- **Hertfordshire, Essex, and Suffolk (HES) Regional Recruitment Hub** – a regional recruitment hub is in operation in Hertfordshire, Essex, and Suffolk to increase local outreach as another initiative testing the effect of increased local engagement with candidates through a regional team. The findings will be evaluated for wider consideration in due course. The hub supports outreach, communications, and engagement. Some early interventions have proved successful in increasing candidate commitment to the recruitment process.

#### *Recruitment Marketing and Increasing Candidate Engagement*

2.114 As noted in previous evidence, the lack of awareness of the Prison Officer role, coupled with largely negative perceptions around it, has led to challenges with recruiting into the Service.

2.115 In September 2023, the MoJ for the first time in the organisation’s history, launched a major nationwide HMPPS brand campaign, with the aim of increasing our recruitment pipeline and raising the profile of the Prison Officer role. The campaign aims to drive awareness and interest in frontline roles, challenge some of the misconceptions associated with working in these roles,



and accentuate the motivational aspects of the job. We believe that the campaign will encourage more people to consider a career in HMPPS.

2.116 Alongside this national brand campaign, we are continuing with our regular marketing activity to increase candidate attraction and engagement. Our actions include:

- Reaching out to applicants who previously withdrew from the recruitment process, informing them of the uplifts in pay following the 2022/23 and 2023/24 pay awards.
- Using locally targeted PR activity, including new recruitment ‘landing pages’ for specific sites, where prospective staff can view videos of frontline officers from the prison to understand what it is like to work there.
- Implementing acquisition-based advertising through job boards, paid search, and the use of an outreach toolkit and app.


#### *Initiatives to bolster recruitment*

2.117 We continue to run a number of initiatives to bolster recruitment. These include the delivery of:

- **The Advance into Justice (AiJ) scheme** – this fast-track scheme supports Armed Forces service leavers and veterans into frontline prison roles. AiJ is an ongoing MoJ commitment, with the scheme expanded to include key roles, including Prison Officers, OSGs, caterers, and instructors. Eligibility is open to all veterans/service leavers regardless of time out of service and now also includes those currently in employment, as well as their spouses and partners. AiJ also supports service leavers to relocate to our most challenging to recruit to prisons.
- **The OSG to Prison Officer Fast-track Scheme** – this scheme continues to offer substantive OSGs the chance to use their experience of working in a prison to take the next step in their careers as Prison Officers. Our sixth campaign launched in September 2023 with a current commitment to run twice yearly.



- **National First Time Officer** – this is a nationally managed recruitment scheme whereby we recruit new applicants directly to prisons with a challenging local labour market, with additional financial incentives. Applicants are given three choices between establishments, but allocated to where the recruitment need is greatest.
- **Prison Officer Futures** – launched in May 2023, the scheme recruits candidates to establishments with a strong track record of recruitment, but with the offer making it clear that, for their first 23 months, successful candidates will be deployed to challenging sites to reduce their vacancy position and they will receive additional financial support whilst deployed.
- **Prison Officer Alumni Network** – as committed to in last year's evidence, we launched an alumni scheme for Prison Officers in February 2023, and for Youth Justice Workers in September 2023. It offers a fast-track back into the service for those who left less than five years ago, without having to complete the full-length application process or Prison Officer training again. The network also allows for proactive communication and encourages former staff to return as Prison Officers.
- **Candidate Relationship Management (CRM)** - candidate management has been enhanced through a new CRM that improves candidate experience and helps to build the psychological contract with candidates, thus improving conversion rates and reducing pipeline attrition.
- **Online Assessment Centre** - the online assessment centre process has been completely redesigned and almost halved in time to 2 hours 20 mins by removing inefficiencies in the timetable. With this improvement, 50% more candidates can be assessed at no additional cost, and all campaigns from 9 June 2023, have seen these changes.
- **Aspiring Prison Officer** – launched in June 2023, in line with wider changes to the online assessment centre, unsuccessful Prison Officer applicants can now be auto-offered an OSG position through a near-miss process. This will



allow HMPPS to offer roles to applicants that would have otherwise fallen out of the recruitment process and help build a future Prison Officer pipeline.

### *Diversity and Inclusion in Recruitment*


2.118 Our 2023/24 evidence noted HMPPS' commitment to achieving a target of 14% of all staff recruited being from ethnic minority backgrounds, in accordance with recommendation 28 of the 2017 Lammy Review. As noted in further detail below, the proportion of HMPPS applicants accepting a final offer from ethnic minority backgrounds exceeded this target in 8 of the 8 quarters covered in the December 2023 HMPPS Recruitment Diversity Statistics.

2.119 HMPPS are also introducing national, regional, and local representation, and recruitment benchmarks, which are in line with the latest Labour Force Data figures. Regional and local sites will review the proportion of ethnic minority recruits and staff as part of the routine business planning processes and monitoring. In line with organisational commitments, including the Lammy Review and HMI Prisons Thematic recommendations, HMPPS will continue to work towards achieving staff representation in HMPPS roles, reflecting the economically active population. National staffing figures will be reported in line with HMPPS Staff Equalities Report across England and Wales.

2.120 As of 31 December 2023, 13.7% of HMPPS staff in post who declared their ethnicity were from an ethnic minority background. On the same date, 11% of all Public Sector Prisons staff, 20.8% of all Youth Custody Service staff, 13.3% of HQ and Area Services staff, and 17.9% of Probation Service staff were from an ethnic minority background.

2.121 HMPPS regularly reviews and evaluates candidate performance throughout the Prison Officer recruitment process. No adverse impact has been found against any group at any stage, including minority ethnic candidates, as per the Prison Officer Recruitment Evaluation 2023 (published November 2023).

2.122 HMPPS continues to support prisons where there is disparity between the staff in post who identify as being from a minority ethnic background and the



regional working population. HMPPS actively engages with the wider diverse community to increase knowledge of careers within HMPPS, designing and facilitating recruitment marketing and communication events through digital platforms and offering a “buddy” for candidates from ethnic minority backgrounds to support them through the recruitment process.


2.123 Recent analysis of prison workforce and recruitment data by different ethnic groups suggests a specific focus on attracting and engaging Asian candidates, alongside understanding any unique challenges or barriers which may contribute to disparity, particularly in certain locations. Officials are exploring this, with outreach being a key focus.

2.124 More broadly, specific Inclusive Recruitment guidance remains available for vacancy managers to support them in embedding inclusion through each step of their recruitment campaigns. MoJ Diverse Interview Panel Guidance has also been published to support vacancy managers to ensure an inclusive sifting and interview process.

2.125 To make valid comparisons across time or across different groups requires a measure of disparity of outcomes on a standard scale. This standardised 85 measure of disparity of outcomes is described as the Relative Rate Index (RRI). The RRI, or Relative Rate Index 5, gives a standardised measure of difference between groups. The RRI is calculated by dividing the rate of success (i.e., the percentage of those who applied that accepted a formal offer) for one group, by the rate of success for the other group with a diversity characteristic, thus creating a single standardised ratio measure of relative difference in outcomes between the two groups.

2.126 Ethnic minority candidates made up 30.8% of all Prison Officer applicants, and 20.6% of formal offers accepted in the between January 2022 and December 2023. The statistically significant RRI value of 0.58 suggests that ethnic minority candidates had a lower rate of progression through the application process compared to white candidates. The stage that caused the largest disparity was between being made a provisional offer and accepting a final offer (RRI of 0.76). The proportion of applicants accepting a final offer





was lowest among 'other ethnic' applicants between January 2022 and December 2023, with 2.2% of those that applied accepting a final, compared to 4.7% for white candidates.


### *Market Supplements*

2.127 We continue to utilise Market Supplements at sites that experience the most difficulty in recruiting and retaining staff, alongside a tailored approach to recruitment advertising. We propose to retain them as currently structured for the 2024/25 pay round rather than phase them out via further incremental erosion.

2.128 As outlined in the 2023/24 evidence, there were previously three levels of Market Supplements, with Band 3 Officers receiving an additional payment in addition to base pay ('Amber' - £3,000, 'Red' - £5,000, and 'Red Plus' - £6,500). Following the 2022/23 pay award, and PSPRB recommendations, all Market Supplements were eroded by £3,000, causing the full erosion of the 'Amber' Market Supplement. This reduced the total number of sites currently receiving Market Supplements to 19. We proposed to maintain Market Supplements for 2023/24, and the PSPRB agreed with our proposals.


2.129 We continue to see Market Supplements as an important intervention for targeting investment at sites with the greatest recruitment and retention challenges. Therefore, we propose to retain them as currently structured for the 2024/25 pay round. With our new framework (see overleaf) Market Supplements will be a clear, simple, and transparent targeted tool alongside F&S pay in the immediate future. Following a review, we intend to retain Market Supplements in the longer-term rather than phase them out via further incremental erosion.

2.130 There has been significant investment into Prison Officer pay over the 2022/23 and 2023/24 pay rounds which has greatly improved the competitiveness of Prison Officer salaries nationally. Alongside this, we can also see evidence of stabilisation in recruitment and retention across the prison estate that strongly suggests a further general uplift for Band 3 Officers of a level to erode Market Supplements is not necessary to be market aligned.



We believe it would be very costly and ultimately represent poor value for money. Further erosion would have the unintended consequence of making increased payments, which are reserved for sites facing acute recruitment and retention problems, to the nationwide workforce. This would increase the overall cost of the pay bill without targeting the use of Market Supplements at sites facing challenges.

- 2.131 Market Supplements are deployed at sites which face recruitment and retention challenges alongside a host of other interventions, including recruitment interventions such as National First Posting and Prison Futures along with enhanced levels of marketing activity and PR support and initiatives like ‘offer in a day’. This makes it difficult to isolate and measure the impact of Market Supplements in improving recruitment and retention rates at sites where they are deployed.
- 2.132 We continue to face concentrated staffing challenges at specific sites, compounded with prison capacity pressures. We recently expanded Market Supplements at three prisons due to staffing and stability issues. A ‘Red’ Market Supplement was implemented at HMP Stocken, whilst HMP Elmley and HMP Swaleside were upgraded from ‘Red’ to ‘Red Plus’. Further erosion of Market Supplements could therefore have a detrimental impact on HMPPS’ ability to recruit and retain Prison Officers and keep prisons running safely.
- 2.133 We have made significant progress in addressing complexity in the pay system – one of the PSPRB’s central reasons for seeking to erode Market Supplements – by removing the ‘two tier’ pay system and closing the gap between F&S and Closed Grade pay. Most Closed Grade staff have opted into F&S following the 2023/24 pay award. The issue of pay system complexity has been largely resolved, and erosion of Market Supplements is therefore not necessary to achieve this.
- 2.134 We are developing a new policy framework for Market Supplements to support a more strategic and evidence-based approach to managing their use. This supports the Department’s long held view that Market Supplements are a useful intervention for targeting investment, and thus, supporting



recruitment and retention at sites that need it the most. The framework will include a statement of purpose setting out the role of Market Supplements within the prison workforce, the basis on which decisions will be taken for Market Supplements to be applied at a site, and both the circumstances in which and how Market Supplements will be removed at sites when suitable. Development of the framework is ongoing, and operational rollout is currently planned for the 2025/26 pay round. The framework will be kept under regular review once operational.


- 2.135 As set out in the pay proposals chapter, we request that the PSPRB sets out clearly in their report their rationale for recommending further erosion of Market Supplements if they are unconvinced by our evidence. We continue to monitor the effectiveness and impact of Market Supplements where they are deployed, alongside the other mitigations which are used to increase rates of recruitment and retention.

## Retention

### *Understanding and addressing drivers of staff attrition – The Top 10 Drivers of Attrition*

- 2.136 This year, we have seen positive decreases in the overall leaving rate among Band 3-5, which has fallen to 12.6% (12 months ending December 2023). This represents a reduction from what was reported in last year's evidence, which had the leaving rate at its highest point since March 2018, at 15.7% (12 months ending 30 September 2022). Similarly, the resignation rate among Band 3-5 Officers as of the latest published data stands at 8.3% (12 months ending December 2023); this is a decrease of 2.4% since December 2022. Though rates are higher than pre-pandemic levels, we view these as a positive, sustainable trend.

- 2.137 Research from the 2017/18 Prison Officer Retention Strategy and Framework analysed why staff were voluntarily leaving HMPPS and found there were ten main drivers of staff attrition. Further detail on each driver is set out below. The drivers were reviewed in 2022 and remain valid, and we continue to



supplement our understanding of them through an enhanced exit interview process.

2.138 Currently, using analysis of exit interview data, the top 3 drivers of attrition amongst Band 3-5 Officers are Career Progression, Ways of Working, and Health and Wellbeing. Pay and reward has become less likely to be the main reason for leaving, although it remains of importance.

#### *Interventions to Support Retention – National*

2.139 We have a number of interventions in place to address each of the ten drivers of attrition:

##### *Career Progression*

2.140 The opportunity to progress and develop is a motivating factor for many of our staff. We need to ensure that we continue to invest and expand our offer so that it meets the aspirations of our staff, and that they do not view limited progression as a reason for leaving.

- **Career Pathways Framework** – in February 2023, we published an interactive Careers Pathway Framework, enabling all employees to see the career options and jobs available to them across Prisons, Probation, Youth Custody, and HQ. This also includes information and resources about learning and development opportunities, and a self-evaluation tool to identify what is available to help staff reach their career goals.
- **National Level Transfer** – following last year's evidence, we have launched a pilot for a national level transfer process to allow existing Prison Officers to apply, on a voluntary basis, for an internal transfer to different establishments annually. This facilitates personal development and supports a planned change of personal circumstances, without the need for a reciprocal exchange or to meet priority needs.
- **Promotional Assessments Pilot** - in May 2023, we commenced the pilot to increase the frequency of promotional assessments to twice a year for Custodial Managers (Band 5). This will provide staff with further opportunity to




apply for promotion within the year, supporting career development and progression. Following the evaluation of the pilot's effectiveness, we will explore the feasibility of adopting this assessment model for Custodial Managers and expanding this offer to other grades.

- **Learning to Lead** – formerly Aspiring Leaders, Learning to Lead is a programme to support all staff across MoJ, aimed at Bands 1 to 4 (and equivalents) who are not currently in managerial/leadership roles 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. It is anticipated the digital platform will be available from March 2024. The first face-to-face development event is scheduled on 19 and 20 March. Future events will be considered following the evaluation of the first delivery.
- **Spark Custodial** – following last year's pilot of Spark Custodial, this fast-track talent scheme supports both current Career Pathway and Race Action Plan aims. It is open to operational (Bands 3 and 4) and non-operational (up to and including Band 6) colleagues, along with OSGs, for those with high potential to accelerate through the grades to operational Head of Function within two and a half years. The Scheme aims to have at least 40% of the cohort from underrepresented groups. The Scheme develops the skills and leadership behaviours of individuals who have the potential to become leaders of the future. 15 participants were enrolled in cohort one and seven completed the scheme, becoming Head of Function accredited; five left the scheme as substantive Custodial Managers. Cohort two has 13 participants who started in May 2023 and recruitment for cohort three commenced in January 2024, for a cohort of 16 participants.
- **Spark Advance** – currently in development, this scheme will enable non-operational leaders to take up operational Head of Function roles in the Prison Service. The scheme complements Spark Custodial, providing more development routes for non-operational colleagues at other Bands. Subject to funding, the programme will open for applications in 2024 for the first cohort.

2.141 Working in prisons presents challenges, and without the right support, strains on physical and mental health can be a reason for staff choosing to leave. HMPPS has a number of interventions in place to address staff wellbeing and ensure staff can access appropriate support:

- **New Colleague Mentors (NCMs)** – we have continued to roll out NCMs throughout the estate, with over 150 now in place. We know new colleagues are most likely to leave the Service, therefore, NCMs have been introduced to provide them with a welcoming and supportive induction and early career journey experience. This will help them to settle into their work environment and build confidence and resilience.
- **Buddying** – as part of their role, NCMs take a lead in implementing and maintaining a local buddy scheme to provide informal peer-to-peer support, primarily targeted at new colleagues. The scheme aims to ease anxiety and ensure that new colleagues feel that their wellbeing is being invested in. Over 70 NCMs now have a buddy scheme up and running in their establishment, with the remaining preparing to launch. Overwhelmingly positive qualitative feedback has demonstrated the success of both the NCM roles and buddy schemes, with quantitative data presenting early indications of an improving retention picture. Further evaluation is ongoing.
- **Supporting Each Other Network (SEON)** – launched in March 2023, the network seeks to provide a reflective space that enables peer-to-peer support to members of the SEO Network. Each prison group's representatives work together to promote and share knowledge, resources, and best practice across the estate, with regular network meetings. We have scheduled a review of the network's terms of reference for a later date in 2024 to reflect on its activity.
- **Mental Ill Health** – staff continue to have access to a 24-hour/365 days a year confidential counselling telephone helpline and self-referral for online Cognitive Behavioural Therapy. In OH service delivery, we fast-track referrals




for trauma cases, and our provider employs Mental Health Advisors solely to address mental ill-health referrals. Staff can also access TRiM practitioners, providing a trauma-focused peer support system designed to help those who have experienced a traumatic or potentially traumatic event.

- **Musculoskeletal Health** – following the pilot noted in the 2023/24 evidence, HMPPS' OH provider offers a self-service technology-based musculoskeletal health intervention. The tool enables employees to gain fast-track virtual physiotherapy intervention, which bridges the gap between onset of musculoskeletal symptoms and the need for face-to-face physiotherapy.
- **Support for Long Covid** – OH continues to offer a Post-Covid 19 Syndrome service. This provides structured mental health support as well as physical support.
- **Directory of Wellbeing Services** – we offer a range of services to support staff wellbeing. Regular **reflective sessions** are available to staff to ensure that work does not impact on their personal life or emotional wellbeing. Our **Post Incident Care Policy** provides guidance to support all employees who are at risk of, and have been affected by, traumatic workplace events. The **Workplace Wellbeing Platform** allows staff to access occupational health and wellbeing services, plus a mobile app. **Care teams** within each prison are trained to provide support to any member of staff involved in an incident, as well as discreet and confidential support on a range of wellbeing or personal issues, and for those on long term sickness absence. **Mental Health Allies** are a staff-led group of volunteers trained to be a source of information and confidential support for staff and managers. Allies aim to create a better culture of openness around mental health issues in our workplace, challenging associated stigmas, and encouraging self-help and seeking appropriate professional help.

### *Ways of Working*


- 2.142 The lack of flexibility around working patterns can have a disruptive impact on employees lives and is a contributory factor for staff choosing to leave the Service. Competitors look more attractive with an employment proposition that



offers greater flexibility, family-friendly working patterns, and a broader range of options that will enable individuals to achieve and maintain a work-life balance.

- **Shaping a New Employee Offer (SANE0)** – under the SANE0 programme, we are continuing to develop a more flexible employment offer. The aim of this programme is to modernise working arrangements by introducing a broader range of family-friendly and flexible ways of working, which will be supported and underpinned by new technology.
- **A new IT-based rostering solution** – to support a more modern and flexible employment offer, the SANE0 programme aims to introduce a new modern IT rostering solution. The new system will not only introduce benefits in terms of increased levels of automation and integration compared to the current system, it will also improve the employee experience and support new, more modern, and flexible ways of working.
- **Flexible working and family leave** – HMPPS remains committed to creating modern workplaces that enable flexible working in line with business needs. The SANE0 programme will create broader workforce deployment models and flexible working options. Employees will have more choice and will be able to apply for a number of flexible working opportunities, covering an increased range of both full-time and part-time offers. These include alternative shift patterns (shorter cycles/fixed patterns/annualised patterns), compressed hours, fixed rest days, job sharing, fixed and flexible hours, minimum hours contracts, and dual contracts. HMPPS also supports parents by offering a range of generous family leave benefits. This includes maternity and adoption leave (up to 52 weeks leave and up to 26 weeks contractual pay), shared parental leave (allowing staff on maternity or adoption leave to share this with their partners), and maternity support (paternity) leave (up to two weeks leave at contractual pay).





2.143 All leaders impact the culture and behaviours that staff experience and, therefore, have an impact on increasing their motivation and understanding their sense of value. We are refreshing the development offers available for leaders to deliver improved operational performance, as seen below:


- **Leadership Journey Route 1** – the Leadership Journey Programme was developed as a strategic solution to increase leadership capability and effectiveness, and to build a learning culture through innovating how we do leadership development. This new approach involved all levels of leadership across Prisons and Probation together, as One HMPPS. The ‘Route 1’ programme was piloted at 13 sites across Yorkshire and the North East and 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.
- **The Leadership Journey Route 2** – the ‘Route 2’ programme was developed to mitigate the retention risk at the 20 prisons across England and Wales with the most acute challenges. The aim was to develop leaders at each site to exhibit greater leadership qualities and learn together in order to build a more collaborative team. The interventions at each site were based on diagnostic activity completed with the sites, and the bespoke interventions were based on priority areas for development. Delivery was completed in May 2023.
- **A New HMPPS Leadership and Management Offer** – following the completion and evaluation of The Leadership Journey pilot, a new strategic approach for leadership and management is being developed for all leaders in HMPPS. This new approach moves to role-based packages for all leaders across Prisons, Probation, and YCS. The offer 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 role and context-specific needs pertinent to the unique environments of HMPPS, embedding psychologically informed practice throughout. The new programme is currently under development, with delivery to begin early 2024.

- **Leadership School** – each year, in June and October, the MoJ runs two Leadership Schools to inspire and develop our employees, with applications open to all staff. 400 participants (~50% from HMPPS) hear from internal and external 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 to enhance their impact.
- **Line Manager Training** – as noted in last year’s evidence, we have reviewed and refreshed our programmes to support those becoming line managers at Bands 4 and 5 for the first time. First Line Leader Programme is a two-part leadership programme focusing on the fundamentals of leading yourself and others. It is open to all staff across the MoJ who are within their first two years of their role as a line manager or team leader. Additionally, as part of the HMPPS Leadership and Management offer, the first of the HMPPS People Manager Modules are due to launch in January 2024 and comprise of four learning modules that brings to life the core themes of the HMPPS People Manager Handbook.
- **Structured Supervision** – this pilot aims to develop the confidence and support the wellbeing of Band 3 Officers. A trained peer supervisor (Band 4) provides coaching and advice to Prison Officers (Band 3s) for 60-90 minutes per month in a dedicated room away from the prison wings. There are strong qualitative results from staff that supervision has provided officers with the opportunity to develop capability and confidence.

### *Staffing*

2.144 Staffing shortages and levels of new staff have an impact on all our staff and the wider working environment. These challenges are compounded by high ‘non-effective’ rates in some prison establishments, where staff are taken away from operational duties for reasons including training, leave, and sickness.

### *Tactical Resourcing Support and Overtime Options*



2.145 If establishments feel that their staffing levels will impact on their stability or regime, there are a number of ways that they can maximise the use of their own resource and seek support from other establishments through tactical contingencies managed nationally at departmental level.


- **Overtime payments** – we have a flat rate for Bands 3-5 Officers (Payment Plus) and incentivised overtime payments (OSP) for Bands 2-5 for specified periods to cover shortfalls and Overtime Payment for Band 2s.
- **National Detached Duty (NDD)** - Bands 2-5 support from another establishment. This traditionally relies on volunteers, but we are also able to compel individuals (for 2 weeks at a time) where necessary.
- **Non-effective backfilling** – a temporary increase to a site's Target Staffing Figure to support where there are high non-effective rates to enable an establishment to claim Payment Plus (a type of overtime payment).
- **HQ Redeployment** – support from operational or non-operational staff who are based in headquarters.

#### *HMPPS Operational Resource and Stability Panel (ORSP)*

2.146 Establishments can apply for extra resource through submitting a business case to the HMPPS Operational Resource and Stability Panel (ORSP). Business cases must be endorsed by the Prison Group Director and Executive Director before submission to ORSP for consideration. The panel then deliberate as to whether the case meets the set criteria for additional resources.

#### *Strategic Enhanced Resourcing Support (SERS)*

2.147 In addition to ORSP support, we provide additional support through our SERS panel, which provides a strategic approach to the delivery of enhanced resourcing support. The SERS panel seeks to mitigate unsustainable levels of ORSP support in high-risk sites and deliver against an underlying principle of generating maximum resource for minimal operational impact. SERS is



conducted in two clear stages: site identification and quarterly assessment, followed by support options.

### *Pay and Reward*

2.148 Pay and reward can be a reason why an employee leaves, and it is vitally important that staff are aware of their total pay and reward package, and that they feel it reflects the demands of the job.


### *Changes in position as the primary driver of attrition since last two pay awards*

2.149 Having consistently been in the top five previously, Pay & Reward fell to the seventh primary driver for leaving amongst Band 3-5 Officers for the 12 months ending September 2023. In the 2023/24 pay award, we submitted £89.9m worth of pay proposals. We estimate that the 2023/24 recommendations, accepted from the PSPRB, will cost the Department £145m, exceeding the Department's budget by £55.1m. For a Prison Officer on standard terms, this represented a 7% increase in salary. However, we cannot be certain this is solely down to perception of pay improving and could be ascribed to other issues deteriorating (e.g., Health and Wellbeing), and there is variation site by site.

### *Environment*

2.150 Prisons can be difficult working environments, and this can be a reason why some staff choose to leave. Research has noted that environment can mean the safety of the working environment, the culture locally, and facilities available to our staff on a day-to-day basis.

- **Staff Facilities Improvements** – Building on the work initiated by the Ways of Working team to improve staff facilities within prisons, teams across the Department are working in collaboration to explore new initiatives and create a standardised definition of what decent facilities should be available. This includes, as per last year's evidence, an expansion of the utilisation of the prisoner workforce to complete staff facilities improvements, involving Government Facility Services Limited (GFSL) to provide a member of staff



who will supervise the prisoner workforce. This approach would aim to provide significant financial savings, facilities improvements, and rehabilitative outcomes for the prisoners involved.

### *Roles and Responsibility*


- 2.151 All staff should understand how their role contributes to wider HMPPS objectives whilst also demonstrating Civil Service behaviours and HMPPS values.

### *Induction*

- 2.152 The way a new recruit is inducted into any job has a long-term impact on their perception of the role and organisation. As detailed above, the rollout of NCMs and the implementation of the Buddy Scheme aim to support the onboarding and induction process.

### *Changes to Apprenticeship for Prison Officers*

- 2.153 The Custody and Detention (C&D) Apprenticeship was introduced in 2018 to support a culture of learning within the Service and introduce qualifications to professionalise the Prison Officer role. In January 2023, HMPPS decided to pause delivery as efforts by prisons to meet the requirement to release apprentices from operational duties was putting strain on staffing levels. Apprentices were placed on a break in learning and given the option of opting in or out of the apprenticeship, with the apprenticeship no longer mandatory for new entrant Prison Officers. The C&D Apprenticeship will remain paused for new entrants until December 2024.
- 2.154 Both entry routes as a Prison Officer (apprenticeship and non-apprenticeship) involve two weeks of initial training in a prison, comprised of face-to-face learning on site and digitalised knowledge-based learning which can be accessed remotely. Upon completion of initial training, new joiners complete a further five weeks of learning at one of our learning venues which, depending on location, may be residential. During the five weeks, new joiners undertake a variety of learning subjects that include security training. In addition to the



core curriculum, they also complete two weeks use of force training before a final week consolidation at their home establishment.

### *Learning and Development*

2.155 The opportunity to learn and develop skills is a motivating factor for any job. A lack of access to learning and development opportunities can, therefore, become a demotivator and reason to choose to leave. In addition to the career progression offers outlined above, there are options available to all staff to develop their Prison Service skills, build their knowledge and experience, and help them grow in their current role. These learning and development options can include:

- **Funded Learning Opportunities** – HMPPS staff have access to MoJ learning programmes. These are fully funded and cover a range of subject areas relevant to all employees to support in development, including: administration, management, finance, digital, project management, and policy.
- **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, offers staff new opportunities and experience.
- **Secondments** allow staff to expand their skills. For example, the opportunity to work on change projects or to help shape policy.
- **Specialist roles** are available at a variety of grades and allow staff to further their career and open opportunities across the wider organisation. The specialisms we offer range across different functions, such as: working with children in the Youth Custody Service, working in assessment, care in custody, and teamwork (suicide prevention) as a Band 3 Officer, or in dog handling as a Band 4 Supervising Officer.

### *Variance of Attrition Across the Estate*

2.156 Rates of attrition vary considerably across the prison estate, with local issues and labour markets influencing the scale of the challenge.

### *Retention Oversight Process*

2.157 As per the 2023/24 evidence, in May 2022, we began the Retention Oversight Process at our top eight attrition sites. The oversight process includes using data and horizon scanning to focus on current top attrition sites, as well as monitoring a 'watch-list' of sites to prevent attrition levels increasing.

2.158 Since then, we have undertaken Retention Deep Dives in all eight top attrition sites, conducted senior leader visits, and delivered feedback. This was followed by developing and then reviewing Retention Oversight Packs, including a review of all interventions in place, and offering new targeted interventions. Following our retention oversight interventions, most of those sites have improved and no longer sit in the list of the top eight attrition sites.

### *Deep Dive Process*

2.159 Since April 2021, the Prison Officer Retention Research team have conducted deep dives in 18 establishments with above average attrition (including the original eight sites) and three establishments with below average attrition. The team are currently active in another two establishments with above average attrition.

2.160 Using interviews and focus groups with Band 3 Prison Officers and a sample of other grades, these deep dives have provided insights and identified a range of key themes and issues thought to be influencing Prison Officers' decision to leave.

2.161 In 2023, we began additional retention conversations with those sites identified in the Retention Oversight Process. This allows us to review the effectiveness of the local processes and practices that support retention and makes recommendations on improvements that could be made, helping to improve employee perceptions of their experience in the workplace.


2.162

## Localised Interventions

### Sickness absence

- 2.163 The Prison Service lost an average of 11.2 working days due to sickness absence in the 12 months ending 31 December. This represents the lowest rate of absence since September 2020.
- 2.164 The most common category of sickness absence for Band 3-5 Officers is mental and behavioural disorders, corresponding to 33.1% of all working days lost in 12 months to 31 December 2023, when the reason for sickness absence is known.
- 2.165 The category of sickness that accounted for the second largest proportion of absence was musculoskeletal (22.3%). Together the top two categories accounted for 55.4% of all working days lost when the reason for sickness absence is known. Epidemic/pandemic related absences accounted for only 4.5% of working days lost in the 12 months ending December 2023.
- 2.166 Further Prison Service data on sickness absence will be shared with the PSPRB on an official sensitive basis.
- 2.167 Significant focus has been given to achieving a reduction in sickness absence rates across HMPPS over the past year. HR colleagues have worked, and continue to work with, managers at a local, regional, and national level to review levels of sickness absence and to take action under relevant policies to provide support to staff and, where possible, return staff to work. HR casework has been deployed to support managers tackle long term absence in particular, with dedicated casework support for particular sites being trialled.
- 2.168 HMPPS has undertaken a review of its existing staff wellbeing support, seeking to build a revised wellbeing model to fit with the new AED model in HMPPS. This model will strengthen HMPPS core wellbeing approach, whilst enabling regional flexibility at AED level. This approach will seek to support







continued improvement in retention rates as well as supporting future absence reduction.

2.169 Existing support for staff wellbeing includes access to a range of mechanisms, including our OH provider, our Employee Assistance Programme, HMPPS' Mental Health Allies, The Charity for Civil Servants, our in-house Tackling Unacceptable Behaviours Unit (TUBU), Staff Support Leads, and TRiM teams.

2.170 OH services to address mental ill health and to promote mental wellbeing include fast track referrals for trauma cases and our OH provider employs Mental Health Advisors solely to address mental ill health referrals. As musculoskeletal ill health accounts for the second highest reason for referral to OH in line with the second highest sickness absence reason, we have in the past 12 months, embedded the self-service technology based musculoskeletal health intervention since June 2022. The same technology is being explored to support other health conditions such as diabetes, obesity, hypertension, and menopause. The Long Covid (Post-Covid syndrome) support service will remain in place whilst the virus is still affecting our communities and HMPPS staff. To mitigate absence caused by seasonal flu, we are delivering onsite flu vaccination clinics in prisons and, since September 2023, the MoJ has introduced the new e-voucher for employee to access free flu vaccines at over 4000 pharmacies.

2.171 In the Employee Assistance Programme (EAP) space, Reflective Sessions (RS) are a preventative and proactive mental ill health intervention. The sessions focus on the impact of traumatic events at work, helping them to develop coping strategies and preventing an adverse impact on their professional and private life. Strategies to promote and the use of RS is to detect establishments that are low users of the provision, allowing us to take steps to target these areas in 2024. These sites include HMP Stafford, HMP Cardiff, and HMP Belmarsh. Furthermore, to drive Governor and Deputy Governor usage, we are engaging with Prison Group Directors to promote the RS services whilst Governor-specific marketing materials are also currently being refreshed.

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- 2.172 We continue to provide not only counselling, but also computerised Cognitive Behavioural Therapy. Where this is clinically appropriate, it is available for non-work-related cases.
- 2.173 For HMPPS staff who require body fluid exposure follow up through blood tests, we have collaborated with our OH provider to extend the number of clinical sites using NHS Open Spaces to offer additional appointments over a larger geographical space.
- 2.174 In the Prison Officer recruitment space, there have been issues with candidates not being permitted to continue with the physical fitness test because of high blood pressure related to 'White Coat Syndrome'. This year we are exploring the possibility of referral to the GP for a 24-hour blood pressure monitoring exercise to rule out any underlying pathology, which would allow the individual to undertake the fitness test safely.
- 2.175 Work is ongoing to redesign a bespoke Prison Officer OH pre-employment health screening questionnaire with enhanced clinical questions, conveying a realistic picture of the role, enabling safe recruitment yet not deterring applicants.
- 2.176 A new OH Workplace Adjustment Guidance for front-line prison and probation operational staff was published at the beginning of November 2023. It is to be used by HR professionals, managers and OH clinicians, building their confidence and capability to support workability and attendance. It forms a key educational component of our new OH line manager training programme, which is being delivered monthly, since October 2023.
- 2.177 To support line managers to better manage attendance, the Department has committed to review the attendance policy during the 2023/24 financial year. Over 85 different documents were identified across the MoJ, setting out the policy, process, and support that was available to employees and line managers when a member of staff reported illness, which had been identified as a complex field to navigate. We are currently finalising a consultation on a new policy and procedure document with associated guidance. This will reduce the number of documents significantly, with the aim of having a



maximum of three documents: a policy and procedure document, a toolkit for managers, and a letters pack to accompany the formal process. This will make it easier for line managers and employees to know what our policies are, what procedures will be followed when sickness levels become unsatisfactory, and the support available to help employees stay in, or return to, work following a period of absence. It is intended that the new policy will be launched in quarter 4 of this financial year, accompanied by a communications package and a programme of activity to support the building of line manager capability in this area.


2.178 Further work is being undertaken to understand correlations, causes, and impacts between staff sickness absence and other workforce issues such as staff retention, demographics, and geographical diversity. This will help identify future interventions to reduce further absence rates within HMPPS.

2.179 Through our OH and EAP package, we will deliver the following key priorities over the next 12 months:

- To work on the contract retender for OH, EAP and RS services.
- To ensure that OH and EAP key performance indicators (KPIs) are met. Across the UK OH and EAP supplier industries, there are shortages of OH clinicians and counsellors. We need to ensure that HMPPS employees have access to appointments and support to meet KPIs.
- Ensuring that line manager capability is built and sustained in making OH referrals. Monthly 1-hour MS Teams training sessions started in October 2023 and will be evaluated for content quality and relevance.

2.180 Sickness absence contributes to overall 'non-effective rates', which put the prison system and regime delivery under pressure. Costs are associated with staff absence from work.

2.181 The OH and EAP policy does not have a direct impact on pay. However, OH provides formal advice on whether Ill Health Retirement is suitable and if Sick Leave Excusal will apply when requested formally by the referring line



manager. The OH and EAP policy interacts in a manner which aims to keep employees healthy and safe in the workplace by providing the OH and EAP contracted services.

### Bullying, Harassment & Discrimination / Workforce Culture


2.182 In 2023, the TUBU increased its team of senior investigators to 10. The full service was launched across HMPPS in December 2023. These investigators can be commissioned to investigate complex and sensitive bullying, harassment, discrimination, or victimisation (BHDV) cases. The aim of the service is to ensure that BHDV cases are investigated thoroughly and fairly, and where specialist expertise is required, that it is made available (either by commissioning a qualified investigator, or through guidance and oversight).

2.183 During 2022/23, TUBU's confidential helpline supported 305 members of staff.

2.184 TUBU's mediation service received 141 referrals in 2022/23, an increase of 58% compared to 2021/22, and undertook 57 workplace mediations; 91% of mediations reached a full or partial agreement between the parties. We are expanding this service in 2024, having recently recruited seven new Mediation and Conflict Resolution Managers to TUBU. They will be able to deliver additional services, such as group mediation, and provide expertise to managers in responding effectively to workplace conflict, seeking to de-escalate issues before they develop into bullying, harassment, or discrimination concerns.

2.185 We have completed 32 climate assessments (a tool to help leaders at individual sites to understand and, where necessary, improve the experiences of staff) across HMPPS in 2022/23. So far, this includes 15 prisons and YCS establishments.

2.186 We are delivering our Unacceptable Behaviour Change Programme in prisons. This provides sessions to raise awareness of BHDV (Bullying, Harassment, Discrimination, and Victimisation) and its impacts, ensuring staff and managers feel more confident to recognise it and know how to report BHDV, seek support, and respond appropriately.



2.187 Since the launch of the TUBU, we have been able to put staff voices at the centre of our work. We have learned, from members of staff's experiences and perceptions, how unacceptable behaviours manifest and some of the reasons that staff may lack confidence and trust in reporting issues. This includes having the confidence and feeling able to address things when they happen to you or when you witness it, and having the confidence to report concerns formally when something isn't right.

#### The People Survey and core themes, motivation, and morale

2.188 A full overview report covering HMPS and YCS has been extracted from the People Survey Results Dashboard and included as part of the overall submission. A narrative accompanies this, detailing the scores and their direction of travel for all nine core themes and the Engagement Index.


2.189 We have also detailed how the results from last year's survey were fed back to strategic leadership teams and used throughout the year, as well as some actions taken.

2.190 As the People Survey results are embargoed for sharing outside of the Department until published on gov.uk, this part of the overall submission has been shared with the PSPRB on an Official-Sensitive basis.

#### Performance Management

2.191 The year April 2022 to April/May 2023 saw the first operational year of the Department's unified approach to performance management.

2.192 The core of the new approach is regular performance conversations to occur throughout the year on a rolling basis. These conversations should be forward-looking and focused on development as well as performance. Performance conversations should occur every eight weeks, but flexibility to alter the frequency is possible. This helps cater for managers with large spans



of control, which is an issue that often applies to the Prison Service workforce. Performance conversations can also occur in teams, particularly where there are team-based or shared objectives. Conversations about personal development and any dips in performance should be discussed in a one-to-one setting. No performance markings, guided distribution, or moderation meetings are required.

2.193 Performance management and reward oversight is achieved through a Quarterly Review process. Senior managers review the performance within their responsible areas to ensure that the performance management approach is working as intended. They should assure themselves that:


- support is in place for high performing and high potential individuals who have shown the potential to progress, or individuals who have shown dips in performance or under-performing for a sustained period.
- previously agreed interventions had been acted upon.
- Reward and Recognition (R&R) is used in a consistent, fair and inclusive way.

2.194 Performance management is underpinned by a Recognition and Reward policy. The principle of this policy is to provide regular awards (vouchers / small bonuses / gifts) throughout the financial year to recognise exceptional contributions, impacts, or demonstrations of the MoJ values. Use of R&R under this policy is for a single demonstration of performance and it is not linked to pay outcomes.

2.195 We continue to be faced with balancing the needs of maintaining a forward-looking, flexible, and light-touch performance management approach, with the need to obtain and use data on performance measures.

2.196 Trade Union engagement will continue, as it does with all departmental policies.

2.197 Whilst there is no link in the Performance Management policy with pay, HMPPS reward policy makes provision for the exclusion of poor performers from certain elements of the pay award where staff on 'formal poor



performance' measures are excluded from the pay progression (all staff receive the pay award).

Operational Managers Workload Assessment Project (WLAP) and the Job Evaluation System (JES) Review

- 2.198 There have been no key developments during the last 12 months as we continue the prison complexity four-tier structure (Standard, Standard Plus, Complex and Complex and Diverse) to support the workload of Operational Managers.
- 2.199 We are in the process of reviewing the scoring mechanism and leadership structure principles for the four complexity structures.
- 2.200 This is to support the changing nature by way of size and reconfiguration of prisons moving forward.
- 2.201 Capturing key data and assess a number of establishments as to their complexity rating following completion of the review above.
- 2.202 Operational guidance to support senior leaders in regard to workforce planning and structure changes moving forward.
- 2.203 This will continue to support our ongoing review of leadership workforce planning and associated pay in prisons.

# Annex A: Additional Evidence Requests

Index of evidence requested by PSPRB in its 2023 report:

Evidence requests from PSPRB 2023 report:	Page reference / Response
Clarity on HMPPS's future intent for pay progression and its link to Performance	There are no current plans to reintroduce a formal link between pay progression and performance. The exception to this is that staff on poor performance measures are not eligible for pay progression.
An evaluation of the new [performance management] system given it will have been in operation for nearly two years, including its strengths and weaknesses, and staff reaction	The new performance management system is not appropriate for evaluation because there are no formal records or recorded outcomes except for poor performance measures (essentially for those staff who have received a written warning). The new system is focused on regular informal conversations between staff and line management.
Information on performance marking distributions, if any, including those on official poor performance procedures, broken down by grade and protected characteristics.	As above there are no recorded performance marking anymore, except for poor performance measures (essentially for those staff who have received a written warning). While data does exist for this group of staff, to break it down by the characteristics requested would result in data being withheld under data protection legislation, and so we are unable to provide this.
Data on reward and recognition payments (in-year awards) over the 2022-23 performance year by grade, including by protected characteristics.	The reward and recognition policy is owned by HMPPS and is funded separately from the budget allocated for the pay award. Payments are made via line manager submission to payroll. The data is therefore not held centrally and would need to be requested at a cost from our external payroll partners (SSCL). Because this is a non-PSPRB remit matter it is not therefore considered a



	<p>proportionate cost to provide the data as requested.</p> <p>HMPPS publish certain data on Reward &amp; Recognition in their annual staff equalities report which can be accessed here: <a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/115444/hmpps-annual-staff-equalities-report-2022.pdf">HMPPS annual staff equalities report - GOV.UK (www.gov.uk)</a>.</p>
<p>Evidence on the impact of the Band 7 pay range moving to a spot rate, particularly around recruitment to that grade and any impact on retention. We expect data on the number of applications before and after Band 7 becomes a spot rate, along with the previous number of Band 7 vacancies and current levels. We would also welcome evidence and views from the PGA on whether promotion has been unblocked at this grade.</p>	<p>The Band 7 spot rate change was announced in July 2023 and not payable until September's payroll. We do not yet have a sufficient evidence base to determine what impact moving Band 7 to a spot rate has had since it was implemented in the last pay award.</p>
<p>Data on the number of staff opting in to Fair and Sustainable during the 2023-24 opt in exercise, broken down by grade. Together with the numbers of Closed Grade staff unable to benefit financially from opting in broken down by establishment, grade and whether the reason lies with LPAs, specialist pay or some other matter.</p>	<p>The data will be provided to the PSPRB separately.</p>
<p>Evidence from all the parties on motivation and morale in the Prison Service and how this can be improved.</p>	<p>Please refer to the - The People Survey and core themes, motivation, and morale. (P 89)</p>
<p>An important part of our standing terms of reference requires us to consider the legal obligations on the Prison Service in relation to equality and diversity. Whilst the amount of data covering equality and diversity has increased and improved, it still remains variable, especially around allowances data broken down by protected characteristics. These data have even more importance when</p>	<p>Gender pay gap statistics are published in the Annual Civil Service Employment Survey (ACSES) returns. This is published by Department and Agency level in Table C, including the breakdown for HMPPS. Since gender pay gap reporting began the Ministry of Justice has reported the figures, produced narrative and an action plan as a Ministry of</p>



we are being asked to make differentiated awards between the Fair and Sustainable and Closed Grades, or between grades within each of those two broad grade groupings. We therefore repeat our general request that we receive, as a matter of routine, data broken down by protected characteristics. We also request information on the gender pay gap for HMPPS, similar to that published for the Ministry of Justice as a whole.

Justice Group, inclusive of MoJ HQ, HMPPS and the Agencies.



# Annex B: Exit Interview Methodology and Data Overview

## Methodology

The exit interview process was introduced in August 2021 and was designed to enable individual establishments to identify why operational and non-operational staff are leaving. HR Business Partners (HRBP) have been trained to undertake the exit interviews with specific questions focused on the 10 drivers of attrition outlined in the table below.

The interview is designed to focus on the following:

- To fully understand the reasons why a staff member has resigned – linked to the Drivers of Attrition.
- To find out if anything could have prevented their resignation.
- To identify if there are any patterns in who is leaving.
- To understand what is working well in the establishment.
- To use negative feedback and suggestions for change to make improvements.
- To enable leavers to have their say and end on a positive note.
- To build a national picture of who is leaving and why.

Once an interview is completed the HRBP then uploads the responses from the questions to a centralised database with all identifying factors removed. This information then forms the insights which is used to identify national, regional and local trends which enable HR to identify suitable interventions to help improve retention.

Between 1st January 2022 and 30th November 2023, 3,361 exit interviews were undertaken in Public Sector Prisons.



Whilst all staff are offered an Exit Interview, it is not a mandated process so the data below does not reflect the views of all leavers.

The tables below are collated from employee exit interviews and highlight the specific primary driver that influenced their decision to leave the organisation.

## Data Overview – Primary Driver for Leaving All Staff

Prisons	Jan 22 - Dec 22	Feb 22 - Jan 23	Mar 22 - Feb 23	Apr 22 - Mar 23	May 22 - Apr 23	Jun 22 - May 23	Jul 22 - Jun 23	Aug 22 - Jul 23	Sep 22 - Aug 23	Oct 22 - Sep 23	Nov 22 - Oct 23	Dec 22 - Nov 23
Career Progression	23%	24%	24%	24%	25%	25%	26%	26%	25%	24%	25%	25%
Environment	3%	3%	4%	4%	4%	3%	3%	3%	4%	4%	4%	5%
Health & Wellbeing	15%	15%	15%	15%	15%	15%	15%	15%	15%	14%	14%	14%
Induction	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
Leadership	17%	16%	16%	17%	17%	16%	16%	15%	14%	14%	14%	13%
Learning & Development	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
Pay & Reward	12%	11%	11%	10%	9%	8%	8%	7%	7%	7%	6%	6%
Retirement	7%	7%	7%	8%	8%	9%	9%	10%	10%	11%	11%	11%
Role & Responsibility	3%	3%	3%	3%	3%	3%	3%	3%	4%	4%	4%	4%
Staffing	5%	6%	6%	5%	6%	6%	5%	5%	5%	5%	5%	5%
Ways of Working	13%	13%	13%	13%	13%	13%	14%	13%	14%	15%	15%	16%
Number of interviews	<b>1732</b>	<b>1681</b>	<b>1617</b>	<b>1560</b>	<b>1530</b>	<b>1491</b>	<b>1485</b>	<b>1430</b>	<b>1381</b>	<b>1331</b>	<b>1279</b>	<b>1245</b>
Leavers	5168	5062	4940	4807	4687	4576	4552	4426	4412	4400	4356	4330
Transfers	1202	1176	1147	1118	1112	1103	1091	1067	1015	984	984	952
Leavers & Transfers	6370	6238	6087	5925	5799	5679	5643	5493	5427	5384	5340	5282
Response rate	27%	27%	27%	26%	26%	26%	26%	26%	25%	25%	24%	24%

## Prisoner Officer Band 3 to 5 – Primary Driver for Leaving

Prisons	Jan 22 - Dec 22	Feb 22 - Jan 23	Mar 22 - Feb 23	Apr 22 - Mar 23	May 22 - Apr 23	Jun 22 - May 23	Jul 22 - Jun 23	Aug 22 - Jul 23	Sep 22 - Aug 23	Oct 22 - Sep 23	Nov 22 - Oct 23	Dec 22 - Nov 23
Career Progression	18%	18%	19%	19%	20%	21%	20%	21%	21%	20%	21%	21%
Environment	4%	4%	4%	4%	4%	4%	4%	4%	5%	5%	5%	6%
Health & Wellbeing	18%	18%	18%	19%	19%	19%	19%	19%	18%	18%	17%	17%
Induction	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
Leadership	17%	17%	17%	17%	17%	16%	16%	15%	14%	14%	13%	14%
Learning & Development	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
Pay & Reward	12%	11%	11%	9%	9%	9%	8%	7%	6%	7%	7%	6%
Retirement	4%	4%	4%	4%	4%	5%	5%	6%	6%	7%	7%	7%
Role & Responsibility	2%	2%	2%	2%	2%	2%	2%	3%	3%	3%	3%	3%
Staffing	7%	8%	8%	8%	9%	9%	8%	8%	8%	8%	8%	7%
Ways of Working	16%	15%	15%	15%	15%	14%	15%	15%	16%	18%	18%	18%
Number of interviews	<b>912</b>	<b>868</b>	<b>824</b>	<b>784</b>	<b>769</b>	<b>751</b>	<b>737</b>	<b>718</b>	<b>700</b>	<b>669</b>	<b>646</b>	<b>644</b>
Leavers	3121	3026	2920	2856	2774	2688	2681	2609	2612	2616	2577	2571
Transfers	614	597	583	563	562	558	563	559	546	528	547	522
Leavers & Transfers	4014	3864	3818	3935	3872	3792	3782	3726	3704	3661	3652	3587
Response rate	22.72%	22.46%	21.58%	19.92%	19.86%	19.80%	19.49%	19.27%	18.90%	18.27%	17.69%	17.95%

## Prisoner Officer – Operational Support Grade – Primary Driver for Leaving

Prisons	Jan 22 - Dec 22	Feb 22 - Jan 23	Mar 22 - Feb 23	Apr 22 - Mar 23	May 22 - Apr 23	Jun 22 - May 23	Jul 22 - Jun 23	Aug 22 - Jul 23	Sep 22 - Aug 23	Oct 22 - Sep 23	Nov 22 - Oct 23	Dec 22 - Nov 23
Career Progression	19%	19%	19%	18%	18%	19%	20%	22%	18%	18%	18%	21%
Environment	3%	3%	3%	3%	3%	3%	2%	2%	3%	2%	3%	4%
Health & Wellbeing	13%	13%	14%	13%	12%	14%	14%	12%	13%	11%	12%	11%
Induction	2%	2%	2%	1%	1%	1%	2%	2%	2%	2%	2%	2%
Leadership	14%	14%	14%	14%	14%	13%	12%	12%	13%	14%	13%	11%
Learning & Development	0%	0%	0%	0%	1%	1%	1%	1%	1%	1%	1%	1%
Pay & Reward	11%	12%	12%	12%	11%	9%	8%	8%	8%	8%	7%	7%
Retirement	9%	8%	8%	9%	10%	10%	10%	11%	12%	13%	13%	11%
Role & Responsibility	5%	4%	4%	4%	3%	3%	4%	3%	4%	4%	4%	5%
Staffing	3%	3%	4%	4%	4%	3%	4%	3%	2%	2%	3%	2%
Ways of Working	20%	20%	20%	22%	23%	23%	23%	24%	25%	26%	25%	26%
Number of interviews	<b>236</b>	<b>232</b>	<b>228</b>	<b>223</b>	<b>208</b>	<b>210</b>	<b>218</b>	<b>208</b>	<b>197</b>	<b>192</b>	<b>190</b>	<b>170</b>
Leavers	979	980	990	969	944	930	915	894	892	886	878	852
Transfers	45	40	40	42	41	42	41	38	42	41	43	43
Leavers & Transfers	1024	1020	1030	1011	985	972	956	932	934	927	921	895
Response rate	23.05%	22.75%	22.14%	22.06%	21.12%	21.60%	22.80%	22.32%	21.09%	20.71%	20.63%	18.99%

## Band 7 – 11 Managers (Op & Non-Op) – Primary Driver for Leaving

Prisons	Jan 22 - Dec 22	Feb 22 - Jan 23	Mar 22 - Feb 23	Apr 22 - Mar 23	May 22 - Apr 23	Jun 22 - May 23	Jul 22 - Jun 23	Aug 22 - Jul 23	Sep 22 - Aug 23	Oct 22 - Sep 23	Nov 22 - Oct 23	Dec 22 - Nov 23
Career Progression	27%	28%	29%	24%	29%	24%	24%	23%	23%	26%	28%	29%
Environment	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Health & Wellbeing	15%	14%	13%	13%	13%	15%	14%	17%	17%	14%	12%	14%
Induction	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Leadership	20%	14%	13%	13%	13%	11%	12%	10%	6%	6%	8%	4%
Learning & Development	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Pay & Reward	2%	2%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%
Retirement	29%	32%	32%	35%	36%	37%	32%	31%	33%	32%	28%	31%
Role & Responsibility	4%	7%	7%	7%	5%	9%	10%	10%	13%	12%	12%	10%
Staffing	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	2%	2%
Ways of Working	4%	4%	4%	4%	2%	0%	4%	4%	4%	6%	6%	6%
Number of interviews	55	57	56	54	56	54	50	48	48	50	50	49
Leavers	72	69	66	63	66	68	65	69	66	70	71	72
Transfers	165	163	154	141	140	137	134	134	119	111	112	120
Leavers & Transfers	237	232	220	204	206	205	199	203	185	181	183	192
Response rate	23.21%	24.57%	25.45%	26.47%	27.18%	26.34%	25.13%	23.65%	25.95%	27.62%	27.32%	25.52%



## Band 2 – 6 Non-Op Staff – Primary Driver for Leaving

Prisons	Jan 22 - Dec 22	Feb 22 - Jan 23	Mar 22 - Feb 23	Apr 22 - Mar 23	May 22 - Apr 23	Jun 22 - May 23	Jul 22 - Jun 23	Aug 22 - Jul 23	Sep 22 - Aug 23	Oct 22 - Sep 23	Nov 22 - Oct 23	Dec 22 - Nov 23
Career Progression	34%	34%	35%	35%	35%	35%	37%	36%	34%	34%	35%	35%
Environment	4%	4%	4%	4%	3%	3%	3%	4%	4%	4%	4%	4%
Health & Wellbeing	11%	10%	10%	9%	9%	10%	10%	10%	10%	10%	12%	11%
Induction	0%	0%	0%	0%	0%	0%	0%	1%	1%	1%	1%	1%
Leadership	16%	16%	16%	17%	18%	18%	17%	17%	16%	16%	15%	14%
Learning & Development	2%	1%	1%	2%	1%	1%	1%	2%	2%	1%	1%	1%
Pay & Reward	12%	12%	12%	10%	10%	8%	8%	7%	7%	6%	6%	5%
Retirement	8%	8%	9%	9%	11%	11%	12%	13%	14%	14%	14%	14%
Role & Responsibility	5%	5%	4%	4%	3%	3%	3%	3%	3%	4%	3%	3%
Staffing	2%	2%	2%	2%	2%	2%	2%	2%	2%	1%	2%	2%
Ways of Working	7%	7%	7%	6%	7%	7%	8%	7%	7%	8%	8%	9%
Number of interviews	<b>529</b>	<b>524</b>	<b>509</b>	<b>498</b>	<b>495</b>	<b>474</b>	<b>478</b>	<b>454</b>	<b>434</b>	<b>418</b>	<b>391</b>	<b>380</b>
Leavers	996	987	964	919	903	890	891	854	842	828	830	835
Transfers	378	376	370	372	369	366	353	336	308	304	282	267
Leavers & Transfers	1374	1363	1334	1291	1272	1256	1244	1190	1150	1132	1112	1102
Response rate	38.50%	38.44%	38.16%	38.57%	38.92%	37.74%	38.42%	38.15%	37.74%	36.93%	35.16%	34.48%

# Annex C: Pay Tables

## Current F&S Pay Scales:

2	National	<b>37 hour Base Pay</b>
		39 hour inc ACHP
		37 hour inc 20% unsocial
		39 hour inc ACHP & 20% unsocial
	Outer London	<b>37 hour Base Pay</b>
		39 hour inc ACHP
		37 hour inc 20% unsocial
		39 hour inc ACHP & 20% unsocial
	Inner London	<b>37 hour Base Pay</b>
		39 hour inc ACHP
		37 hour inc 20% unsocial
		39 hour inc ACHP & 20% unsocial

Pay Effective 1 April 2023		
Pay Points / Range: 01 Apr 23 - 31 Mar 24		
1	2	3
<b>£21,355</b>		
£22,509		
£25,626		
£27,011		
<b>£24,390</b>		
£25,708		
£29,268		
£30,850		
<b>£25,971</b>		
£27,375		
£31,165		
£32,850		

3	National	<b>37 hour Base Pay</b>
		39 hour inc ACHP
		37 hour inc 20% unsocial
		38 hour inc ACH & 20% unsocial
		39 hour inc ACHP & 20% unsocial
		39 hour inc ACH & 20% unsocial
		40 hour inc ACH & 20% unsocial
		41 hour inc ACH & 20% unsocial
	Outer London	<b>37 hour Base Pay</b>
		39 hour inc ACHP
		37 hour inc 20% unsocial
		38 hour inc ACH & 20% unsocial
		39 hour inc ACHP & 20% unsocial
		39 hour inc ACH & 20% unsocial
		40 hour inc ACH & 20% unsocial
		41 hour inc ACH & 20% unsocial
	Inner London	<b>37 hour Base Pay</b>
		39 hour inc ACHP
		37 hour inc 20% unsocial
		38 hour inc ACH & 20% unsocial
		39 hour inc ACHP & 20% unsocial
		39 hour inc ACH & 20% unsocial
		40 hour inc ACH & 20% unsocial
		41 hour inc ACH & 20% unsocial

Pay Effective 1 April 2023		
Pay Points / Range: 01 Apr 23 - 31 Mar 24		
1	2	3
<b>£25,752</b>	<b>£26,653</b>	<b>£27,116</b>
£27,144	£28,094	£28,582
£30,902	£31,984	£32,539
£31,877	£32,992	£33,565
£32,573	£33,712	£34,298
£32,851	£34,001	£34,591
£33,826	£35,009	£35,617
£34,800	£36,018	£36,643
<b>£28,636</b>	<b>£29,637</b>	<b>£30,151</b>
£30,184	£31,239	£31,781
£34,363	£35,564	£36,181
£35,447	£36,686	£37,322
£36,221	£37,487	£38,137
£36,530	£37,807	£38,463
£37,614	£38,929	£39,604
£38,697	£40,050	£40,745
<b>£30,137</b>	<b>£31,191</b>	<b>£31,732</b>
£31,766	£32,877	£33,447
£36,164	£37,429	£38,078
£37,305	£38,609	£39,279
£38,119	£39,452	£40,137
£38,445	£39,790	£40,480
£39,585	£40,970	£41,680
£40,726	£42,150	£42,881

4	National	<b>37 hour Base Pay</b>
		39 hour inc ACHP
		37 hour inc 20% unsocial
		39 hour inc ACHP & 20% unsocial
	Outer London	<b>37 hour Base Pay</b>
		39 hour inc ACHP
		37 hour inc 20% unsocial
		39 hour inc ACHP & 20% unsocial
	Inner London	<b>37 hour Base Pay</b>
		39 hour inc ACHP
		37 hour inc 20% unsocial
		39 hour inc ACHP & 20% unsocial
5	National	<b>37 hour Base Pay</b>
		39 hour inc ACHP
		37 hour inc 20% unsocial
		39 hour inc ACHP & 20% unsocial
	Outer London	<b>37 hour Base Pay</b>
		39 hour inc ACHP
		37 hour inc 20% unsocial
		39 hour inc ACHP & 20% unsocial
	Inner London	<b>37 hour Base Pay</b>
		39 hour inc ACHP
		37 hour inc 20% unsocial
		39 hour inc ACHP & 20% unsocial

Pay Effective 1 April 2023		
Pay Points / Range: 01 Apr 23 - 31 Mar 24		
Minimum	Maximum	
		<b>£30,471</b>
		£32,118
		£36,565
		£38,542
		<b>£33,506</b>
		£35,317
		£40,207
		£42,381
		<b>£35,087</b>
		£36,984
		£42,104
		£44,380
<b>£33,104</b>	<b>£33,890</b>	<b>£34,694</b>
£34,893	£35,722	£36,569
£39,725	£40,668	£41,633
£41,872	£42,866	£43,883
<b>£36,001</b>	<b>£36,855</b>	<b>£37,729</b>
£37,947	£38,847	£39,768
£43,201	£44,226	£45,275
£45,536	£46,617	£47,722
<b>£37,510</b>	<b>£38,400</b>	<b>£39,310</b>
£39,538	£40,476	£41,435
£45,012	£46,080	£47,172
£47,445	£48,571	£49,722

6	National	<b>37 hour Base Pay</b>
		37 hour inc RHA
	Outer London	<b>37 hour Base Pay</b>
		37 hour inc RHA
	Inner London	<b>37 hour Base Pay</b>
		37 hour inc RHA
7	National	<b>37 hour Base Pay</b>
		37 hour inc RHA
	Outer London	<b>37 hour Base Pay</b>
		37 hour inc RHA
	Inner London	<b>37 hour Base Pay</b>
		37 hour inc RHA
8	National	<b>37 hour Base Pay</b>
		37 hour inc RHA
	Outer London	<b>37 hour Base Pay</b>
		37 hour inc RHA
	Inner London	<b>37 hour Base Pay</b>
		37 hour inc RHA
9	National	<b>37 hour Base Pay</b>
		37 hour inc RHA
	Outer London	<b>37 hour Base Pay</b>
		37 hour inc RHA
	Inner London	<b>37 hour Base Pay</b>
		37 hour inc RHA

Pay Effective 1 April 2023	
Pay Points / Range: 01 Apr 23 - 31 Mar 24	
Minimum	Maximum
<b>£34,862</b>	<b>£40,094</b>
£41,834	£48,113
<b>£37,501</b>	<b>£43,129</b>
£45,001	£51,755
<b>£38,876</b>	<b>£44,710</b>
£46,651	£53,652
	<b>£47,907</b>
	£57,488
	<b>£50,942</b>
	£61,130
	<b>£52,523</b>
	£63,028
<b>£46,549</b>	<b>£55,862</b>
£55,859	£67,034
<b>£49,079</b>	<b>£58,897</b>
£58,895	£70,676
<b>£50,396</b>	<b>£60,478</b>
£60,475	£72,574
<b>£59,623</b>	<b>£71,546</b>
£71,548	£85,855
<b>£62,153</b>	<b>£74,581</b>
£74,584	£89,497
<b>£63,470</b>	<b>£76,162</b>
£76,164	£91,394

			Pay Effective 1 April 2023	
			Pay Points / Range: 01 Apr 23 - 31 Mar 24	
			Minimum	Maximum
10	National	37 hour Base Pay	£65,633	£78,764
		37 hour inc RHA	£78,760	£94,517
	Outer London	37 hour Base Pay	£68,163	£81,799
		37 hour inc RHA	£81,796	£98,159
	Inner London	37 hour Base Pay	£69,480	£83,380
		37 hour inc RHA	£83,376	£100,056
11	National	37 hour Base Pay	£74,243	£89,091
		37 hour inc RHA	£89,092	£106,909
	Outer London	37 hour Base Pay	£76,773	£92,126
		37 hour inc RHA	£92,128	£110,551
	Inner London	37 hour Base Pay	£78,090	£93,707
		37 hour inc RHA	£93,708	£112,448
12	National	37 hour inc RHA		£111,395
	Outer London	37 hour inc RHA		£114,430
	Inner London	37 hour inc RHA		£116,011

Closed Uniformed Grades pay scales 2023/24 and proposed 2024/25<sup>3</sup>

Grade	Pay Point	2023	2024	Grade	Pay Point	2023	2024
Principal Officer	Single Rate	£38,087	£38,087	Prison Officer	Maximum	£32,915	£32,915
Senior Officer	Single Rate	£35,429	£35,429	G4S Prison Custody Officer (PCO)	3 years or more	£27,425	£27,425
OSG	Single Rate	£21,757	£21,757	Night Patrol (closed)	Maximum	£21,820	£21,820
G4S Security Officer (SO)	2 years or more	£21,443	£21,443	Prison Auxiliary (closed)	Maximum	£19,341	£19,341

Grade	Working Hours / Pattern	2023	2024
Prison Officer 2	37 hour Base Pay	£19,786	£19,786
	37 hour inc 17% unsocial	£23,150	£23,150
	38 hour inc ACH & 17% unsocial	£23,791	£23,791
	39 hour inc ACH & 17% unsocial	£24,433	£24,433
	40 hour inc ACH & 17% unsocial	£25,075	£25,075
	41 hour inc ACH & 17% unsocial	£25,716	£25,716

<sup>3</sup> All Closed Grade staff are now at maximum.

# Operational Phase One Manager pay scales 2023/24 and proposed 2024/25

Effective From	Including RHA			Excluding RHA	
	01-Apr-23	01-Apr-24		01-Apr-23	01-Apr-24
<b>Senior Manager A</b>	£94,896	£94,896	<b>Senior Manager D</b>	£70,003	<b>£70,003</b>
<b>Senior Manager B</b>	£92,110	£92,110	From 23 July 2009		
<b>Senior Manager C</b>	£82,953	£82,953	<b>Manager E</b>	£52,691	£52,691
<b>Senior Manager D</b>	£76,209	£76,209	<b>Manager F</b>	£44,697	£44,697
<b>Senior Manager D</b>	<b>£70,003</b> *	<b>£70,003</b> *	<b>Manager G</b>	£36,794	£36,794
(Inc RHA closed 22 July 2009)			<b>RHA</b>	£6,206	£6,206

\* The 2009 maximum value on the all-inclusive RHA Senior Manager D pay scale was retained as an additional pay point. This is the maximum available for those individuals in non-qualifying roles who chose to remain on this closed scale.



# Annex D: Prison Officer Recruitment Process

- **Entry routes:** Advance into Justice, Aspire Prison Officer Pathway, OSG-PO Fast Track, Futures/Firsts, Alumni
- **Candidate Engagement:** Webinars, online portal, engagement communications, tailored local offering
- **Additional Assessments:** YJW Role Play, Women's Estate Assessment Stage

