



HM Prison &
Probation Service



**HM PRISON
SERVICE**

Public Sector Prisons

HMPPS Submission to the Prison Service Pay Review Body

HMPPS (England & Wales) Evidence

2025/26



Table of Contents

Introduction	3
Executive Summary	3
The Remit Group	5
Affordability	6
1: Pay Proposals 2025/26	10
Key Strategic Objectives	10
Overview of Prison Service Pay Proposals 2025/26	10
Summary of Pay Proposals 2025/26	13
2: Evidence of key developments, priorities and areas of investment for the coming year and beyond	32
Introduction	32
Prison Environment	33
Self-inflicted deaths	36
Prison Workforce	50
Localised Interventions	72
Annex A: Additional Evidence Requests	81
Annex B: Exit Interview Methodology and Data Overview	87
Annex C: Pay Tables	93
Annex D: Prison Officer Recruitment Process	100
Annex E: Launchpad Benefits	101
Annex F: An overview of the pilot schemes and new initiatives running in relation to the reduction in the use of Payment Plus and Operational Support Grade overtime	103




Introduction

Executive Summary

Government Evidence and PSPRB Remit


- a. This document sets out evidence from His Majesty's Prison and Probation Service (HMPPS), provided to the Prison Service Pay Review Body (PSPRB) to inform the 2025/26 pay round. HMPPS is an Executive Agency of the Ministry of Justice (MOJ) with responsibility for prisons and probation in England and Wales.
- b. On 30th September 2024, the Minister for Prisons issued a remit letter to the PSPRB to commence the 2025/26 pay round. The remit letter emphasised that conducting the pay round to an accelerated timeline compared to previous years is a key priority. The Government's intention is to announce pay awards as close to the start of the pay year of 1 April as possible for 2025/26, with an aim to more fully reset the timeline in 2026/27.
- c. The 2024/25 pay award delivered a substantial increase of at least 5% to all frontline prison staff. The earlier publication of written evidence for 2025/26 means we have less time to assess the impact of the award, but we are tracking the early effects of the award and expect to see a positive impact on recruitment and retention. Whilst the Prison Service has experienced recruitment and retention challenges in recent years, HMPPS has seen an improved and more stable national staffing picture. However, the loss of staff post-Covid has meant that we have a staff group where significant numbers of prison officers have been recruited relatively recently and so lack experience.
- d. HMPPS has asked that the PSPRB make affordability an important part of its consideration when making recommendations for the 2025/26 pay round. Our affordability position is set out in the below sections.
- e. HMPPS asks that the wider economic position, in particular the inherited fiscal position as set out by the Chancellor on 30th October 2024, is considered by



the PSPRB. On page 6 HMPPS has set out the Department's affordability position and the impact that an unaffordable pay award would have on both prisons and the wider justice system.

2025 Pay Proposals

- f. Our pay proposals for 2025/26 aim to achieve a difficult balance between what HMPPS consider to be the best possible pay award for staff for the year ahead, in the context of the operational challenges for the Prison Service.
- g. Our proposals recommend a headline increase is applied to all Fair and Sustainable (F&S) staff. The increases set out in our pay proposals are mindful of the Department's overall affordability position and the need to manage pay bill growth. HMPPS will also be applying an increase to Band 2 Operational Support Grades (OSG) – our lowest paid staff – effective from 1 April 2025 to meet the National Living Wage.
- h. Secondly, our proposals aim to ensure promotion continues to offer a consistent incentive for all our staff group. HMPPS will therefore propose again that the Band 9 staff on Inner and Outer London pay ranges can achieve 10% on promotion as for every other F&S band and their Band 9 National counterparts. Our intention is that the pay structures serve all staff who use them, whether they are within the remit or not.
- i. Continuing from the evidence provided in previous submissions, HMPPS considers 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. Our ambition is to deliver an evidence-based framework to support the continued use of Market Supplements, and HMPPS intends to deliver that from April 2025 subject to an ongoing approvals process.
- j. HMPPS continues 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 continues to assess the impact of this alongside the substantive investment made in recent pay awards. Our pay proposals will further outline our commitment to maintaining



the 'Red' and 'Red Plus' Market Supplements for 2025/26 and beyond via the introduction of an evidence-based framework.

Content of the evidence


- k. This document sets out our detailed pay proposals for 2025/26, as well as a range of evidence and information to assist with the PSPRB's work. This includes the context on government and department affordability, strategic priorities, and details of operational and policy developments across the prison estate and priorities for prisons over the coming years.
- l. The document also provides the information requested by the PSPRB in its 2024/25 report. In some cases, where projects and policies are in development, HMPPS has committed to providing further information at oral evidence or later in the year. Where the data required needs to be shared on an official-sensitive basis, this will be done so directly with the Office for Pay Review Bodies (OPRB).
- m. This document is comprised of two chapters:

Chapter 1: Pay Proposals – this chapter will set out our pay strategy and pay proposals for 2025/26.

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


The Remit Group

- n. The PSPRB remit group comprises all Prison Governors, Operational Managers, Prison Officers and Operational Support Grades (OSGs), the vast majority of whom are employed on 'Fair & Sustainable' (F&S) terms. There are now less than 400 operational staff on 'closed terms' of which approximately 150 still do not benefit financially from opting into F&S. There is also a 'read across' to the vast majority of non-operational and semi-operational roles due to the common pay and grading structure within HMPPS.

- 
- o. 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.
 - p. 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.
 - q. 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

- r. The Government accepted in full the 14 recommendations made by the PSPRB in their 2024/25 report, at a significant cost. HMPPS estimates that the 2024/25 recommendations will cost MoJ £141m. Despite this, the recommendations were accepted in order to support the improvement of public services, stabilise our prison services and ensure prisons can recruit and retain the staff that they need. It recognised the unwavering dedication of our prison staff who have continued to protect the public amid the current prison capacity crisis. It is hoped that the PSPRB's proposals for 2025/26 will strike a balance between fair pay and value for money for the taxpayer.
- s. Following the PSPRB's 2024/25 recommendations, HMPPS uplifted the base salary of Band 3 Prison Officers (on the national rate, 39 hours with 20% unsocial hours) from £32,851 to £34,494. Our Band 2 OSGs received a 5% increase to the spot rate, in addition to the increase to the National Living Wage (NLW) which was applied to Band 2 from 1st April 2024. This amounted to an increase of 9.8% for OSGs.

- 
- t. Although still important for our staff, exit interview data shows that when staff are asked what the primary reason for their departure is, Pay and Reward no longer consistently features in the top 5 causes cited. This potentially reflects the high level of pay awards delivered in recent years, recognised by the PSPRB in their intention to now maintain the improved market position of Prison Service pay. The overall funding and affordability picture remains challenging both for HMPPS and the Department, and future pay recommendations will be considered in that context.
 - u. As set out in our remit letter to the PSPRB, future pay recommendations must be considered against the backdrop of the challenging financial position this Government has inherited, including a £22bn pressure against the spending plans set out for departments at Spring Budget 2024.

Macroeconomic context

- v. The rate of UK economic growth since the global financial crisis (GFC) of 2008 has been substantially lower than in previous decades. Annual real productivity growth (GDP per hour worked) fell by around 1.5 percentage points, from an average of 2.1% in the decade prior to the GFC, to 0.6% between 2010 and 2019. Higher productivity enables higher wages and living standards. Only sustained productivity growth over the medium-term can deliver sustainable long-run economic growth and real-terms wage rises.
- w. The Government is fixing the foundations of the economy and beginning a decade of national renewal. Through the growth mission, the Government is restoring stability, increasing investment, and reforming the economy to drive up prosperity and living standards across the UK.
- x. The UK economy has faced unprecedented shocks, including the pandemic and Russia's illegal invasion of Ukraine, which contributed to the largest increase in inflation in almost 50 years. Low and stable price inflation is an essential element of a stable macroeconomic environment, and a pre-requisite for sustainable economic growth and improving living standards. Inflation is normalising after these shocks and is expected to remain close to



the 2% target throughout the OBR's forecast period, and average 2.6% across 2025/26.

- y. The UK economy is exposed to risks from geopolitical tensions, shifts in global trade, global spillovers from declining demand in China, and any sudden increases in financial market volatility which could tighten financial conditions. Overall, risks are elevated and skewed to the downside.

Labour Market Context

- z. Settlement data are the most comparable data to Pay Review Body (PRB) decisions, as they are a direct measure of consolidated pay awards, and are not directly affected by other factors such as changes to working hours or changes in the composition of employment. According to Brightmine, median settlements across the economy were at 4.8% in 2024 Q2 and 4.0% in 2024 Q3. The OBR's forecast is for average earnings growth to average 4.5% across 2024/25 – although 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. Against both of these, the 2024/25 award for the Prison Service was ahead of the wider economy, which should support an improvement in recruitment and retention.
- aa. Average earnings growth is forecast to moderate further over the coming months, and be materially lower over 2025/26 than 2024/25, at 3.0% according to the OBR's forecast. Survey evidence also points to an easing in wage growth, with Brightmine's survey showing that settlements are expected to average 3% in 2025. The Government has brought forward the pay round this year, which makes it particularly important that PRBs consider forecasts for wage growth.
- bb. Whilst the unemployment rate is low by historical standards, there is substantial uncertainty around the position of the labour market due to ongoing issues with the Labour Force Survey. Other sources suggest that the labour market continues to loosen, with vacancy levels falling, and employee



numbers falling in recent months. A loosening labour market should continue to support recruitment and retention across the public sector.




1: Pay Proposals 2025/26

Key Strategic Objectives

- 1.1 This year's proposals focus on four clear strategic objectives:
- **Retention and motivation** of both experienced and newly recruited operational staff across a challenging estate.
 - **Targets our lower paid staff** and those in the lower quartile of the pay ranges.
 - **Investment in Fair and Sustainable only** to erode the remaining pay differential between F&S and closed grades and offer incentives for staff to "Opt-In".
 - **Affordability** - Remains within the Department's **affordability envelope**.


Overview of Prison Service Pay Proposals 2025/26

- 1.2 HMPPS' proposals for the 2025/26 pay round consolidate the work already undertaken in reforming the pay structures for the officer and managerial grades with the shorter pay ranges and reduced progression costs.
- 1.3 In this round HMPPS wishes to ensure promotion continues to offer a consistent incentive for all our staff group. Building on the position put forward in the 2024/25 written evidence, HMPPS therefore again proposes to incentivise progression and that the Band 9 staff on Inner and Outer London pay ranges can achieve 10% on promotion as for every other F&S band and their Band 9 National counterparts. The intention is that the pay structures serve all staff who use them, whether they are within the remit or not. This does not, however, alter the cash value increase for those below maximum, which will remain the headline increase determined by the PSPRB.
- 1.4 **Recruitment and retention** – investing in a headline increase for all staff in F&S. HMPPS will increase the Band 2 spot rate (our lowest paid staff) from 1



April 2025 to meet the National Living Wage which will increase in 2025 for all staff at the rate agreed for staff aged 21 and over to £12.21 per hour. HMPPS would have liked to target additional investment here in recognition of the OSG role being a gateway to being a Prison Officer. The 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. HMPPS is, however, constrained in its ability to do this by affordability issues. Subsequently HMPPS will apply the PSPRB and HMG accepted pay recommendation for Band 2 if specified that it should be paid in addition to the National Living Wage increase above.

- 1.5 Recognising the work of all Operational Resilience and Response Unit (ORRU) colleagues who provide out of hours cover, HMPPS is proposing a modest rise to the ORRU Allowances (formerly National Tactical Response Group (NTRG) / National Dog and Technical Support Group (NDTSG) Allowance). This brings one element of the rate formula into alignment with the current F&S on-call rate.
- 1.6 By **targeting investment in F&S** pay, there will be a continued positive pay differential in favour of the modernised 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. This gap has now 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.
- 1.7 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 then remaining Closed Grade population opted into the F&S equivalent grade and will now benefit from our proposals for F&S this year. HMPPS will continue to make a proposal only for those few remaining Closed Grades that do not yet benefit from opting in.

- 
- 1.8 **Market Supplements** - HMPPS intends to maintain Market Supplements at their current levels of £2,000 for 'Red' sites and £3,500 for 'Red Plus' and HMPPS does not support any erosion of Market Supplements for the 2025/26 pay round. While HMPPS continues to see overall improvements in recruitment and retention nationally, concentrated challenges at specific sites remain. It is, therefore, critical that HMPPS maintains targeted Market Supplement payments to support operational capacity where required. On this basis, HMPPS intends to implement an evidence-based framework from April 2025, subject to an ongoing approvals process. The Framework will support the continued use of Market Supplements as an effective tool for managing acute recruitment and retention challenges within the Prison Officer role.
- 1.9 We continue to track the impact of the 2024/25 pay award. The earlier publication of written evidence for 2025/26 means we have less time to assess the impact of the award, and its impact is not yet fully evident in centrally collated recruitment and retention data at the point of this publication. However, we expect to see a positive impact on recruitment and retention. Whilst the Prison Service has experienced recruitment and retention challenges in recent years and while challenges remain in a small number of sites, HMPPS has seen an improved and more stable national staffing picture. Early indications from exit interviews continue to show that 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). Our proposals target specific aspects of the pay offer and negate any fundamental changes to allowances.
- 1.10 The pay proposals for 2025/26 and their estimated costs are summarised in Table 1. See further detail, including policy drivers and rationale in the following section.

Summary of Pay Proposals 2025/26

Table 1: 2025/26 Proposals – Summary with costs¹

(Figures are rounded, so individual proposals may not equate exactly to total figure)

Recruitment and Retention / Headline pay awards			Costs £m
1	Band 2	3% increase to spot rate.	7.1
2	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 of 2.9%.	58.8
Structural			Costs £m
3	Inner & Outer London	To maintain existing National to London differentials noting the proposal for Band 10 maxima.	<0.1
4	Band 10	Small adjustments to Band 10 Inner and Outer London maxima.	<0.1
Affordability and Targeted Investment in F&S			Costs £m
5	Closed Grades	A non-consolidated award of 2.9% for staff who cannot opt into F&S.	<1.0
Ensure Progression from Minima to Maxima within 3 years			Costs £m
6	Bands 3 & 5	Progression of one pay point for those below maxima.	9.6
7	Bands 6 & 8 – 11	Progression of 3.33% (capped at maxima). No non-consolidated balance payments.	4.4
Affordability - other allowances			Costs £m
8	ORRU Allowance (formerly NTRG / NTRDG)	Increase of 7.8%	0.1
TOTAL			79.9

¹ Estimated cost figures are based on data as at September 2024. On-costs are based on 2024/25 rates. Figures do not factor in changes to FTE.

Detailed Pay Proposals

1.11 This section sets out the finer detail of the above proposals which are grouped around specific strategic headlines, as previously set out at paragraph 1.1.


Support Recruitment and Retention

For F&S Bands 2-5 and Bands 6-12

- 1.12 **Proposal 1:** Uplift the Band 2 spot rate by 3%.
- 1.13 **Proposal 2:** A headline increase for all staff (Bands 3 to 12) as a fixed cash value derived as a percentage of the national pay range maxima / spot rates of 2.9%.
- 1.14 The headline increases will be applied to all spot rates – for Band 2 this will be worth 3% of the national spot rate and for Bands 4, 7 and 12 this will be worth 2.9% of the national spot rate. Outer and Inner London values will be increased by the same amounts to maintain existing differentials.
- 1.15 Headline cash value increase worth 2.9% 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.
- 1.16 Cash value increase worth 2.9% of the national maximum in Bands 6, 8 -11 – this is worth proportionately more for those lower down the pay scales.
- 1.17 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.


Additional Rationale and Key Drivers

- 1.18 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.

- 1.19 HMPPS has seen significant investment in pay in recent years; 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 structural issues with F&S and upward encroachment through the pay bands which creates disincentives for promotion and career progression.
- 1.20 The Band 2 spot rate will be uplifted to match the National Living Wage £12.21 per hour rate from 1 April 2025. However, HMPPS will increase the Band 2 spot rate (and any other closed grade salaries still in payment) to ensure they remain above the required NLW. Subsequently HMPPS will apply the PSPRB and HMG accepted pay recommendation for Band 2 if specified that it should be paid in addition to the National Living Wage increase above.
- 1.21 Therefore, when the pay award is applied for 2025/26, Band 2 staff on the National rate will already have received a pay increase in April 2025 when they were uplifted to meet the National Living Wage. The Band 2 rates for Inner and Outer London do not fall below the NLW for April 2025 and these staff (in the Outer and Inner London Zones) will receive their pay 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 and accepted by Government. 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 2025, unless specified and HMG accepted, instead the pay award will 'top-up' the overall increase.
- 1.22 If headline pay award values differ by band, it would significantly lessen the financial incentive for promotion and potentially re-introduce pay band overlaps that we have invested heavily into F&S to avoid in previous years. 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 2024/25 pay rates:

- a National Band 3 working 2 ACHP (Additional Committed Hours Pensionable) with unsocial hours allowance and a 'Red Plus' Market Supplement earns £39,513;
- a National Band 3 working 4 ACH (Additional Committed Hours non-pensionable) with unsocial hours allowance and a 'Red Plus' Market Supplement earns £41,976; and
- on promotion from Band 3 to a National Band 4 working 2 ACHP with unsocial hours allowance, the employee earns £40,469. This is only £956 more than a Band 3 working 2 ACHP with unsocial hours allowance and a 'Red Plus' Market Supplement, and £1,507 less than a Band 3 working 4 ACH with unsocial hours allowance and a 'Red Plus' Market Supplement.

Structural Reforms

- 1.23 **Proposal 3** - To maintain existing national to London differentials as set out in **Table 2** below noting the proposal for Band 10 maxima, as explained in proposal 4.
- 1.24 Rates are to be consistent across the pay zones to maintain existing national to London differentials as set out below 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 is one exception to Band 10 (see proposal 4), 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
2 to 5 & 7 to 9 & 11	37 hours base pay	4,988
10	37 hours Inc. 20% UHW* / RHA**	5,986
3	39 hour inc ACHP***	5,312
2 to 5 & 7 to 9 & 11	37 hours Inc. 20% UHW / RHA	5,986
3	38 hours Inc. ACH**** & 20% UHW	6,180
2 to 5	39 hours Inc. ACHP & 20% UHW	6,310
3	39 hours Inc. ACH & 20% UHW	6,374
3	40 hours Inc. ACH & 20% UHW	6,568
3	41 hours Inc. ACH & 20% UHW	6,762
		National / Outer London
2 to 5 & 7 to 9 & 11	37 hours base pay	3,279
10	37 hours Inc. 20% UHW / RHA	3,935
3	39 hour inc ACHP	3,492
2 to 5 & 7 to 9 & 11	37 hours Inc. 20% UHW / RHA	3,935
3	38 hours Inc. ACH & 20% UHW	4,062
2 to 5	39 hours Inc. ACHP & 20% UHW	4,147
3	39 hours Inc. ACH & 20% UHW	4,190
3	40 hours Inc. ACH & 20% UHW	4,318
3	41 hours Inc. ACH & 20% UHW	4,445


*Unsocial Hours Working

**Required Hours Addition

***Additional Committed Hours Pensionable

****Additional Committed Hours

1.25 **Proposal 4:** Additional increase to the Band 10 Outer London (£260) and Inner London (£431) 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. This increase to the Band 10 maxima will erode the differential slightly between Band 10 and the Band 11 spot rate but still allows for a 10% rise on promotion from Band 10 to Band 11. It does not undermine the integrity of the F&S pay structure as there is still an adequate gap between Band 10 and Band 11 to avoid an overlap.



1.26 HMPPS proposes to increase the Band 10 Inner / Outer London maxima to the equivalent of Band 9 Inner/Outer London maximum plus 10% to enable staff to achieve a 10% pay increase on promotion. The ability to achieve a 10% increase in pay on promotion is widely applied across the Civil Service and is in place across the HMPPS and MoJ family and it would make sense to ensure fairness and consistency of approach and to ensure that staff are incentivised to seek promotion. Last year the PSPRB was not persuaded by our request and pointed out that no remit staff were in scope to benefit from this proposal. However, as the position of all staff is dictated by F&S pay structures, we respectfully ask for PSPRB approval for this modest change. As an employer we do not favour remit staff over non-remit staff and it cannot be fair that a small non-remit staff group have to bear the potential impact of this. It is also possible that in any year remit staff will come into scope for promotion.


Additional Rationale and Key Drivers

1.27 Shorter pay ranges have addressed pay range overlaps, where staff from the lower band overtake staff in the band above them on promotion. However, there is still an issue for staff 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, but in Inner and Outer London they exceed the Band 10 maximum and are capped at the maximum of Band 10, not achieving the otherwise universal 10% on promotion given elsewhere in the F&S framework. This leads to morale issues for staff and rising employee relations dissatisfaction from Unions on behalf of their members.

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

1.28 **Proposal 5:** A non-consolidated award for staff who cannot opt-into F&S (value to be determined by the PSPRB).

1.29 There are under 400 staff on Closed Grade terms, and in receipt of Closed Grade allowances, for whom it is not financially beneficial to opt into F&S terms. For this exceptional group a non-consolidated and non-pensionable



award is proposed. This award will be paid only to those who would still be unable to opt into F&S without financial detriment after the 2025 pay award has been calculated. The PSPRB is invited to consider the value of the non-consolidated award proposed for this group of staff.

- 1.30 HMPPS wishes to maintain the PSPRB's approach in prior reports that no pay award be made to Closed Grade staff who would benefit financially from their F&S equivalent rate to incentivise more staff to opt into F&S.

Additional Rationale and Key Drivers


- 1.31 For the first time since F&S was launched in 2012, the 2023/24 pay award made it possible for most² Closed Grade staff at Band 3 to contemplate opting into the F&S Band 3 with a pay increase post implementation of the award.
- 1.32 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, HMPPS 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.
- 1.33 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. HMPPS has 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

HMPPS proposes:

- 1.34 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.

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



This position supports the 2023/24 PSPRB recommendations for Closed Grade staff to be rewarded by opting into F&S terms which will enable them to receive a pay rise. HMPPS proposes 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 2025/26 award.


- 1.35 HMPPS will only focus investment for employees on F&S terms and will no longer consider investment in Closed Grades. 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 5.

Additional Rationale and Key Drivers

- 1.36 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, HMPPS is signalling its investment in F&S scales and encouraging staff who wish to receive consolidated awards to opt into F&S terms.
- 1.37 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.
- 1.38 Notwithstanding the proposals above, HMPPS will remain compliant where necessary with the Government's National Living Wage in the Closed Grades. Any Closed Grade role that falls below the National Living Wage will be increased as necessary in April as required each year.

Affordability - Pay Progression in F&S

- 1.39 **Proposal 6:** 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 2025.

- 
- 1.40 **Proposal 7:** Eligible staff in Bands 8 to 11, 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.
- 1.41 There is no progression at Bands 2, 4, 7 or 12, as these pay Bands are spot rates.
- 1.42 As in previous years, HMPPS proposes 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.
- 1.43 Despite no longer having a system in which pay progression is linked to end of year performance markings generally, HMPPS firmly believes 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

- 1.44 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.
- 1.45 HMPPS expects 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.

Maintaining a targeted approach to the use of Market Supplements

HMPPS proposes (for F&S Band 3 Prison Officers only):

- 1.46 Maintaining Market Supplements at their current levels of £2,000 for 'Red' sites and £3,500 for 'Red Plus' sites.

Additional Rationale and Key Drivers


- 1.47 The full detail of rationale and key drivers can be found in Chapter 2 alongside detail on the Market Supplements framework.
- 1.48 While HMPPS continues to see overall improvements in recruitment and retention nationally, concentrated challenges at specific sites remain and we have been closely tracking the effects of our implementation of Market Supplements at HMPs Stocken, Swaleside and Elmley in 2024. It is, therefore, critical that HMPPS maintains targeted Market Supplement payments to support operational capacity where required.
- 1.49 HMPPS does not support any erosion of Market Supplements for the 2025/26 pay round and continues 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 wider work to monitor retention across all sites.
- 1.50 There also remains a clear need for Market Supplements, given capacity pressures and staffing challenges at specific sites. Market Supplements are an effective tool for addressing recruitment and retention challenges at specific prisons, delivering targeted value for money. On this basis, HMPPS intends to implement an evidence-based framework from April 2025 to support the continued use of Market Supplements, subject to an ongoing approvals process, as an effective tool for managing acute recruitment and retention challenges. Similar such measures to uplift pay for roles where staffing challenges exist are normal practice in many workforces across sectors.
- 1.51 The PSPRB has 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 HMPPS has made in closing the gap between F&S and Closed Grades and encouraging opt-in to F&S. The Market Supplements framework will deliver further clarity in this space, allowing for clear and consistent evidence-based decisions regarding the turning on and

turning off of Market Supplement arrangements, and clear communications to HMPPS staff. Further details of the framework are set out in Chapter 2.

Other Allowances

ORRU Allowance - National Tactical Response Group (NTRG) and National Dog Technical and Support Group (NDTSG) allowances

- 1.52 **Proposal 8:** HMPPS proposes an increase to the ORRU allowance of 7.8% (£520) from £6,670 to £7,190 per annum.
- 1.53 Please note that the allowance should be referred to accurately as the ORRU allowance as it is paid to eligible staff working across Operational Resilience and Response Unit (ORRU) and is not limited to the National Tactical Response Group (NTRG) or National Dog and Technical Support Group (NDTSG) which are two specialist teams within ORRU.
- 1.54 The ORRU allowance is in addition to the unsocial working hours allowance for prison officers and/or required hours addition allowance (RHA) and reflects the unique working demands and on-call commitments that ORRU staff make when joining the group. Those in eligible roles attract this additional allowance in return for committing to being on call and available for work or immediate deployment for a *maximum* of 26 weeks per year and available for work or operational deployment with 11 hours' notice for the remaining 26 weeks of the year. On-call periods extend to rest days and last for no longer than 14 consecutive days. Individuals are not required to be contactable during periods of annual leave or when off sick, on maternity, paternity or extended leave, or during periods spent in reasonably adjusted roles due to injury or phased return to work.
- 1.55 The expectation is that during on-call periods, staff who are in receipt of this allowance will be available outside of scheduled working hours and can be called upon to complete work in prison establishments, Whitehall or remotely under our national command and control arrangements. They are expected to mobilise and commence work within 30 or 45 minutes (depending on role) of being called upon in the event of operational emergency at all times. Staff in




operational grades are paid hourly Tornado rates for every hour they work once deployed under these arrangements. Staff in non-operational or managerial grades are not eligible for Tornado payments. In most cases they can accrue limited hours under flexible working arrangements with their line manager but there is no formal payment for additional hours worked.

- 1.56 On-call requirements within ORRU are unique (far above the on-call requirements of other groups of staff) and the willingness of this group of staff to meet these requirements is vital to operational stability. All ORRU staff contribute to our operational resilience and several specialist teams within ORRU are required to provide on-call cover outside of scheduled shifts for 16 or 24 hour periods.
- 1.57 In 2019 when this allowance was initiated there were significant differences in what staff on F&S terms earned when they are on call when compared with those on 'closed' pay terms. Staff on closed terms earned significantly more than those on F&S (staff on F&S pay terms typically earned £400 less). This was due to the different rates and criteria in the closed terms and F&S, where the staff are required to be on call for 16-hour periods during the working week but were only paid for 12 hours in line with F&S on-call rates³.
- 1.58 This allowance was introduced to ensure NTRG / NDTSG staff were paid for all hours on call and at the same rate, whether on closed terms or F&S pay arrangements, to safeguard operational stability. The allowance is paid to staff who are required to regularly carry out work that is in addition to their main day job and for which they are not already compensated through salary.
- 1.59 NTRG and NDTSG are required to provide the same level of on-call availability as their ORRU colleagues in other roles. The essential difference for NTRG and NDTSG colleagues is that Band 4 and Band 5 prison officers

³ **F&S On-call allowance**

Weekdays, privilege days / working days: £9.00 per period of 12 hours or more.

Weekends, public holidays / rest days: £25.00 per 24-hour period or £1.04 per hour for periods of less than 24 hours.



working in these specific teams, who are very much on the front line in attending violent incidents, are also in receipt of the 20% Unsocial Hours Allowance and a Tornado⁴ payment in the event that they are called out with a £120 minimum three hours claim. Tornado rates have increased with effect from 1 April 2024 from £24.86 to £40 an hour. It is the Tornado rate which recognises the specialist nature of their role and the challenging nature of their work when they are called out, not the ORRU allowance.

- 1.60 The ORRU allowance reflects the principle that staff should receive remuneration for the entire period for which they remain on call (i.e. 16 hours rather than 12 hours). This will provide pay parity without cutting across current national policies and support our overarching strategy of investing in F&S and incentivising staff on closed pay terms to opt into F&S.
- 1.61 HMPPS reviewed the on-call requirement for these staff and proposed a new allowance that replaced the pay for all hours on-call and the essentially obsolete radio pager rate. The allowance is non-pensionable and was annualised at £6,670 for both Closed Grade and F&S staff. The allowance replaced all previous on-call arrangements and is paid monthly along with the employee's salary. This allowance meant that staff were no longer required to make monthly claims.
- 1.62 The allowance was calculated based on closed terms and F&S on-call rates and the assumption that each person works to the agreed frequency set out in **Table 3:**

⁴ **Tornado payment**

Officers: £40.00 per hour

OSGs: £30.00 per hour

Table 3: 2019 ORRU Allowance calculated as a combination of the following rates)⁵

Current payments	Hourly Rate (Payment / 12)	Payment per day	Payment per week	Payment annualised (52 weeks) ⁶
Home -Work days (£7.09)	£0.59	16 hours x £0.59 = £9.94	£49.70 (5 days)	£1,292 (26 weeks)
Home- Rest Days (£20.17)	£0.84	24 hours x £0.84 = £20.17	£40.34 (2 days)	£1,049 (26 weeks)
Office - Work day* (£13.44)	£1.12	16 hours x £1.12 = £17.92	£89.60 (5 days)	£2,330 (26 weeks)
Office - Rest day* (£38.46)	£1.60	24 hours x £1.60 = £38.46	£76.92 (2 days)	£2,000 (26 weeks)
Total				£6,671

*These are current on-call rates for staff on closed pay terms

2025-26 ORRU Allowance Proposal

1.63 The ORRU allowance benefits staff on F&S terms by the inclusion in the calculation of the higher rate Closed Grade allowances although there are less than five members of staff in ORRU still on closed terms. HMPPS is content to continue with this above average rate in recognition of the exceptional demands placed on ORRU staff and the more regular requirement to be on call. If ORRU staff on call were to be given the same allowance formula (recognising their 16-hour on-call period) but used F&S rates exclusively the allowance would fall to £5,720. However, HMPPS is mindful of striking a balance between the demands placed on ORRU teams and the on-call rates available to other staff outside of ORRU which are lower.

⁵ In calculating this allowance, we replaced the Radio Pager on-call rate with the higher Home on-call rate and increased the amount paid from £7.08 to £9.44 to reflect the 16 hours the employee is actually on call. We also increased the Office (Work days) on-call rate from £13.43 to £17.92 again to reflect the 16 hours the employee is actually on call.

⁶ Annualised to account for annual leave.

1.64 What can be improved is that the F&S rates within the formula can be uplifted to recognise the current rates. HMPPS does not propose to uplift the Closed Grade elements in the formula as investment in Closed Grade allowances is contrary to our policy of investing only in F&S and not enhancing any Closed Grade pay elements. This is illustrated in **Table 4** below and results in a 7.8% (£520) rise in the ORRU allowance from £6,670 to £7,190 per annum.

Table 4 2025/26 ORRU Allowance proposal

Current payments	Hourly rate	Payment per day	Payment per week	Payment Annualised to 52 weeks to take account of annual leave
Home work days* (F&S = £9 per 12 hours)	£0.75	16 hours x £0.75 =£12.00	£60.00 (5 days)	£1,560 (26 weeks)
Home rest days* (F&S = £25 per 24 hours)	£1.04	24 hours x £1.04 =£25.00	£50 (2 days)	£1,300 (26 weeks)
Office work day** (£13.44)	£1.12	16 hours x £1.12 =£17.92	£89.60 (5 days)	£2,330 (26 weeks)
Office rest day** (£38.46)	£1.60	24 hours x £1.60 = £38.46	£76.92 (2 days)	£2,000 (26 weeks)
			Total	£7,190

* 2024 F&S on-call rate

** On-call rates for staff on closed terms

Unsocial Hours Allowance and Required Hours Addition

HMPPS proposes:

1.65 No increase to the unsocial hours or required hours addition allowances in 2025/26.

Additional rationale and key drivers

1.66 In line with there being no uplifts in 2024/25, we assess that there is no new evidence to support the further increase of these allowances at this time following uplifts in 2022/23. HMPPS must not divert from these allowances being a true recognition of the requirements for unsocial hours working.

1.67 HMPPS is cognisant of equality implications and is 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, OSG Overtime and OSG Unsocial Hours working

HMPPS proposes:

1.68 No changes to the rate of Payment Plus and OSG overtime whilst continuing with work on 'Recommendation 14' from the PSPRB in 2024.


Additional rationale and key drivers

1.69 There is no evidence that the enhanced rates already in payment are not attractive and there continues to be a plentiful supply of volunteers.

1.70 However, HMPPS is working to fulfil the requirements of 'Recommendation 14' from 2024 which reads:


“Recommendation 14: We recommend that, prior to the end of October 2024, His Majesty’s Prison and Probation Service provides us with an overview of the pilot schemes and new initiatives it is running in relation to the reduction in the use of Payment Plus and Operational Support Grade overtime. We also request data on the percentage of hours being worked unsocially by Operational Support Grades nationally and broken down by establishment. We further recommend that His Majesty’s Prison and Probation Service provides information in its written evidence on discussions with the unions it has had on Payment Plus, Operational Support Grade overtime and Operational Support Grade unsocial hours, along with a clear rationale for what it is proposing, even if no changes are being requested.”

1.71 Supplied with this evidence at Annex F is an overview of the pilot schemes and new initiatives running in relation to the reduction in the use of Payment Plus and Operational Support Grade overtime.

- 
- 1.72 Work continues in parallel to this evidence to collect and analyse a large volume of data and analyse what this indicates across the prison estate. We will of course update PSPRB on progress. However, the accelerated nature of this round has overtaken the data work for 'Recommendation 14' and the time required to fulfil all of the necessary analysis required for Payment Plus, OSG Overtime and OSG Unsocial Hours working. Whilst HMPPS will keep PSPRB updated with progress on 'Recommendation 14' it would be premature to include in this round any proposals on these three items.
- 1.73 HMPPS will update the PSPRB at oral evidence stage on progress. The approach will be to share the data with our recognised unions and discuss our findings with them shortly. Without wishing to pre-empt what might result from our analysis and the conversations we will have with our unions we will include a full report in the next round of written evidence. If any proposals should follow from this process, then they will be included in the 2026/27 round and may be achieved through joint evidence and proposals with our union partners if this is possible.

Background

- 1.74 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.
- 1.75 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.

- 
- 1.76 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.
- 1.77 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.

2025/26 Opt-In

- 1.78 Following the 2024/25 pay award and the 2024 opt-in, 651 out of 801 (81.3%) Closed Grade staff could financially benefit by opting into F&S, and 408 staff (62.7% of those who benefited, and 50.9% of the Closed Grades overall) did opt into F&S (data as of 17th October 2024). This has further reduced the size of the Closed Grade staff group. Continuing to invest in F&S for 2025/26 would allow for more Closed Grade staff to benefit from opting into F&S directly to the maximum.
- 1.79 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 2025 and the date they opt into F&S, will be paid to those who gain financially as a result of opting in.
- 1.80 Our proposal not to invest in the Closed Grades in 2025 is to further the progress made in the last 2 years in enabling more Closed Grade staff to opt into F&S. However, HMPPS also proposes 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.
- 1.81 In closing this chapter, HMPPS considers 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. HMPPS asks that the PSPRB 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 Whilst the Prison Service has experienced recruitment and retention challenges in recent years, following the recent significant investments in pay HMPPS has seen an improved and more stable national staffing picture. However, we have a staff group where significant numbers of prison officers have been recruited relatively recently and so lack experience. We remain committed to ensuring prisons are sufficiently resourced and that we retain and build levels of experience, both of which are fundamental to delivering quality outcomes in prisons.

2.2 A fair pay settlement continues to be a priority for the Department and this section of the written evidence outlines wider key developments, priorities and investment for 2025/26 and into the future. This builds on progress set out in HMPPS' previous written evidence and updates on:


- the prison environment, including safety and security,
- delivery of purposeful activity,
- improving technology,
- wider updates in relation to the prison workforce including support available to staff and localised interventions.
- other major areas of workplace investment including non-salary-based investments from throughout 2024-25

- 2.3 Other areas of non-salary-based investments from throughout 2024-25 are detailed comprehensively below.

Prison Environment

Prison capacity and expansion

- 2.4 From February 2023 until September 2024, the adult male prison estate operated at more than 99% capacity. To manage capacity over this period, HMPPS has had to deploy a number of additional mechanisms, which have increased the burden on prison staff over this period. Prisons have increased the number of cells where prisoners are held in crowded conditions (23% of population are now held in crowded conditions), accelerated transfers into open conditions, increased removals of time served Foreign National Offenders and operationalised both the End of Custody Supervised Licence (ECSL) and the change in the automatic release point for certain offenders on standard determination sentences from 50% to 40% leading to the early release of certain offenders. Over summer 2024, following a concerted period of disorder, the prison population became particularly acute; on one day we recorded fewer than 100 places remaining and HMPPS had to activate Operation Early Dawn, which controlled the flow of prisoners from the Courts into prisons, until an available space was confirmed. This created serious disruption to the normal functioning of the Criminal Justice System, but the combination of these measures created just enough capacity for the system to continue to operate.
- 2.5 On 22 October the second tranche of releases following the change to the standard determinate sentences automatic release point from 50% to 40% (SDS40) took place. This has eased immediate pressure on the prison estate, but not provided a long-term solution. Also on 22 October, the Lord Chancellor announced that further 'bridging measures' would be required in order to ensure the prison population remained stable enough for the outcomes of the independent sentencing review, led by former Lord Chancellor David Gauke, to be implemented. The measures announced were changes to the recall mechanism, extension of Home Detention Curfew and




accelerating removals of Foreign National Offenders. This means that prison capacity will continue to place significant pressure on the prison system over the next year and beyond until sustainable solutions can be implemented following the Sentencing Review. We are publishing a 10-year capacity strategy this year; this will set out our plan for increasing the capacity of the prison estate to tackle the capacity pressures we are facing.

- 2.6 HMPPS is committed to continuing the prison build programmes, which include the construction of four new prisons, in addition to HMP Five Wells and HMP Fosse Way, which have already been built, and the expansion and refurbishment of the existing estate including temporary accommodation. These have delivered to date close to 6,500 places of our 20,000 programme, including around 770 Rapid Deployment Cells (RDCs) now in place across 14 sites, including HMPs Send, Huntercombe and Wealstun, and new houseblocks at HMPs Hatfield, Sudbury and Stocken.
- 2.7 HMP Millsike, the first all-electric prison, will deliver approximately 1,500 places in 2025, and a new houseblock at HMP Rye Hill is under construction, which will deliver approximately 460 places. HMPPS also continues to roll out hundreds of RDCs across the estate.
- 2.8 Full planning permission has been secured for a new prison near the existing HMP Gartree in Leicestershire, and outline planning permission for a new prison near the existing HMP Grendon in Buckinghamshire. HMPPS will now seek to deliver those new places as quickly as possible. On the proposed new prison site in Lancashire, the Planning Inspectorate advised that the planning inquiry was closed in August 2024. The final decision will be made by the Secretary of State for Housing, Communities and Local Government.

Prison Safety

- 2.9 Safety in prisons is a key priority, and HMPPS is working hard to make prisons safe for those who live and work in them. The Government has announced measures to ease prison crowding, which can impact prison safety. Safe prisons are vital to enable prisoners to engage in rehabilitative activities that reduce reoffending. Staffing is essential to ensuring safety in



prisons. As of 30 June 2024, there were 23,613 Band 3-5 prison officers in post, an **increase** of 1,254 (5.6%) in full time employment since 30 June 2023.

- 2.10 Every death in custody is a tragedy and HMPPS continues to do all it can to improve the safety of prisoners. Actions to improve safety focus on supporting prisons to maintain effective case management for individuals who are violent or at risk of self-harm and suicide and providing prison officers with the right support, training and tools to empower them to do their jobs. Ongoing work to improve safety includes introducing more ligature-resistant cells, rolling out an emotional resilience and peer support pilot in six prisons and undertaking a debt research study to help us understand the extent and repercussions of prisoner debt.
- 2.11 The safety of all staff is of crucial importance, and HMPPS 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. Poor safety outcomes negatively impact staff wellbeing and retention, stability and order across the prison estate, as well as prisoner health, progression and rehabilitation. The Police, Crime, Sentencing and Courts Act 2022 increased the maximum penalty from 12 months to up to two years for those who assault emergency workers, including Prison Officers, and there are higher maximum penalties in place for more serious offences including actual bodily harm (ABH), grievous bodily harm (GBH) and sexual assault.
- 2.12 A range of factors contribute to self-harm and violence in prisons. These include personal characteristics such as a history of violence/self-harm, substance misuse, and traumatic life experiences. The increase in some of these personal characteristics within the wider community in recent years - such as an increase in violent offences, increased self-harm and more acute mental health needs - is likely to be filtering through into the prisoner community.



2.13 Prison safety can also be affected by the prison environment, in particular:

- **Prison capacity:** recent analysis has identified a relationship between violence and overcrowding in prison. In addition, some prisoners have been known to take extreme measures, including damaging accommodation or committing a serious assault in acts of protest. This can take cells out of use in a vicious cycle.
- **Prison workforce:** internal analysis has identified that an experienced workforce can help reduce violence and self-harm.
- **Prison security:** where criminality is allowed to continue in prisons it undermines our efforts to rehabilitate prisoners. Availability of drugs poses a risk to the stability of prisons, exacerbates violence and self-harm and is directly linked to prison debt and serious and organised crime.
- **Prison healthcare:** offenders are more likely to misuse drugs, suffer mental health problems, self-harm, attempt suicide and die prematurely compared to the general population.

Self-inflicted deaths


2.14 There were 88 apparent self-inflicted deaths in the 12 months to June 2024 (a rate of 1.0 per 1,000 prisoners), a decrease of 4% from 92 self-inflicted deaths in the previous 12 months (a rate of 1.1 per 1,000 prisoners).

2.15 The rate has been broadly stable since the 12 months to June 2018 at 1 death per 1,000 prisoners per year.

2.16 In 2023, the rate of self-inflicted deaths was 1.8 for remand prisoners (a decrease from 2.0 in 2022) and 0.9 for sentenced prisoners (an increase from 0.7 in 2022).

Self-harm

2.17 There were 76,365 self-harm incidents in the 12 months to June 2024, a 19% increase from the previous 12 months (a 26% increase in male establishments and a 3% increase in female establishments). Over the same



period the rate of self-harm incidents per 1,000 prisoners increased by 20% in male establishments and decreased by 7% in female establishments.

- 2.18 The rate of incidents in the latest 12 months (to June 2024) increased 13% from the previous 12 months, and both the number and rate of self-harm incidents are now at their highest level in the time series.

Assaults

Total assaults


- 2.19 In the 12 months to June 2024, there were 29,254 assault incidents, a 24% **increase** from the previous 12 months. Rates of assault **increased** by 18% to 335 incidents per 1,000 prisoners in the latest 12 months. The rate of assault in male establishments **increased** by 18% from the previous 12 months, while the rate in female establishments **increased** by 16%.
- 2.20 The number and rate of assault incidents still remain lower than pre-pandemic levels, with the rate of assault incidents in the latest year being 13% lower than the rate of assaults in the 12 months to June 2019.

Serious assaults

- 2.21 In the 12 months to June 2024, there were 3,305 serious assaults (a rate of 38 per 1,000 prisoners), a 22% increase from the previous 12 months.
- 2.22 The rate of serious assaults in the latest 12 months was 16% higher than in the previous 12 months.
- 2.23 Both the number and rate of serious assaults peaked in the latest 12 months in female establishments, and the rate was higher in female establishments than male establishments for the first time.

Assaults on staff

- 2.24 There were 10,281 assaults on staff in the 12 months to June 2024, a 30% **increase** from the previous 12 months, and a new peak. In the latest quarter the number of assaults on staff **increased** by 2% to 2,655 incidents.



2.25 In the latest 12 months, the rate of assaults on staff per 1,000 prisoners **increased** by 23% to 118 incidents per 1,000 prisoners. During this period, the rate in male establishments **increased** by 22% to 110 assaults per 1,000 prisoners and **increased** by 30% to a new peak of 291 assaults per 1,000 prisoners in female establishments.

Longer-term trends

2.26 Prior to the Covid-19 pandemic, assaults were on a downward trend. The rate of assaults peaked in July – September 2018, and the rate of assault in the 12 months to March 2020 was 9% lower than in the previous 12 months.


Violence Reduction

2.27 HMPPS supports prisoners at a raised risk of being violent through the Challenge, Support and Intervention Plan (CSIP), a case management approach that is centred around the individual and addressing the underlying causes of their violence, including specific risk factors and needs, to help them manage and move away from violent behaviours.

2.28 HMPPS provides targeted support to a number of adult male closed prisons with the highest rates of assaults, building on existing understanding to support prisons to improve safety, security and substance misuse processes, to tackle the local drivers of violence.

Use of Force and personal safety training

2.29 HMPPS has introduced a new policy framework and overhauled its training in personal safety, relational based conflict resolution and physical control and restraint techniques. The new personal safety package incorporates psychological coaching and teaching of instinctive physical responses and easily learned skills that are widely used by law enforcement agencies. A professional standard for use of force (UoF) has been implemented, which equips staff to make use of interpersonal skills, apply judgement in decision making and use physical restraint techniques when necessary. The policy enabling the use of rigid bar handcuffs and PAVA spray has been extended.



Both are easy to use and effective in resolving incidents. All staff in operational Bands 3-5 in the adult estate now carry this equipment.


- 2.30 HMPPS fully recognises 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. The continuing provision of Five Minute Intervention training and the active promotion of the skills it provides help to enhance the interpersonal skills of our staff and support positive staff-prisoner relationships.
- 2.31 The impacts of the new UoF policy and curriculum will be evaluated and updated on the basis of these findings if required.

Body Worn Video Cameras

- 2.32 The next generation of Body Worn Video Cameras have been rolled out across the adult estate in public sector prisons, this equates to over 13,000 cameras in total. This means that every Band 3-5 officer has access to a camera whilst on shift. These aid de-escalation of violent incidents and provide high-quality evidence to support prosecutions against prisoners who commit assaults and will help to ensure that challenging situations are dealt with in a fair and just way. All cameras have pre-record capability which will help capture the lead up to events.

Alternatives to wet-shave razors

- 2.33 HMPPS has concluded trials for alternatives to wet-shave razors which can be used by prisoners in assaults against staff and prisoners and also to self-harm.
- 2.34 Following the trials investment has been made to remove wet-shave razors in up to 30 adult male closed prisons with the highest levels of violence.
- 2.35 Prisoners in these sites will be provided with bespoke electric razors which have been developed especially for HMPPS. Implementing the change from



wet shave razors to the electric razor will reduce the likelihood of very serious assaults on staff, that utilise wet shave razor blade as a weapon.

- 2.36 HMPPS is continuing towards the full implementation of the electric razors in 2024/25.

Suicide Prevention – Postvention support and cluster deaths

- 2.37 HMPPS provides individualised support through a case management process for people assessed as at risk of suicide and self-harm. This approach places a strong emphasis on identifying individual risks, triggers and protective factors and having effective care plans in place to record, address and mitigate risks.
- 2.38 Work is continuing with the Samaritans to provide support in the period following a self-inflicted death, which has been proven to help reduce the risk of further deaths and support the wellbeing of staff and prisoners. Delivery of the Listener scheme also continues, through which selected prisoners are trained to provide emotional support to their fellow prisoners. During 2023 Samaritans volunteers and listeners offered emotional support to 2,675 prisoners as well as prison staff.
- 2.39 HMPPS is providing additional support to establishments that have had a cluster of self-inflicted deaths. Based on Public Health England guidance, a cluster is defined as: two self-inflicted deaths within eight weeks; and / or three self-inflicted deaths within twelve months.
- 2.40 HMPPS is delivering a peer support pilot in six reception prisons where selected prisoners are trained to provide support to their peers as they complete their sentence. The scheme is currently being evaluated with a final report due to be published in Summer 2025. Initial qualitative findings from the interim report (currently being finalised), strongly point to the importance of a dedicated Band 4 officer to run a successful peer support programme. Themes around impact show peer supporters creating an effective bridge between staff and prisoners, staff time being freed up, small but positive shifts


in prison culture, and unique development opportunities for the peer supporters.

Training and Staff Support

- 2.41 HMPPS has nine Staff Support and Wellbeing leads working nationally across Prisons and Probation whose focus is co-ordinating the appropriate support for staff. The team also ensures the delivery of bespoke support packages relating to post incident care.
- 2.42 HMPPS has delivered Trauma Risk Management training (TRiM) (a peer-led support scheme for frontline staff who have experienced a traumatic event) in all establishments. As of September 2024, there are 1683 TRiM Team members. Further support is also provided through the 'Care teams', a form of peer to peer support, which are in place in all establishments.
- 2.43 All new members of staff with prisoner contact receive training on suicide and self-harm prevention, and violence reduction. All staff who undertake key roles relating to risk assessment and case management also receive specific training relating to these roles. A new training module is being rolled out to improve prison staff's awareness of Gangs and Harmful Group Behaviour.


Offender Management in Custody (OMiC) and key work

- 2.44 His Majesty's Inspectorate of Probation (HMIP) published the joint thematic of Offender Management in Custody (OMiC) pre-release in November 2022. A programme of work continues in response to this, and appropriate governance is in place to ensure that any commitments made are followed through. A full review of the relevant policy framework will be undertaken in 2025.
- 2.45 A new regime and business planning process has been introduced for 2024/25 embedding the yearly cycle of regime planning designed to drive regime standards, safety, and delivery into business as usual. A new Quarterly Review Cycle will allow prisons to compare actual delivery of regime against the establishment's 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. The plans will include key work and identify priority groups/individuals who should receive it.

- 2.46 Core expectations for delivery of Key Work are that prisons must utilise all their allocated resource for this task and that it must be profiled. Every eligible prisoner must receive one key work session every four weeks as a minimum and any remaining resources must be targeted at an enhanced offer for individual eligible prisoners based on an assessment of risk, need and cohort prioritisation.
- 2.47 The National OMiC team are providing ongoing direct support to prisons on the delivery of key work and case management to ensure that there is a focus on consistent and quality delivery and the best use of the resources available.
- 2.48 A national quality performance measure for key work went live in 2023 and is part of the Prison Performance Tool. A Key Work audit is currently being piloted by Performance, Assurance and Risk colleagues.
- 2.49 A new information sharing form between Prison Offender Manager and Community Offender Manager was introduced in November 2023. This form is designed to improve the communication about between prisons and the community with a focus on effective risk management of an individual on release. Forms must be completed for those individuals who have 10 months left to serve. For those with more than 10 months left to serve at point of sentence, prisons are only expected to share additional information that has not already been provided as part of handover activity.
- 2.50 Changes have been made to parole handover timescales so the handover from Prison Offender Manager to Community Offender Manager, which previously occurred 8 months prior to Parole Eligibility Date (PED) or Tariff Expiry Date (TED), has moved to 12 months prior to either PED or TED. Milestones within the Generic Parole Policy (GPP) Framework require a PAROM1 to be completed by a COM approximately 6-6.5 months prior to TED/PED. These changes allow more time for the COM to complete this work



and alleviate some of the pressure created by the current handover timeframe. In conjunction with digital colleagues IT systems were improved to enable prisons to view and track forthcoming target hearing dates.


- 2.51 As part of the HMPPS HQ restructure, the work of the national OMiC and pre-release teams have been brought together under the leadership of one Deputy Director. This ensures better alignment and coordination of this work at a national level. Local delivery of OMiC and pre-release work will continue to be overseen and driven by Prison Group Directors and Regional Probation Directors, under the leadership of the new Area Executive Directors.

Prison Security

- 2.52 The security challenges faced by prison staff are increasingly complex with criminals constantly seeking novel opportunities to undermine our countermeasures and destabilise prisons. Prison staff work closely with our partners in law enforcement to uphold prison security and seek prosecution for those involved in orchestrating crime from within the prison walls that affects prisons and also extends into the community. Prison staff play a key role in protecting the public and to ensuring that prisons remain safe and stable environments which enable rehabilitation. HMPPS also recognises that our staff are looking for development opportunities to build a long, successful career. Investing in capability building for staff, equipping them with the best possible security skills and practices is a priority.

Contraband in Prison

- 2.53 Contraband supply and the illicit economy have wide-reaching effects including drug-related deaths, instability, violence, debt, self-harm and suicide.
- 2.54 Mobile phones are the biggest single enabler of crime in prisons, facilitating the supply of contraband inside prisons and harm in the community such as harassment of victims and witnesses.


- 
- 2.55 There were 10,669 incidents where phones were found in the 12 months to March 2024. This is a 36% increase from 7,837 incidents in the previous 12-month period.
- 2.56 Drugs pose one of the most serious challenges to prison security due to the risks they pose to prisoners' safety. HMPPS knows that there are unacceptable levels of drugs in our prisons, highlighted by HM Inspectorate of Prisons reporting.
- 2.57 There were 21,145 incidents of drug finds in the 12 months to March 2024. This is a 44% increase from 14,724 finds incidents in the previous 12-month period. This is a reversal of the downward trend in drug find incidents which was seen from April 2020 to March 2023.
- 2.58 Psychoactive Substances (PS) were included in 23% of drug finds incidents in the 12 months to March 2024. This has increased from 18% in the previous 12 months to March 2023. PSs are predominantly soaked into paper or fibres making them easier to smuggle.
- 2.59 The arrival of highly lethal synthetic opioids in the community has started to emerge in prisons and they have been linked to a number of deaths in prison since 2022.

Serious and Organised Crime (SOC)

- 2.60 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 9.85% 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

- 2.61 Incidents of drone sightings at prisons have increased by c.770% between 2019 and 2023, from 122 incidents to over 1,050. Drones can be used to



smuggle drugs, phones and weapons that enable criminality behind bars. HMPPS is working hard to deter, detect and disrupt the illegal use of drones around prisons.

Incident Response

- 2.62 Prison staff are responding to an increasing number of serious incidents across the estate:
- 2.63 In the 12 months to March 2024, the number of incidents of all forms of protesting behaviour increased, with concerted indiscipline (52%) and incidents at height (50%) having the largest percentage increases.
- 2.64 In the 12 months to March 2024 there were 58 incidents where prisoners took someone hostage, an increase of 14% from 51 in the previous 12 months.

Key Developments

Security Investment Programme

- 2.65 The £100m Security Investment Programme (SIP), aimed at reducing crime in prisons, including reducing the conveyance of illicit items such as drugs and mobile phones, was completed in March 2022. In September 2024, the SIP Evaluation and Outcome Study was published. A key finding was that while SIP was preventing conveyance of some illicit items through the gate and reception, staff shortages and training gaps were a significant barrier to security technology and processes being used consistently or effectively, demonstrating the need for investment in staff capability.
- 2.66 The evaluation also found that following investment in the Counter Corruption Unit, staff felt their understanding of corruption, ability to identify corruption and ability to recognise prisoners who presented a risk of corruption had all increased.

Further key developments

Restricted Fly Zones

2.67 In January 2024, Restricted Fly Zones were introduced around all closed prisons and young offender institutions in England and Wales supporting police and prison staff to disrupt illegal drone use. These restrictions strengthen our ability to intercept illicit items entering prisons and further enable the police to fine or prosecute those seeking to undermine prison security.

Trace Detection Machines

2.68 The rollout of 20 additional next-generation Trace Detection Machines was completed in March 2024, meaning every public sector prison now has next-generation equipment. These machines prevent the smuggling of drugs such as psychoactive substances through prison mail.

New Digital Forensic Lab

2.69 A new Digital Forensic Laboratory is due to become operational this year which will further enhance our capability to interrogate mobile phones smuggled into jails. This will produce improved evidence which is more likely to bring a successful prosecution in court and enhance our understanding of the threat from illicit devices used in custody.

Delivering more purposeful activity

2.70 HMPPS is committed to continuing to improve offenders' access to purposeful activity.


2.71 HMPPS defines purposeful activity as that which contributes to one or more of the following:

- Addressing risks or needs related to risk of reoffending or a resettlement objective.
- Enhancement of personal wellbeing, physical or mental health.

- Enhancement of inter-personal, social or life skills.
- 2.72 The delivery of purposeful activity in prisons contributes to effective rehabilitation and reduces the chance of future offending. Alongside this, purposeful activity is a significant enabler of broader positive outcomes for prisons, such as a reduction in prisoner violence and self-harm.
- 2.73 Improving our purposeful activity offer is one of the most transformative things we could do to reduce reoffending. However, improving the quantity and quality of activity on offer in our prisons is not enough to achieve the desired outcomes. The quality of the prison culture and the contributions our staff make to this and the interactions that they have with prisoners and their colleagues are fundamental to improving our purposeful activity offer and reducing re-offending.
- 2.74 It is important that HMPPS recognises our staff's contribution to enabling a positive rehabilitative culture and the importance of them being able to deliver rehabilitative, meaningful and purposeful interactions in everything they do, creating time in the regime to support this. Without attending to this, we risk undermining the value the activity has to offer, even before it has even been delivered.

The Enable Programme

- 2.75 HMPPS recognises that the development of positive, pro-social and boundaried relationships between prison staff and prisoners is central to our ability to meeting our organisational and operational objectives.
- 2.76 The Enable Programme, which draws on best practice from other jurisdictions and academia, is a new long-term change programme focused on the transformation of the way that HMPPS trains, develops, leads and supports prison staff to develop those transformational relationships.
- 2.77 Founded in the evidence base around relational practice, and the potentially transformative impact it could have if applied to the justice sector, the Enable Programme will set out how investment should be targeted in prison staff over



the medium term to create the conditions that will facilitate generational change.


Improving Technology


2.78 Digital tools and technology are transformational for our staff, regimes, and people in our care across prisons. HMPPS is investing in digital services and technology across the estate and is improving:

- **Productivity:** by ensuring our systems and services meet the needs of frontline staff, streamline administrative processes, reduce paperwork, and automate routine tasks, allowing staff to focus their time and resources more effectively.
- **data-driven decision-making:** by connecting data across systems, making vital information more accessible to staff to support good decision-making.
- **offender outcomes:** by providing tools to aid rehabilitation, resettlement, and safety.

2.79 HMPPS will continue to invest in digital services and there are opportunities to go further.

2.80 Our Launchpad Programme currently provides in-cell Launchpad technology in 17 public sector prisons and will roll out to a further 2 prisons by March 2025, reaching a total of c.12,900 prisoners. Launchpad is modernising the prison estate, improving efficiency, processes and communication across the prison. It improves staff productivity through digitising resource-intensive administrative tasks, with estimated time savings for residential wing officers of 5-10%, allowing staff to better invest their time on more meaningful activities such as spending more time on the landing, running the regime, undertaking wing duties, having more meaningful interactions, and engaging with vulnerable prisoners. The laptops also give prisoners the digital tools and technology to help maintain relationships, support health and wellbeing, and support their rehabilitation, including through improving digital literacy and digital confidence.

- 
- 2.81 The installation of WiFi, as part of the programme, is improving productivity and staff satisfaction, and has the future potential to unlock opportunities to provide staff with access to systems and information more flexibly and on-the-go and open the opportunity for third party organisations to utilise our network to better deliver services and improve collaboration. Delivery of in-cell telephony has also now been completed across the entire closed prison estate. These phones are installed in prisoners' cells to enable closer family ties and improve safety on wings.
- 2.82 Replacing outdated data systems remains key to providing better services. HMPPS continues to develop Digital Prison Services (DPS), providing a single platform for a new set of modern digital services. This replaces the national offender management information system (NOMIS), the outdated legacy system staff use to manage and record data on offenders. DPS 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 will be more adaptable to keep pace with policy and operational changes. DPS will save staff time and give staff confidence in the digital tools they use. This will reduce frustrations and empower staff to use their time more effectively. Effective reporting and data sharing between digital services will also improve front-line and organisational decision-making and planning. HMPPS will continue to build and expand services on DPS to further add to these benefits.
- 2.83 All prisons now have some official prison video capability to support official consultations, including legal, parole, and probation, and court hearings when required. HMPPS has invested in 16 state of the art Video Conferencing centres in prisons that serve the courts and are investing in a further three this year. Rapid growth in demand for video indicates that an effective video link is increasingly a preferred option for court hearings and criminal justice professionals.
- 2.84 Where appropriate, this is reducing the need for physical attendance which in turn increases productivity (across courts prisons and probation), reduces




costs involved in travel and has a positive impact on decency and managing the prison population. Video usage this year is up 20% on 2023 with 284,000 calls taking place; around 50% of which is by the courts, 25% legal professionals and 17% probation.

- 2.85 Official prison video benefits are underpinned by the Book a Video Link Service (BVLS), which is a custom-made, easy-to-use digital booking service for courts and prisons, replacing the inconsistent and time-consuming manual administration of video links. So far, 15 prisons, 27 probation teams and 392 courts (including Crime, Civil, Family and Tribunal) use BVLS, and HMPPS is working to expand access further.

Prison Workforce


- 2.86 The overall prison workforce resourcing context continues to improve. In recent years, HMPPS has intervened to reduce vacancies through targeted recruitment schemes, including the Prison Officer Alumni Scheme, allowing ex-colleagues to return to their roles through a fast-tracked recruitment process; for existing OSGs, the Operational Support Grade to Prison Officer fast-track enables them to progress with a simplified and faster process, supporting our pipeline of skilled officers; and the 'Extraordinary Jobs' HMPPS brand campaign has aimed to increase the awareness of and interest in the Prison Officer role.
- 2.87 Though acute recruitment issues remain at some sites, HMPPS' overall focus has shifted to retaining and upskilling the staff that have entered the Service as a result of our recruitment achievements. We monitor exit interview data on the top 10 main drivers of attrition, and we use this data to inform national interventions to improve morale and retention. The top driver of attrition for Band 3-5 officers is Career Progression. Staff now have access to an interactive Career Pathways Framework, allowing them to explore career options across Prisons, Probation, Youth Custody, and HQ, along with information on learning and development opportunities, and a self-evaluation tool to help them to identify what could help them reach their career goals.

- 
- 2.88 Our workforce is less experienced compared to pre-pandemic levels. Retention activity will help rebuild lost years of service, but our organisational priorities are shifting towards improving the capability of all staff, new and experienced, and ensuring that those in leadership roles can support those under their management.
- 2.89 The two recent substantial pay increases have contributed, along with other interventions, to the improved resourcing context. The 2024/25 pay award delivered an increase of at least 5% for all frontline prison staff, which was above the 4.5% average annual wage growth prediction by the OBR. The impact of the most recent pay award is yet to be reflected in quarterly workforce statistics and exit interview data. It would be premature to continue to invest heavily in pay without identifying the impact of the previous award, especially given that Pay and Reward already stands at only the seventh overall main driver of attrition.

Recruitment

Overview of recruitment outlook and headline staffing position

- 2.90 Over the past year, HMPPS has continued to experience an improvement in its national prison staffing position. Over the past year Band 3-5 prison officers have increased, but over the last quarter they have decreased - an increase of **581 FTE (2.5%)** in FTE since 30 September 2023 and small decrease of **42 FTE (0.2%)** prison officers compared to 30 June 2024 (excluding HMPPS HQ and Area Services).
- 2.91 As of September 2024, there are 23,571 FTE Band 3-5 prison officers in post and nationally across establishments we are at 99.5% of our Target Staffing Figure (when using hours adjusted FTE).
- 2.92 Any localised challenges continue to be addressed through specific interventions, including Market Supplements and targeted recruitment activity.
- 2.93 Given that recruitment levels are more stable than in recent years, HMPPS believes that future pay awards must be competitive enough to ensure that




new staff can continue to be recruited to maintain our current resourcing position. We remain committed to ensuring prisons are sufficiently resourced and that we retain and build levels of experience, both of which are fundamental to delivering quality outcomes in prisons. This does, however, need to strike a balance with the need to provide value for money for the taxpayer. HMPPS currently does not need to attract the large numbers of applicants and hire at the high rates required in the previous two years, which saw unprecedented levels of attrition and high levels of vacancies.

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

- 2.94 HMPPS continues recruitment efforts at all prisons where vacancies exist or are projected, including to support expansions. Staffing requirements for expansions will continue to be assessed and factored into vacancies up to 18 months in advance to ensure recruitment happens on time and builds up the experience needed to continue to deliver safe and secure regimes. HMPPS works closely with our partners to ensure that there is capacity across other workforce groups in the prisons, including for educational and health posts.
- 2.95 HMPPS continues to improve the recruitment process for candidates and vacancy managers, including the implementation of the Avature Applicant Tracking System, which will improve the onboarding experience and provide data to help us better plan how the future workforce is built.

Innovations in Local Recruitment

- 2.96 HMP Berwyn has piloted a localised recruitment initiative to test the hypothesis that increased engagement locally will deliver better results with respect to the quality of candidates and retention rates. Phase 2 of the pilot was launched in February 2024, with all elements of the assessment centre delivered on site and by colleagues from HMP Berwyn. The pilot ended in July 2024, and findings are due to be reported in late 2024; HMPPS will draw lessons from the pilot to inform future recruitment strategies. It should be noted that all sites are encouraged to engage with applicants locally, especially regarding the early onboarding process of new colleagues, ensuring they are prepared before they begin their new role.



2.97 HMPPS remains supportive of prisons bolstering the recruitment process locally via an increase in prison ownership of their applicant pipeline. Work is underway to develop a proof of concept around local familiarisation visits for applicants ahead of their start date to increase engagement with their prison and provide applicants with an opportunity find out more about the role and determine if the job of a prison officer is really for them. It will allow applicants to raise any doubts, decide to either confirm this as the career for them, or withdraw before investment in formal training has commenced. This early engagement and understanding of the challenges of the role can only help reduce attrition amongst our first-year officers, as new recruits will have received a realistic preview of what working in a prison is really like.


Recruitment Marketing and Increasing Candidate Engagement

2.98 As noted in previous evidence submissions, 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.

2.99 The 'Extraordinary Jobs' HMPPS brand campaign launched in September 2023 and ran a second burst in January 2024. The campaign aimed to increase our recruitment pipeline and raise the profile of frontline roles in HMPPS, in particular the Prison Officer role. Results, so far, have been positive, with web searches for 'prison jobs' more than doubling in the campaign period and a 71% increase in people visiting the vacancies page of our website. Prison Officer and OSG applications also increased by 29%. The next phase of the campaign will launch in January 2025 with the continued aims of driving awareness and interest in the Prison Officer role, challenging misconceptions associated with working in this role and accentuating the motivational aspects of the job. HMPPS believes that the campaign will encourage more people to consider a career in the Service.


2.100 Alongside this national brand campaign, marketing activity is continuing to increase candidate attraction and engagement. Our actions include:

- Using targeted PR activity to promote Prison Officer, OSG and other vital Prison Service roles in national press and regional areas of most need.

- 
- Implementing acquisition-based advertising through job boards, paid search, and the use of an outreach toolkit and app.
 - Launching a new 'Match-Me-Tool' which helps potential candidates to identify which of the 11 roles featured on the prison and probation jobs website they may be best suited to.
 - Undertaking consideration-building activity through partnerships with paid influencers and a media brand partnership
 - Ongoing internal communications to support prisons with the highest staff attrition levels, including helping prisons to improve staff culture and increase staff engagement.
 - Implemented a candidate relationship management system that allows for more bespoke, tailored emails to be sent to applicants at key stages of the recruitment process to keep them informed and share key messages about joining HMPPS.

Initiatives to bolster recruitment

- 2.101 HMPPS has applied a number of interventions at national and individual prison level to help improve the staffing position.
- 2.102 HMPPS launched the Prison Officer Alumni network and National Returners Scheme in 2023, which provides HMPPS with a mechanism to capture, communicate, and encourage the return of former prison officers back to the service bringing with them previous skills and levels of experience.
- 2.103 As part of its ongoing commitment to staff development, HMPPS continues to deliver the Operational Support Grade (OSG) to Prison Officer fast-track scheme, which provides a simplified and faster process for OSGs to use their skills and experience in order to take the next step in their career.
- 2.104 The National First Posting Relocation campaign, open to new applicants to the Prison Service who are willing to relocate to work in a prison with acute staffing needs, provides staff with a remuneration package covering



accommodation and other expenses incurred and an option for return in 2 years.

2.105 The Prison/Youth Justice Worker Futures scheme was launched in May 2023, with the intention to recruit applicants for prisons with a strong track record of recruitment, but, for their first 23 months, deploys successful applicants to challenging sites to reduce their vacancy position.


2.106 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.

2.107 In recent years, HMPPS has intentionally recruited above required staffing levels in certain prisons or regions to give greater, system-wide resilience through the use of national detached duty whereby staff are deployed from one prison to another. Due to the improved national staffing position, this is not continuing, and the current national surplus will begin to fall closer to or below Target Staffing Figures.

Market Supplements

2.108 HMPPS continues to utilise Market Supplements at sites that experience the most difficulty in recruiting and retaining staff, alongside a tailored approach to recruitment advertising.

2.109 As outlined in the previous 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. Following this, Market Supplements are in




payment at 19 prisons. HMPPS has since maintained Market Supplements in 2023/24 and 2024/25.

2.110 HMPPS continues to see Market Supplements as an important intervention for targeting investment at sites with the greatest recruitment and retention challenges. Therefore, it is proposed to retain them as currently structured for the 2024/25 pay round and prevent any potential adverse operational impacts from a national erosion exercise which would not take into account local staffing levels, and which would deliver poor value for money.

2.111 Following a detailed review, a new Market Supplements framework has been designed so that Market Supplements can be a clear, simple, and transparent targeted tool alongside F&S pay in the immediate future. HMPPS intends to retain Market Supplements in the longer-term and utilise this framework to provide control over turning on and off decisions at those prisons where staffing is exceptionally challenging.

2.112 Subject to necessary ongoing approvals, HMPPS intends to introduce this Framework from April 2025. The Framework is being designed in line with the following principles:

- An evidence-based annual review process to assess Market Supplement arrangements at specific prisons, led by MoJ/HMPPS. Decisions regarding applying Market Supplements to prisons or removing existing arrangements would be made in the autumn and communicated to prisons in the New Year, ahead of changes taking effect from April each year.
- Any decisions around implementation or erosion of Market Supplements would be data-driven and informed by measuring prison performance data based on National Steerco Data, Retention, and Stability metrics alongside operational insights.
- Where HMPPS assesses that a Market Supplement is no longer required at a site, a gradual erosion process would be applied to withdraw it. This model will ensure that staff continue to receive a pay uplift each year with no drop in



earnings. They would be gradually eroded using a portion of the annual pay award to offset.

2.113 Significant recent investment in Prison Service pay has improved the competitiveness of salaries. Alongside this, HMPPS 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. HMPPS believes it would be very costly and ultimately represent poor value for money and increase the overall cost of the pay bill without targeting the use of Market Supplements at sites facing challenges.


2.114 HMPPS continues to track the effect of Market Supplements on its workforce. Market Supplements are deployed 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.

2.115 HMPPS has made significant progress in addressing complexity in the pay system. Most Closed Grade staff have opted into F&S following the 2023/24 and 2024/25 pay awards. The issue of pay system complexity has been largely resolved, and erosion of Market Supplements is therefore not necessary to achieve this.

2.116 HMPPS continues 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.

Improving Retention and Increasing Levels of Inexperience

2.117 This year, the overall leaving rate among Band 3-5 prison officers has begun to plateau, with a rate of 12.8% (for the 12 months ending 30 September 2024). This is a slight reduction from 13.1% reported for the 12 months ending 30 September 2023. Similarly, the resignation rate among Band 3-5 Officers




as of the latest published data stands at 8.5% (12 months ending September 2024), which is a slight decrease of 0.1 percentage points since September 2023. Pay awards have contributed to stabilising the resourcing context, alongside other interventions, such as new recruitment routes and an improved onboarding process. We are yet to see the impact of the most recent substantial pay award on quarterly workforce statistics, and therefore, it may be premature to invest heavily in pay without understanding its impact. Though we have seen improvements to the headline staffing position, in terms of both recruitment and retention, the loss of staff following a spike in resignations post-covid means that the Prison Service has a significant number of newly recruited officers.

2.118 Due to the large intake of new staff, many colleagues lack experience – with over 40% of Band 3-5 prison officers having less than 3 years of experience⁷. Our focus organisationally is to increase the capability of these new staff members and increase their levels of experience by improving retention. To help increase retention, a toolkit was launched providing Governors with tools to tackle drivers of attrition. To support retention and improve the experience of those early in their careers, we know that we must provide them with effective leadership, a comprehensive training offer and opportunities to progress within their careers. We know that these issues resonate with some of the key drivers of staff attrition – most notably, *‘Leadership’*, *‘Learning and Development’* and *‘Career Progression’*. Our key initiatives to address these drivers are detailed in the sections below on:

- Enhancing Learning and Development,
- Developing Effective Leaders, and
- Supporting Career Progression.

2.119 We have also provided information on the other important drivers of staff attrition, for which the method by which we developed them is detailed in the next paragraph (2.120). The most recent ordering of the top 3 drivers, as well

⁷ [HM Prison and Probation Service workforce statistics - GOV.UK](https://www.gov.uk/government/statistics/hm-prison-and-probation-service-workforce-statistics)



as Pay and Reward, is detailed in paragraph 2.121. A full breakdown of drivers of attrition methodology and data is provided in Annex B.


2.120 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 are re-reviewed each year to ensure that they remain valid, and HMPPS continues to supplement its understanding of them through an enhanced exit interview process. In 2022, 'retirement' was added as a driver for use where none of the 10 is a catalyst for the employee's decision. If one of the 10 had prompted the decision to retire then that would be selected as the primary driver for leaving during the exit interview.

2.121 In the year ending September 2024, using analysis of exit interview data, HMPPS has determined that the top 3 drivers of attrition amongst Band 3-5 Officers are Career Progression, Ways of Working, and Leadership. Pay and Reward stands as the 7th main driver for why Band 3-5 Officers are leaving the service. Although still significant to staff, this demonstrates there are other, more immediate priorities for our workforce, and that the competitiveness of our pay offer must be balanced with value for money.

Enhancing Learning and Development

2.122 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 and the leadership and management training 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:

2.123 **Funded Learning Opportunities** – HMPPS staff have access to MoJ learning programmes, including apprenticeships. These are fully funded, through the apprenticeship levy, and cover a range of subject areas relevant to all employees to support in development, including: administration, management, finance, project management, and policy. The Talent, Learning



and Leadership Team are currently reviewing the apprenticeship offer, including volumes of learners on programme, with the aim of streamlining the offer to focus on apprenticeships that have the greatest impact.

2.124 The **MoJ Coaching and Mentoring Platform** was launched in June 2024, providing all MoJ colleagues with access to an inspiring, professional coaching and mentoring offer. The provision complements existing local coaching and mentoring provision and will build incrementally over the next 3 years. Between June and October 2024, over 300 HMPPS users registered on the platform, 80 of them as coaches / mentors.


2.125 HMPPS staff also have access to a wealth of learning resources through MyLearning, including bespoke role-specific eLearning, MoJ leadership learning, and access to the Civil Service Learning/Government Skills Campus catalogue. This allows staff to learn flexibly in and around their role, learn new skills, and develop their knowledge across a broad variety of topics.

Developing Effective Leaders

2.126 **Leadership:** All leaders impact the culture and behaviours that staff experience and therefore have a huge impact on increasing their motivation and understanding their sense of value.


2.127 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 has been developed for all leaders in HMPPS. This new approach moves to role-based packages for all leaders across Prisons, Probation, and YCS. The offer addresses management capability and all elements of leadership, as articulated in the HMPPS People Manager Handbook and the newly refreshed, soon to be launched Leadership Code, meeting role and context-specific needs pertinent to the unique environments of HMPPS, embedding psychologically informed practice throughout.


2.128 The **HMPPS People Manager Essentials programme** followed the launch of the HMPPS People Manager Handbook and focuses on the development of



the skills and behaviours associated to identified policy areas, using a blend of online and face to face modules incorporating a combination of formats including presentation, case studies, video, podcasts, group work and reflection. Four modules (Performance Management, Attendance Management, Conduct and Grievance and Quality Conversations) have been designed initially and include a face-to-face and digital option. Delivery across HMPPS commenced in June 2024 and to September 2024, 999 people have attended 88 learning sessions and has received a rating of 90% for the relevance of the content.

- 2.129 The **Custodial Manager Programme** is an essential initiative within HMPPS aimed at developing the skills and competencies of Custodial Managers (CMs), including a bespoke leadership development offer to address any gaps. The programme includes 3 phases: Phase 1 focuses on relational practice, security, and safety, Phase 2 covers defensible decision-making, procedural justice, leadership, and decency, Phase 3 addresses culture and diversity, people management, and incident management. Phase 1 began delivery on 3rd October in 3 early adopter sites, in collaboration with the Enable team with 100 participants in scope; the design for the other two phases expected to be completed by March 2025.
- 2.130 The **Head of Function Programme** is a high-quality leadership offer for Heads of Function that meets their needs and is relevant to their role with the objective of building leadership capability in the Prison Service and supporting this group to develop confidence, demonstrate excellent leadership, and model the behaviours required of leaders in Prisons. Currently in development, design is expected to be completed by March 2025.
- 2.131 **Leadership School** – each year in June and October, 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.

- 
- 2.132 **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. The 2-day face-to-face event is focused on the delegates’ personal strengths, equipping them with the tools to take their first steps into leadership with the support and guidance of our team of trained facilitators. Following two successful cohorts in March and September 2024 (200 participants per cohort, 50% HMPPS) a third cohort is scheduled for January 2025).
- 2.133 **First Line Leaders Programme** is comprehensive two-part training series designed to master the fundamentals of effective leadership, open to all MoJ colleagues who are new to temporary or permanent line manager or team leader roles. This programme aims to provide new line managers across the MoJ with the essential knowledge, skills, and behaviours required to manage teams and navigate leadership challenges with confidence. 94% of First Line Leader participants reported being able to apply what they had learned in their workplace after attending these sessions. Virtual series are scheduled between July and December 2024, with over 740 HMPPS attendees so far.
- 2.134 The **Civil Service Line Management Standards** were launched in June 2024, emphasising the importance of good line management in improving employee engagement, wellbeing, performance, and productivity. The standards provide a consistent definition of the expectations of all line managers across HMPPS and the wider Civil Service and serve as a comprehensive resource for self-reflection and professional growth, ensuring greater consistency in management practices. They consist of 5 key themes: Delivery, People, Change, Decision, Self. The Talent Learning and Leadership Team will use these standards to underpin all line management development products, and the MoJ will be an early adopter for the Line Management Development Tool which will allow line managers to self-assess against the standards and create a personalised development plan. This is due to commence in Q4 of 2024-25.
- 2.135 **Discover Build Grow Sessions** are open to colleagues across MoJ and its agencies, regardless of role or grade. The sessions are all part of how the



MoJ is providing opportunities to grow, one of the five commitments in the MoJ People Strategy, with learning that empowers employees to discover their talent, build their capability and grow their leadership.


2.136 The theme that ran in July 2024 was People Management Capability and consisted of 10 topics run across 13 sessions, part of the commitment to foster exceptional leadership and management throughout the MoJ, with 129 HMPPS participants. The next series of sessions are scheduled in November 2024, focused on exploring how participants can leverage innovation to make a meaningful impact in their role and beyond, linked to the Cabinet Office's strategic priority, One Big Thing, this year's (2024) theme being One Small Change enabling Innovation.

Supporting Career Progression

2.137 The opportunity to progress and develop is a motivating factor for many staff. HMPPS needs to ensure that it continues to invest and expand its offer so that it meets the aspirations of staff, and that they do not view limited progression as a reason for leaving.

2.138 **Career Pathways Framework** – as noted in previous evidence, in February 2023, HMPPS 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. This document continues to be added to and updated and is reissued as new content is available.

2.139 **National Level Transfer** – In Autumn 2023 HMPPS launched a pilot for a national level transfer process (to be run annually) to allow existing Prison Officers to apply, on a voluntary basis, for an internal transfer to different establishments. This facilitates personal development and supports a planned change of personal circumstances, without the need for a reciprocal exchange or to meet priority needs. The pilot is being evaluated and lessons learned being reviewed ahead of making any adaptations and rolling out the process.


- 
- 2.140 **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 three 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. Cohorts two and three continue delivery, cohort two having started in May 2023 with 13, and 16 participants to start cohort 3 in October 2024.
- 2.141 **Spark Advance** – currently in development, this scheme will develop non-operational leaders to become high quality operational Heads of Function in the Prison Service. The scheme complements Spark Custodial, providing more development routes for non-operational colleagues at other Bands.
- 2.142 **Masters in Community and Criminal Justice** – One cohort across Prison and Probation are undertaking Master’s qualification in Community and Criminal Justice with De Montford University. The cohort started in February 2024 with 12 delegates.
- 2.143 Other talent offer also includes **Enabling Diverse Talent** (three-month catalyst development programme followed by placements or an apprenticeship for G6s / G7s and SEOs / HEOs respectively; currently open to colleagues from ethnic minorities and / or with a disability or long-term health condition), **Launch** (18-month internship programme for care leavers), and the **Ethnic Minority Development Grant** (a grant-based scheme providing funding for support with career progression and / or leadership development).

Additional Interventions to Support Retention – National

- 2.144 HMPPS has interventions in place to address each of the other ten drivers of attrition.

Ways of Working

- 2.145 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.
- 2.146 **A new IT-based rostering solution** – The current rostering proof of concepts that are running across two prisons and 24 approved premises are proving successful, with positive feedback and clear evidence that staff like the ability to manage their working schedules. The outcomes of the PoC are a key component in presenting the case for budget for national roll out.
- 2.147 **Flexible working and family leave** – HMPPS remains committed to creating modern workplaces that enable flexible working in line with business needs. The flexible working policy was updated in April 2024 to reflect legislative changes. Under the flexible working policy employees can request flexible working regardless of length of service. Employees are also allowed to submit two statutory flexible working requests in any twelve-month period.
- 2.148 The shaping a new employee offer (SANEO) programme will build on the creation of 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. There are processes now in place for dual contracts, annualised hours and minimal hours contracts. HMPPS will be looking to expand on the opportunities to work for flexibility for staff within the current rostering solution and support the detail office in their confidence and capability to deliver this. This will include alternative shift patterns (shorter cycles/fixed patterns/annualised patterns), compressed hours, fixed rest days, job sharing and in the future with a new tool rostered and unrostered hours.
- 2.149 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). In line with changes to legislation that came into force in April 2024 all policies have been updated.

Health and Wellbeing

2.150 HMPPS continues to strengthen its focus on Staff Wellbeing, growing its portfolio of services, peer support networks and volunteer led support. The addition of Staff Support Leads across Prison regions who were very closely linked with our Prison Safety Team.

2.151 Building on that strong platform and ensuring those services which are being centrally co-ordinated, reach our frontline staff, HMPPS has introduced a new model of delivery for Wellbeing and Staff Support, implementation is currently underway and includes:

- Embedding a staff support and wellbeing lead within each Area Executive Director team. These roles will act as wellbeing leads in the area to oversee and co-ordinate delivery of the core wellbeing offer across prisons, probation, YCS and HQ.
- Working with Area Directors to develop and deliver their Staff Wellbeing and Support strategy.
- Oversight of volunteer wellbeing services in their establishments, such as care teams, mental health allies, TRiM practitioners, and wellbeing champions.
- Supporting prisons in promoting wellbeing services so that staff know what is available and how to access it, and feed local insight into national initiatives to ensure that identified needs are met.
- Linking at area/regional level with HR professionals and other delivery stakeholders to ensure wellbeing is a collective priority.

2.152 Nine new area Staff Support and Wellbeing leads have been recruited and the new model commenced on 1 October 2024.

2.153 The ambition is to create a working environment and culture within HMPPS that supports employee health and wellbeing and, in line with the wider MoJ People Strategy, supports a person-centred approach that recognises the needs of the individual and empowers them to make choices that enable them to thrive. This approach recognises that good workplace health supports other priorities, including improved retention, decreased absences, and increased pride in working for HMPPS.

Occupational Health and Employee Assistance Programmes provision

2.154 Nine new area Staff Support and Wellbeing leads have been recruited and the new model commenced on 1 October 2024 and their role is described in detail above.


2.155 In OH service delivery, there are fast track referrals for trauma cases and our provider employs Mental Health Advisors to solely address mental ill health referrals. Line managers are also able to refer employees for face-to-face physiotherapy via the OH portal.

2.156 At the beginning of 2024, HMPPS deployed a new bespoke prison officer OH pre-employment health screening questionnaire with enhanced clinical questions, conveying a realistic picture of the role, enabling safe recruitment and helping to mitigate the chance of attrition resulting from Health & Wellbeing issues.

2.157 HMPPS has provided a detailed explanation of our wider OH package and wellbeing offer below, in the localised intervention section. There, our key priorities for tackling sickness absence and Health & Wellbeing issues over the next 12 months are explained.

Environment

2.158 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. HMPPS recognises the physical working environment can have a significant impact on mental wellbeing.

2.159 Staff Facilities Improvements – 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 77 who will supervise the prisoner workforce. This approach would aim to provide significant financial savings, facilities improvements, and rehabilitative outcomes for the prisoners involved.

Staffing

2.160 Staffing shortages, particularly within managerial grades and levels of new, inexperienced staff have an impact on all our staff and the wider working environment


2.161 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

2.162 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.

2.163 **Overtime payments** – There is 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.

2.164 **National Detached Duty (NDD)** - Bands 2-5 support from another establishment. This traditionally relies on volunteers, but HMPPS is also able to compel individuals (for 2 weeks at a time) where necessary.



2.165 **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).

HMPPS Operational Resource and Stability Panel (ORSP)

2.166 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)

2.167 In addition to ORSP support, HMPPS provides additional support through the 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.


Pay and Reward

2.168 HMPPS seeks to ensure that all staff are aware of their total pay and reward package, and that they feel – and it does – reflect the challenges of the role. Although Pay and Reward no longer features in the top 5 primary drivers of attrition, HMPPS recognises the need of balancing value for money for the taxpayer through pay increases and a competitive, fair offer.

Roles and Responsibility

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

2.170 Training, Induction, and the role of the New Colleague Mentor all play a part in ensuring that staff are equipped to undertake and understand their roles.



2.171 Staff guides have also been developed to help staff undertake their roles to the required standards, these guides do not replace policy but have been produced by peer groups to outline the key points and expectations of the role.

Induction


2.172 The induction process is crucial for new officers as it sets the foundation for their success and retention within the organisation. Prison Learning Delivery (PLD) has implemented a standardised and mandatory training package to ensure a consistent induction experience for all new prison officers. Additionally, New Colleague mentors were introduced to support new officers and colleagues during their initial weeks at their establishments.

2.173 To further enhance the employee experience, a comprehensive two-week induction programme is currently being developed for both operational and non-operational employees. This programme will include a prison community welcome and orientation covering safety, security, respect, regimes, and reducing reoffending, aiming to foster a sense of welcome and belonging within HMPPS.

Changes to Apprenticeship for Prison Officers

2.174 **The Custody & Detention Apprenticeship (C&DA)** has undergone some significant changes. In February 2023, due to critical recruitment and retention challenges and the subsequent operational pressures, the apprenticeship was paused. This was reviewed in August 2023, and it was agreed that the pause would continue until the operational environment could release employees to undertake the necessary learning.

2.175 An options exercise was carried out in July 2024 to assess the feasibility of continuing with the programme being delivered in its current form, move to a third-party supplier or whether the programme was closed pending a wider review of the MoJ's apprenticeship strategy. The decision taken by HMPPS People Sub Committee was that the apprenticeship programme should be



closed to new entrants and that employees currently enrolled would be given the opportunity and support to complete the scheme by 31 August 2025.


2.176 The **Prison Officer Foundation training** involves 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. Improvements to the current model are being explored.

Retention Oversight Process

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

2.178 As per previous evidence, HMPPS continues to run the retention oversight process in those sites with the highest attrition rates, as well as undertaking studies into those sites with low attrition to determine best practice that can be shared more widely across the organisation. The oversight process involves in depth research to understand the employee experience of staff working in prisons with high attrition. It uses 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.

2.179 Since commencing the process HMPPS has undertaken the retention oversight process in 23 prisons with high attrition and 3 in prisons with low attrition. The process is now evolving to take a more hybrid approach where deep dives are carried out into thematic areas e.g. experience of those in their early years of service, whilst continuing to undertake the process in prisons that are identified via the "watchlist" process.



2.180 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.

2.181 In 2023, alongside the deep dives, HMPPS 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.


Localised Interventions

Sickness absence

2.182 A new Supporting Attendance policy was introduced in quarter one of the current financial year. The new policy, supporting toolkit and letter pack, consolidates over 85 sick absence related documents across the MoJ. The new documents take a work-focussed approach encouraging conversations about what an employee can do, rather than what they are not able to do. The documents are accessible to all and simpler to navigate, making it easier for managers and employees to find information and understand the process and support available. A programme of work is underway to support the building of line manager capability. The policy will be reviewed in a year's time to determine whether it has had a positive impact on how attendance is managed across HMPPS.


2.183 In the year ending 30 June 2024, HMPPS staff lost an average of 11.4 working days to sickness absence. This is an increase from 11.2 average working days lost for the year ending 31 March 2024, and an increase of 1.1 days compared to the predominantly COVID-19 free year ending 31 March 2020.


2.184 YCS staff had the highest sickness absence rate at 16.9 Average Working Days Lost (AWDL), followed by Probation Service (12.9 AWDL), PSP (11.1



AWDL), Frontline Support (6.6 AWDL), and HMPPS HQ (6.4 AWDL) (Figure 7). Compared to the year ending 31 March 2024, these represent a slight increase of 0.2 days for YCS, an increase of 0.3 days for Probation Service, a slight increase of 0.1 days for PSP, an increase of 0.4 days for Frontline Support, and an increase of 0.3 days for HMPPS HQ staff.

- 2.185 The most common category of sickness absence in terms of days lost was mental ill health, corresponding to 40.1% of working days lost in the past year. This category was most prevalent for probation officers, where 59.7% of working days lost were attributed to mental ill health.
- 2.186 For HMPPS overall the category that accounted for the second largest proportion of working days lost was musculoskeletal system (17.2%). Together the top two categories accounted for 57.4% of all working days lost.
- 2.187 Further Prison Service data on sickness absence will be shared with the PSPRB on an Official-Sensitive basis.
- 2.188 Significant focus has been given to achieving reduction in absence rates across HMPPS over the past 2 years. HR colleagues have worked, and continue to work with, managers at local, regional and national levels to review levels of sickness absence to take actions 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 Prison and Probation sites continuing to be delivered.
- 2.189 HMPPS has undertaken a review of its existing staff Wellbeing support and is in the process of implementing the revised Wellbeing model to fit with the Area Executive Director (AED) model in HMPPS (as outlined in last year's written evidence). This model will strengthen HMPPS' core wellbeing approach, while enabling regional flexibility at AED level. This approach will seek to support continued improvement in retention rates as well as supporting future absence reduction.

- 
- 2.190 Existing support for staff wellbeing includes access to a plethora of mechanisms, including our Occupational Health 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 Trauma Risk Management teams (TRiM). HR colleagues are working closely with Senior leaders in refining and communicating the wellbeing offer available for staff.
- 2.191 Occupational Health (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 to solely 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, HMPPS has 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 thus HMPPS staff. To mitigate absence caused by seasonal flu, HMPPS is delivering onsite flu vaccination clinics in prisons and since September 2023 MOJ has also introduced the new e-voucher for employee free flu vaccines accessed at over 4,000 pharmacies.
- 2.192 In the employee assistance programme (EAP) space, Reflective Sessions (RS) are a preventative and proactive mental ill health intervention. The sessions will focus on the impact of delivering the work on an employee's professional life and assist them to develop further coping strategies for managing stressors and mitigating the professional impact of working with people in HMPPS. Strategies to promote and increase usage include working with the RS provider on analysing management information to detect establishments that are low users of RS, allowing us to take steps to target these areas in 2024 e.g. HMPs Stafford, Cardiff, and Belmarsh. Furthermore, to drive Governor and Deputy Governor usage, HMPPS is engaging with Area Executive Directors to promote the RS services whilst Governor-specific



marketing materials are also currently being refreshed. HMPPS continues to provide not only counselling but computerised Cognitive Behavioural Therapy. Where this is clinically appropriate, it is available for non-work-related cases.

- 2.193 For HMPPS staff who require body fluid exposure follow up via blood tests, HMPPS has 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.
- 2.194 A Workplace Post Incident Trauma Support User Guide (WPITS) is in development, this document provides guidance to support all employees who are at risk of and have been affected by a potentially traumatic workplace event. This document supports the overarching Workplace Post Incident Trauma Support Policy Framework. Principally, the guidance describes what constitutes a potentially traumatic / traumatic workplace event, what steps to take and follow in the event of a critical incident. Additionally, it provides information on the formal MoJ and HMPPS Occupational Health (OH) and Employee Assistance Programme (EAP) services as well as recommended best practice use of the peer-to-peer support programmes that are in place.
- 2.195 In the prison officer recruitment space, there have been issues with candidates being not permitted to continue with the physical Fitness Test because of high blood pressure related to 'White Coat Syndrome'. This year HMPPS is exploring the possibility of referral to the GP for a 24-hour blood pressure monitoring exercise to rule out any underlying pathology, and which would allow the individual to undertake the fitness test safely.
- 2.196 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.
- 2.197 A new OH Workplace Adjustment Guidance for front-line prison and probation operational staff was published at the beginning of November 2023. It continues 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 continuing to be delivered monthly, since October 2023.

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

2.199 Through our OH and EAP package, HMPPS continues to deliver the following key priorities over the next 12 months:

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


2.200 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 whether Sick Leave Excusal will apply when requested formally by a 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.

2.201 The policy frameworks are available to staff internally and can be shared with the PSPRB on an Official-Sensitive basis if required.



Bullying, Harassment & Discrimination / Workforce Culture

- 2.202 In February 2024, HMPPS established a new Professional Standards and Behaviour (PSB) Group. PSB Group is working to set high professional standards and support the business to identify and tackle unacceptable behaviour, and to provide practical expert support and interventions to help drive positive culture change. The Tackling Unacceptable Behaviours Unit (TUBU) sits in PSB alongside our Disparities Unit and our new Behaviour, Intervention and Practical Support (BIPS) team. HMPPS continues to develop the work of TUBU and the services it provides.
- 2.203 TUBU Climate Assessments are a tool to help leaders at individual sites to understand and, where necessary, improve the experiences of staff. They enable us to put staff voice at the centre of our work. Our new BIPS team is looking at what further practical support that can be provided to help respond to issues identified by Climate Assessments. HMPPS provided 81 Climate Assessment reports in 2023/24, including 39 for prisons/YCS establishments.
- 2.204 During 2023/24 TUBU's confidential helpline supported 419 members of staff, an increase of 37%.
- 2.205 TUBU's mediation service received 203 referrals in 2023/24, an increase of 44% compared to 2022/23, and undertook 89 workplace mediations; 94% of mediations reached a full or partial agreement between the parties. HMPPS is expanding this service in 2024/25, 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.
- 2.206 HMPPS also launched our full TUBU investigations service in December 2023, providing qualified investigators outside of the management line to lead bullying, harassment and discrimination investigations. Prior to launch a limited service was being delivered throughout 2023/24. 118 referrals were



received, of which TUBU provided a lead investigator in 55, an assist investigator in 8 and guidance and support in 55.

2.207 In October 2023, HMPPS commissioned a Ministry of Justice Non-Executive Director, Jennifer Rademaker, to look at how HMPPS applies policies, procedures, and practices relating to bullying, harassment, and discrimination.

2.208 The aim of this work, which has involved engagement with Trade Unions and colleagues, is to identify practical recommendations to improve our approach that will improve confidence in speaking out and help quicken the pace of change towards a more positive culture.

The People Survey and core themes, motivation, and morale


2.209 A full overview report covering HMPS and YCS has been extracted from the People Survey Results dashboard and included as part of the overall submissions, along with a narrative detailing the scores, and their direction of travel, for all 9 core themes and the Engagement Index.

2.210 Narrative has also been included detailing 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.

2.211 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. The earlier publication of written evidence for 2025/26 means that People Survey results for 2024 are not yet available.

Performance Management

2.212 Regular, open and honest conversations between line managers and employees are core to the performance management approach in Ministry of Justice (MoJ). Regular conversations are expected to take place every eight weeks (flexibility allowed in specific circumstances) and the expectation is that a quarterly review process is carried out by managers to ensure consistency



and fairness. There are no box markings and consequently no related end of year performance markings.

- 2.213 Where there are concerns about an individual's performance, additional support is put in place by the manager. Where support has failed to result in performance at the required standard, the formal poor performance policy is utilised.
- 2.214 On-going use of Recognition and Reward (R&R) throughout the year underpins the policy (along with our MoJ Values). There is no formal link between performance and pay for the grades below the Senior Civil Service. Reward policies do however make provision for the exclusion of poor performers from certain elements of the pay award where staff are on 'formal poor performance' measures.
- 2.215 The MoJ has a range of learning opportunities available to line managers and senior leaders on the performance management, talent management and poor performance process to improve line manager capability. The Civil Service HR Casework team are available to provide support on individual poor performance cases.
- 2.216 HMPPS continues 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.

Review of Prison complexity model and Job Evaluation System guidance

- 2.217 HMPPS utilises the prison complexity four-tier structure (Standard, Standard Plus, Complex and Complex and Diverse). A review of the scoring mechanism of complexity levels and leadership structure principles has been conducted to ensure that the complexity process remains fit for purpose. Minimum senior operational numbers have been maintained for each of the four complexity levels.



2.218 The operational 'Fair and Sustainable' guidance on how to operate the job evaluation scheme (JES) and associated processes has been refreshed and re-published.

Annex A: Additional Evidence Requests

The table below summarises the evidence requests raised by PSPRB in its 2024 report. In addition, PSPRB made a number of requests which are linked to Recommendation 14 of the 2024 report. We have not included those in the table below, but an update on HMPPS' progress to respond to Recommendation 14 is at paragraphs.1.68 to 1.73.

Index of evidence requested by PSPRB in its 2024 report:

Evidence requests from PSPRB 2024 report:	Page reference / Response
<i>We request information on the number of NTRG and NDTSG staff, broken down by protected characteristics.</i>	We have acknowledged this request and will respond to PSPRB with protected characteristic data outside of Written Evidence.
<i>We understand there are two sites covering the north and south of the country, so would like to hear if there are any specific issues relating to a particular location</i>	ORRU are almost at TSF in the two operational response groups. We have experienced more difficulty recruiting at ORRU Kidlington than at ORRU Hatfield and this is understood to be due to the relatively higher cost of living in Oxfordshire, but vacancy levels are low compared to red prison sites.
<i>On our visit to the Operational Response and Resilience Unit site at Hatfield Woodhouse, we were told that the NTRG and NDTSG allowances were set from an older on-call allowance which had not been uprated for some time. Therefore, we would like to understand from the parties how the current allowance rate was set, and what the previous on-call allowance rate was and when it was last uprated.</i>	<p>Please note that the allowance should be referred to accurately as the ORRU allowance as it is paid to eligible staff working across ORRU and not limited to NTRG and NDTSG.</p> <p>The annual allowance was calculated on the basis of extant pager allowances but was significantly uprated at the time of introduction. The calculation formula was 26 x 7 x full 24-hour rest day rate plus 26 x 7 x reduced rate plus a significant uprate to enhance the offer to an annual rate of £6671. This was increased in 2022 to £6760. The payment of this allowance is in addition to the unsocial working hours element of prison office pay and/or RHA and reflects the unique working demands and on call commitments that ORRU staff make when joining the group. Those in eligible roles attract this</p>

	<p>additional allowance in return for committing to being on call and available for work or immediate deployment for a <i>maximum</i> of 26 weeks per year and available for work or operational deployment with 11 hours' notice for the remaining 26 weeks of the year. In reality, individuals do less as they are not required to be contactable during periods of annual leave. On call periods extend to rest days. Time spent on annual leave, sick, on maternity, paternity or extended leave, or in reasonably adjusted roles due to injury or phased return from sick absence are exempt. The expectation is that during primary on call periods operational staff who are those in receipt of this allowance will be available outside of scheduled working hours and can be called upon to complete work in prison establishments under our national command and control arrangements. They are expected to mobilise and commence work within 30 mins of being called upon in the event of operational emergency at all times. Staff in operational grades are paid hourly tornado rates for every hour they work once deployed under these arrangements. Staff in grades who are not eligible for tornado payments can accrue TOIL for hours worked under these arrangements.</p>
<p><i>We also heard from the NDTSG and local POA committee that it was becoming harder to retain local dog trainers which meant more work falling to the NDTSG.</i></p> <p><i>We would welcome comment and data on this from His Majesty's Prison and Probation Service (HMPPS) and the unions.</i> <i>We would also encourage HMPPS and the POA to work together and to discuss these payments prior to our next report and share areas of agreement with us.</i></p>	<p>ORRU take responsibility for training of dogs (54 dogs on the group) and capability is at satisfactory level for Arms and Explosive dogs, but we have reduced capacity for Tornado Dogs (18 against target of 24). It is unclear how payment of allowances impacts on this issue, but we can confirm that Dog Handlers who take on the role of training other Handlers and their dogs are paid the same rates as peers. HMPPS' view is that it would be reasonable to consider enhancing payment for people who are currently undertaking the role of dog trainer as this is a lot of extra work. This could potentially be done as part of Enable Programme.</p>
<p><i>We would like to see information from HMPPS on its prison officer resourcing plan for the short to medium term. HMPPS informed us in oral evidence that it was</i></p>	<p>Overall resourcing levels are monitored through a number of processes which provide the appropriate level of information for staffing decisions to be made. At</p>

around 500 prison officers short of its target staffing levels. However, it will need to continue to recruit to replace those leaving, being promoted and to run new prison accommodation coming online. We would like data to better understand what the recruitment numbers and challenges are likely to be for the Service to maintain its target staffing level.

a local level, the workforce planning processes which are in place for prison groups have the level of detail needed to manage current staffing levels and make accurate predictions around future needs.

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 linked to expansion projects will continue to be assessed and factored into vacancy forecasts, to allow for the additional staff to be recruited prior to new accommodation coming on-line.

At times we have intentionally recruited above required staffing levels in certain prisons or regions, as this gives greater system-wide resilience through the use of national detached duty whereby staff are deployed from one prison to another. Due to the improved national staffing position in recent months, this is not something we are continuing with at the moment so the prison's staffing levels should soon start to return towards their target staffing figures.

From 16 May 2024, as part of the quarterly HMPPS Workforce Statistics publication, the Ministry has started to publish quarterly hours adjusted Staff in Post, Target Staffing and Difference at establishment level for Band 3-5 Prison Officers: [HM Prison and Probation Service workforce quarterly: June 2024 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/hm-prison-and-probation-service-workforce-quarterly-june-2024)

Data on the filling of Operation Tornado vacancies, including leaving rates, following our recommendation to increase the payments significantly. We have stated that we will return to the issue of a retainer payment next year and would welcome the views from HMPPS and the unions on this.

The current workforce numbers are 1701 against a target of 2100. Take up for Tornado training is encouraging (1471 people have been trained this financial year to date) but retention rates are poor. A full review of Tornado was completed in Jan 2023 and the idea of a retainer was presented in a paper to POMC. It was pushed back on grounds of affordability as the



	<p>proposal for £600 per person per annum would have cost in excess of £1m for staff group of 2100 with little evidence to suggest it would have the desired effect. In May this year, we updated POMC on Tornado resilience to advise that training take up was improving and that we do have sufficient staff. We are monitoring the impact of the uplift in the Tornado rate from last year's PSPRB report which increased the rate from £25 p/h to £40 p/h.</p>
<p><i>Information and data on any trials that seek to increase the number of Physical Education Instructors (PEIs). We would like to receive data on the numbers of PEIs in post, along with the target staffing levels needed, plus information on the numbers currently in training.</i></p>	<p>Whilst there has been some increase in vacancies, there are a complex range of reason for this including: the impact of the pandemic, a previous lack of promotion opportunities for PE staff, succession planning of potential PE staff and training opportunities nationally.</p> <p>Training for PE staff has recently transitioned into HMPPS from the MOJ and now sits with the new National Physical Activity and Training (NPAT) Team in the Health & Wellbeing Division. This will allow the NPAT team to look at system wide issues in relation to recruitment and retention, including the structuring of Foundation Training to create equality of access for a more diverse group of staff.</p> <p>A collaborative pilot on PEI Recruitment & Retention was launched with the HMPPS HR Workforce Strategy Team, in London and the YCS between 2022 and 2023. This identified opportunities to better support the complexities of PE training provision and that often staff were not aware of the process to become a PEI.</p> <p>The introduction in September 2024 by the NPAT Team of a discretionary Band 5 PE Staff Support manager (Specialist) who are in part responsible for succession and training planning at a local level will also provide opportunities to capture learning and make further system improvements.</p>



	<p>Training opportunities for PEI staff are offered at a rate that should be reducing the number of vacancies year-on-year. Further work is planned on data analysis to ensure that reporting supports the maintenance of the PE staffing pipeline and informs resourcing of delivery. The NPAT team will be reviewing the data and the strategy for the development of the PE staffing pipeline over the next 12 months and will continue to update unions on progress.</p>
<p><i>For our 2023 report, HMPPS provided extremely useful information on the numbers of closed grade staff opting in to Fair and Sustainable by grade. We would again like to receive that information for 2024.</i></p>	<p>We have acknowledged this request and will provide the information to PSPRB separately.</p>
<p><i>We would therefore like to see the Service's plans to monitor flexible working, including what is available to staff, along with data on the demand for flexible working from staff and how many are actually working flexibly.</i></p>	<p>There are a number of options available to staff to adopt a flexible working pattern, these include:</p> <ul style="list-style-type: none">• Part-time – fewer hours than normally regarded as full-time hours for that employment.• Part-year or term time working - Part-year working is a form of part-time working. Part-year workers are contracted for fewer than 365 days per year and have contractual periods of attendance and non-attendance. For example, set periods of non-attendance such as school holidays.• Flexitime - This is a form of flexible working where employees begin and end work at different times throughout the day. Employees are required to work during a core time and must work an agreed number of hours during the accounting period.• Compressed hours - Standard working hours covered in fewer working days. One example is compressing the hours of a five-day working week into four working days.• Job sharing/job splitting - An arrangement where a job is split between two or more



	<p>employees who share the hours or tasks and responsibilities between them</p> <p>The flexible working policy is managed locally, and it is up to the Governor to consider and approve. It can be informal (no contractual change) or formal (a contractual change). Data on applications vs approval is also recorded locally and not reported into a central report for overview.</p> <p>Central data is reported on part-time workers, as of June 2024 12.6% of staff in the adult estate worked part time hours, in the youth estate this figure is 9.3%</p>
<p><i>There are equality and diversity implications which are important to understand as the HMPPS workforce becomes more diverse. As part of this, we heard from the POA that closed grade staff who wished to take partial retirement were being denied this as the Service could not accommodate their hours, instead being told they had to fully retire. We consider it makes no sense for the Service not to utilise the wealth of experience that these officers can pass on to their newer in-service colleagues.</i></p>	<p>Under the Civil Service Pension Scheme there is no automatic right to Partial Retirement, and it is up to the employer to consider and approve. When partially retiring a member of the pension scheme must reduce their pensionable pay by 20%, which is normally achieved through a reduction in hours, or a move to a lower band role.</p> <p>If the reduction in hours can be accommodated within the local shift detailing in the prison, the partial retirement at the same Band would normally be approved. Many seek to partially retire and move to the lower Band 2 OSG role. Our payroll provider has confirmed there are currently 2,301 former operational uniform grades (Bands 3 to 5) who have taken partial retirement and have either continued working on reduced hours or moved to an OSG Band 2 role.</p>
<p><i>As in previous years, we repeat our request that we would like to receive, as a matter of routine, data that is broken down by protected characteristics. Equality and diversity remain an important part of our standing terms of reference for us to be able to consider the legal obligations on the Prison Service. This year we have made a number of data and further evidence requests and would like to receive as much of this data broken down by protected characteristics as possible.</i></p>	<p>We have acknowledged this request and will provide the information to PSPRB separately.</p>



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. 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	Nov 22 - Oct 23	Dec 22 - Nov 23	Jan 23 - Dec 23	Feb 23 - Jan 24	Mar 23 - Feb 24	Apr 23 - Mar 24	May 23 - Apr 24	Jun 23 - May 24	Jul 23 - Jun 24
Career Progression	25%	26%	25%	25%	24%	24%	23%	23%	23%
Environment	4%	5%	5%	5%	5%	5%	5%	5%	5%
Health & Wellbeing	14%	14%	14%	13%	14%	13%	14%	13%	14%
Induction	1%	1%	1%	1%	1%	1%	1%	1%	1%
Leadership	14%	13%	14%	14%	15%	14%	14%	14%	15%
Learning & Development	1%	1%	1%	1%	1%	1%	1%	1%	1%
Pay & Reward	6%	6%	6%	6%	5%	5%	5%	5%	5%
Retirement	11%	11%	11%	11%	11%	11%	11%	11%	12%
Role & Responsibility	4%	4%	3%	3%	4%	4%	4%	4%	4%
Staffing	5%	5%	4%	4%	4%	4%	4%	4%	4%
Ways of Working	15%	16%	16%	16%	16%	17%	17%	18%	17%
Number of interviews	1277	1243	1205	1181	1161	1105	1069	1048	993
Leavers	4274	4234	4204	4177	4183	4225	4279	4320	4281
Transfers	1063	1028	1013	986	1007	1004	991	955	975
Leavers & Transfers	5337	5262	5217	5163	5190	5229	5270	5275	5256
Response Rate	24%	24%	23%	23%	22%	21%	20%	20%	19%

Prisoner Officer Band 3 to 5 – Primary Driver for Leaving

Prisons	Nov 22 - Oct 23	Dec 22 - Nov 23	Jan 23 - Dec 23	Feb 23 - Jan 24	Mar 23 - Feb 24	Apr 23 - Mar 24	May 23 - Apr 24	Jun 23 - May 24	Jul 23 - Jun 24
Career Progression	21%	21%	20%	21%	20%	20%	20%	19%	20%
Environment	5%	6%	6%	6%	6%	6%	6%	7%	7%
Health & Wellbeing	17%	17%	16%	16%	15%	15%	16%	15%	16%
Induction	1%	1%	1%	0%	0%	0%	0%	0%	0%
Leadership	13%	14%	15%	16%	16%	16%	16%	16%	17%
Learning & Development	1%	1%	1%	1%	1%	1%	1%	1%	1%
Pay & Reward	7%	6%	6%	6%	6%	6%	6%	5%	5%
Retirement	7%	7%	8%	8%	8%	8%	8%	8%	8%
Role & Responsibility	3%	3%	3%	3%	3%	3%	3%	3%	2%
Staffing	8%	7%	7%	6%	6%	6%	6%	5%	5%
Ways of Working	18%	18%	18%	18%	19%	20%	20%	21%	20%
Number of interviews	646	644	633	634	621	593	558	543	519
Leavers	2566	2545	2523	2538	2549	2559	2573	2599	2567
Transfers	569	545	539	518	520	524	499	474	481
Leavers & Transfers	3135	3090	3062	3056	3069	3083	3072	3073	3048
Response Rate	21%	21%	21%	21%	20%	19%	18%	18%	17%

Prisoner Officer – Operational Support Grade – Primary Driver for Leaving

Prisons	Nov 22 - Oct 23	Dec 22 - Nov 23	Jan 23 - Dec 23	Feb 23 - Jan 24	Mar 23 - Feb 24	Apr 23 - Mar 24	May 23 - Apr 24	Jun 23 - May 24	Jul 23 - Jun 24
Career Progression	18%	21%	21%	20%	20%	20%	20%	19%	18%
Environment	3%	4%	4%	5%	5%	6%	6%	6%	6%
Health & Wellbeing	12%	11%	12%	11%	10%	9%	8%	7%	6%
Induction	2%	2%	1%	1%	2%	2%	3%	2%	2%
Leadership	13%	11%	13%	11%	11%	10%	13%	13%	14%
Learning & Development	1%	1%	1%	1%	1%	1%	1%	1%	2%
Pay & Reward	7%	7%	7%	7%	6%	7%	6%	6%	6%
Retirement	13%	11%	10%	10%	11%	12%	11%	12%	14%
Role & Responsibility	4%	5%	5%	5%	5%	5%	5%	5%	5%
Staffing	3%	2%	2%	3%	3%	3%	3%	4%	4%
Ways of Working	25%	26%	24%	27%	27%	25%	25%	25%	24%
Number of interviews	190	170	165	154	147	136	142	136	123
Leavers	846	826	824	797	788	806	825	819	822
Transfers	47	47	48	45	46	46	45	42	46
Leavers & Transfers	893	873	872	842	834	852	870	861	868
Response Rate	21%	19%	19%	18%	18%	16%	16%	16%	14%

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

Prisons	Nov 22 - Oct 23	Dec 22 - Nov 23	Jan 23 - Dec 23	Feb 23 - Jan 24	Mar 23 - Feb 24	Apr 23 - Mar 24	May 23 - Apr 24	Jun 23 - May 24	Jul 23 - Jun 24
Career Progression	28%	29%	31%	32%	29%	32%	31%	32%	35%
Environment	0%	0%	0%	0%	0%	0%	0%	0%	0%
Health & Wellbeing	12%	14%	11%	15%	15%	12%	13%	13%	11%
Induction	0%	0%	0%	0%	0%	0%	0%	0%	0%
Leadership	8%	4%	4%	7%	10%	7%	8%	11%	11%
Learning & Development	0%	0%	0%	0%	0%	0%	0%	0%	0%
Pay & Reward	4%	4%	4%	5%	2%	5%	5%	5%	5%
Retirement	28%	31%	29%	24%	24%	22%	21%	21%	24%
Role & Responsibility	12%	10%	11%	7%	10%	10%	10%	5%	5%
Staffing	2%	2%	2%	2%	2%	2%	3%	3%	3%
Ways of Working	6%	6%	7%	7%	7%	10%	10%	11%	5%
Number of interviews	50	49	45	41	41	41	39	38	37
Leavers	63	64	58	57	60	62	61	67	69
Transfers	141	147	147	152	159	163	159	152	152
Leavers & Transfers	204	211	205	209	219	225	220	219	221
Response Rate	25%	23%	22%	20%	19%	18%	18%	17%	17%

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

Prisons	Nov 22 - Oct 23	Dec 22 - Nov 23	Jan 23 - Dec 23	Feb 23 - Jan 24	Mar 23 - Feb 24	Apr 23 - Mar 24	May 23 - Apr 24	Jun 23 - May 24	Jul 23 - Jun 24
Career Progression	35%	35%	35%	35%	32%	30%	30%	31%	29%
Environment	4%	4%	4%	4%	3%	4%	4%	3%	4%
Health & Wellbeing	12%	11%	10%	10%	12%	12%	13%	13%	13%
Induction	1%	1%	1%	1%	1%	1%	1%	1%	1%
Leadership	15%	14%	15%	14%	15%	14%	14%	13%	13%
Learning & Development	1%	1%	1%	1%	2%	1%	2%	1%	1%
Pay & Reward	6%	5%	4%	4%	4%	4%	5%	5%	5%
Retirement	14%	14%	15%	15%	16%	17%	15%	15%	15%
Role & Responsibility	3%	3%	3%	3%	4%	4%	5%	6%	6%
Staffing	2%	2%	2%	2%	2%	2%	2%	2%	2%
Ways of Working	8%	9%	9%	9%	9%	10%	9%	10%	11%
Number of interviews	391	380	362	352	352	335	330	331	314
Leavers	799	799	799	785	786	798	820	835	823
Transfers	306	289	279	271	282	271	288	287	296
Leavers & Transfers	1105	1088	1078	1056	1068	1069	1108	1122	1119
Response Rate	35%	35%	34%	33%	33%	31%	30%	30%	28%

Annex C: Pay Tables

F&S Band pay ranges 2024/25 and proposed 2025/26

			Pay Effective 1 April 2024		Pay Effective 1 April 2025	
			Pay Points / Range: 01 Apr 24 - 31 Mar 25		Pay Points / Range: 01 Apr 25 - 31 Mar 26	
			Spot		Spot	
BAND 2	National	37 Hour Base Pay	£23,200		£23,873	
		39 hour inc ACHP	£24,454		£25,163	
		37 hour inc 20% Unsocial	£27,840		£28,648	
		39 hour inc ACHP and 20% Unsocial	£29,345		£30,196	
	Outer London	37 Hour base pay	£26,387		£27,152	
		39 hour inc ACHP	£27,813		£28,620	
		37 hour inc 20% Unsocial	£31,664		£32,582	
		39 hour inc ACHP and 20% Unsocial	£33,376		£34,344	
	Inner London	37 Hour base pay	£28,047		£28,861	
		39 hour inc ACHP	£29,563		£30,421	
		37 hour inc 20% Unsocial	£33,656		£34,633	
		39 hour inc ACHP and 20% Unsocial	£35,476		£36,505	

F&S Band pay ranges 2024/25 and proposed 2025/26

			Pay Effective 1 April 2024			Pay Effective 1 April 2025		
			Pay Points / Range: 01 Apr 24 - 31 Mar 25			Pay Points / Range: 01 Apr 25 - 31 Mar 26		
			1	2	3	1	2	3
BAND 3	National	37 hour Base Pay	£27,040	£27,986	£28,472	£27,824	£28,798	£29,298
		39 hour inc ACHP	£28,502	£29,499	£30,011	£29,328	£30,355	£30,882
		37 hour inc 20% unsocial	£32,448	£33,583	£34,166	£33,389	£34,558	£35,158
		38 hour inc ACH & 20% unsocial	£33,471	£34,642	£35,243	£34,442	£35,647	£36,266
		39 hour inc ACHP & 20% unsocial	£34,202	£35,399	£36,013	£35,194	£36,426	£37,058
		39 hour inc ACH & 20% unsocial	£34,494	£35,701	£36,321	£35,494	£36,737	£37,375
		40 hour inc ACH & 20% unsocial	£35,517	£36,760	£37,398	£36,547	£37,827	£38,483
		41 hour inc ACH & 20% unsocial	£36,541	£37,819	£38,476	£37,600	£38,916	£39,592
	Outer London	37 hour Base Pay	£30,068	£31,119	£31,659	£31,103	£32,077	£32,577
		39 hour inc ACHP	£31,693	£32,801	£33,370	£32,784	£33,811	£34,338
		37 hour inc 20% unsocial	£36,082	£37,343	£37,991	£37,324	£38,492	£39,092
		38 hour inc ACH & 20% unsocial	£37,219	£38,520	£39,189	£38,500	£39,706	£40,325
		39 hour inc ACHP & 20% unsocial	£38,032	£39,361	£40,044	£40,854	£36,460	£37,094
		39 hour inc ACH & 20% unsocial	£38,357	£39,698	£40,387	£39,677	£40,920	£41,558
		40 hour inc ACH & 20% unsocial	£39,495	£40,875	£41,584	£40,854	£42,134	£42,790
		41 hour inc ACH & 20% unsocial	£40,633	£42,053	£42,782	£42,031	£43,347	£44,023
	Inner London	37 hour Base Pay	£31,644	£32,751	£33,319	£32,812	£33,786	£34,286
		39 hour inc ACHP	£33,354	£34,521	£35,120	£34,586	£35,612	£36,139
		37 hour inc 20% unsocial	£37,973	£39,301	£39,983	£39,374	£40,543	£41,143
		38 hour inc ACH & 20% unsocial	£39,170	£40,540	£41,244	£40,616	£41,822	£42,441
		39 hour inc ACHP & 20% unsocial	£40,025	£41,425	£42,144	£43,099	£36,460	£37,094
		39 hour inc ACH & 20% unsocial	£40,368	£41,779	£42,504	£41,857	£43,100	£43,738
		40 hour inc ACH & 20% unsocial	£41,565	£43,019	£43,765	£43,099	£44,378	£45,035
		41 hour inc ACH & 20% unsocial	£42,762	£44,258	£45,025	£44,341	£45,657	£46,332

			Pay Effective 1 April 2024		Pay Effective 1 April 2025	
			Pay Points / Range: 01 Apr 24 - 31 Mar 25		Pay Points / Range: 01 Apr 25 - 31 Mar 26	
			Spot		Spot	
BAND 4	National	37 Hour Base Pay	£31,995		£32,923	
		39 hour inc ACHP	£33,724		£34,703	
		37 hour inc 20% Unsocial	£38,394		£39,508	
		39 hour inc ACHP and 20% Unsocial	£40,469		£41,643	
	Outer London	37 Hour base pay	£35,182		£36,202	
		39 hour inc ACHP	£37,084		£38,159	
		37 hour inc 20% Unsocial	£42,218		£43,442	
		39 hour inc ACHP and 20% Unsocial	£44,501		£45,791	
	Inner London	37 Hour base pay	£36,842		£37,911	
		39 hour inc ACHP	£38,833		£39,960	
		37 hour inc 20% Unsocial	£44,210		£45,493	
		39 hour inc ACHP and 20% Unsocial	£46,600		£47,952	

			1	2	3	1	2	3
BAND 5	National	37 Hour Base Pay	£34,760	£35,585	£36,429	£35,768	£36,617	£37,485
		39 hour inc ACHP	£36,639	£37,509	£38,398	£37,701	£38,596	£39,511
		37 hour inc 20% Unsocial	£41,712	£42,702	£43,715	£42,922	£43,940	£44,982
		39 hour inc ACHP and 20% Unsocial	£43,967	£45,011	£46,078	£45,242	£46,316	£47,413
	Outer London	37 Hour base pay	£37,802	£38,699	£39,616	£41,081	£39,896	£40,764
		39 hour inc ACHP	£39,845	£40,791	£41,757	£43,302	£42,053	£42,967
		37 hour inc 20% Unsocial	£45,362	£46,439	£47,539	£49,297	£47,875	£48,917
		39 hour inc ACHP and 20% Unsocial	£47,814	£48,949	£50,108	£51,962	£50,463	£51,561
	Inner London	37 Hour base pay	£39,386	£40,320	£41,276	£44,374	£41,605	£42,473
		39 hour inc ACHP	£41,515	£42,499	£43,507	£46,773	£43,854	£44,769
		37 hour inc 20% Unsocial	£47,263	£48,384	£49,531	£53,249	£49,926	£50,968
		39 hour inc ACHP and 20% Unsocial	£49,818	£50,999	£52,208	£56,127	£52,625	£53,723

F&S Band pay ranges 2024/25 and proposed 2025/26

			Pay Effective 1 April 2024		Pay Effective 1 April 2025	
			Pay Range: 01 Apr 24 - 31 Mar 25		Pay Range: 01 Apr 25 - 31 Mar 26	
			Minimum	Maximum	Minimum	Maximum
BAND 6	National	37 hour base pay	£38,272	£42,099	£39,382	£43,320
		37 hour inc RHA	£45,926	£50,519	£47,258	£51,984
	Outer London	37 hour base pay	£41,169	£45,286	£42,661	£46,599
		37 hour inc RHA	£49,403	£54,343	£51,193	£55,919
	Inner London	37 hour base pay	£42,678	£46,946	£44,370	£48,308
		37 hour inc RHA	£51,214	£56,335	£53,244	£57,970
BAND 7	National	37 hour base pay		Spot		Spot
		37 hour inc RHA		£50,303		£51,762
	Outer London	37 hour base pay		£60,364		£62,114
		37 hour inc RHA		£53,490		£55,041
	Inner London	37 hour base pay		£64,188		£66,049
		37 hour inc RHA		£55,150		£56,750
			£66,180		£68,100	
BAND 8	National	37 hour base pay	£53,324	£58,656	£54,871	£60,358
		37 hour inc RHA	£63,989	£70,387	£65,845	£72,430
	Outer London	37 hour base pay	£56,221	£61,843	£58,150	£65,122
		37 hour inc RHA	£67,465	£74,212	£69,780	£78,146
	Inner London	37 hour base pay	£57,730	£63,503	£59,859	£65,346
		37 hour inc RHA	£69,276	£76,204	£71,831	£78,415

F&S Band pay ranges 2024/25 and proposed 2025/26

			Pay Effective 1 April 2024		Pay Effective 1 April 2025	
			Pay Range: 01 Apr 24 - 31 Mar 25		Pay Range: 01 Apr 25 - 31 Mar 26	
			Minimum	Maximum	Minimum	Maximum
BAND 9	National	37 hour base pay	£68,295	£75,124	£70,276	£77,303
		37 hour inc RHA	£81,954	£90,149	£84,331	£92,764
	Outer London	37 hour base pay	£71,192	£78,311	£73,555	£80,582
		37 hour inc RHA	£85,430	£93,973	£88,266	£96,698
	Inner London	37 hour base pay	£72,701	£79,971	£75,264	£82,291
		37 hour inc RHA	£87,241	£95,965	£90,317	£98,749
BAND 10	National	37 hour base pay	£75,185	£82,703	£77,366	£85,102
		37 hour inc RHA	£90,222	£99,244	£92,839	£102,122
	Outer London	37 hour base pay	£78,082	£85,890	£80,645	£88,640
		37 hour inc RHA	£93,698	£103,068	£96,774	£106,368
	Inner London	37 hour base pay	£79,591	£87,550	£82,354	£90,520
		37 hour inc RHA	£95,509	£105,060	£98,825	£108,624
BAND 11	National	37 hour base pay	£85,042	£93,546	£87,509	£96,259
		37 hour inc RHA	£102,050	£112,255	£105,011	£115,511
	Outer London	37 hour base pay	£87,940	£96,733	£90,788	£99,538
		37 hour inc RHA	£105,528	£116,080	£108,946	£119,446
	Inner London	37 hour base pay	£89,449	£98,393	£92,497	£101,247
		37 hour inc RHA	£107,339	£118,072	£110,996	£121,496
BAND 12	National	37 hour base pay inc RHA		Spot		Spot
				£116,965		£120,357
	Outer London	37 hour base pay inc RHA		£120,152		£123,636
				£121,812		£125,345
	Inner London	37 hour base pay inc RHA				

Closed Uniformed Grades pay scales 2024/25 and proposed 2025/26⁸

Grade	Pay Point	2024	2025	Grade	Pay Point	2024	2025
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	2024	2025
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

⁸ All Closed Grade staff are now at maximum.

Closed Operational Phase One Manager pay scales 2024/25 and proposed 2025/26⁹

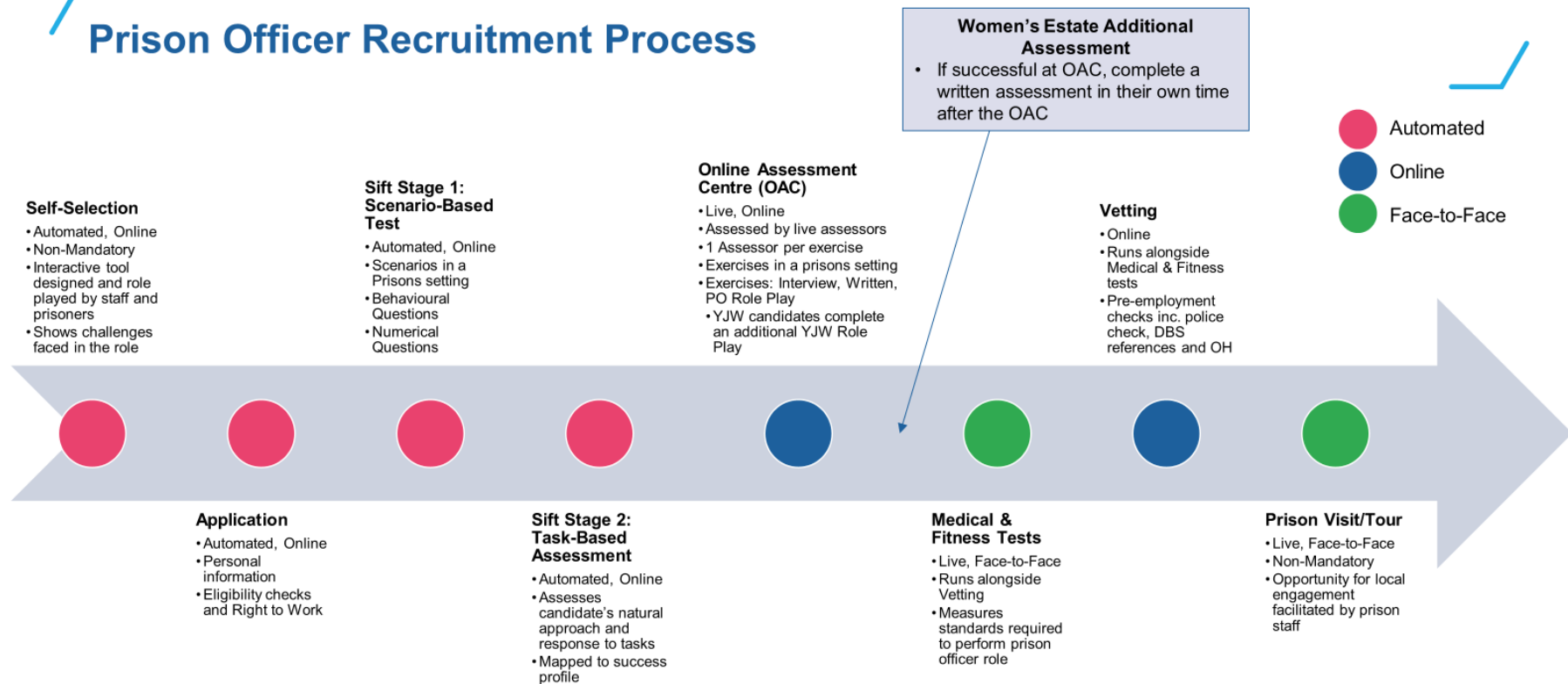
Effective From	Including RHA			Excluding RHA	
	01-Apr-24	01-Apr-25		01-Apr-24	01-Apr-25
Senior Manager A	£94,896	£94,896	Senior Manager D	£70,003	£70,003
Senior Manager B	£92,110	£92,110	From 23 July 2009		
Senior Manager C	£82,953	£82,953	Manager E	£52,691	£52,691
Senior Manager D	£76,209	£76,209	Manager F	£44,697	£44,697
Senior Manager D (Inc RHA closed 22 July 2009)	£70,003 *	£70,003 *	Manager G	£36,794	£36,794
			RHA	£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.

⁹ All Closed Grade staff are now at maximum

Annex D: Prison Officer Recruitment Process

Prison Officer Recruitment Process



Annex E: Launchpad Benefits

The Launchpad Programme provides prisoners with in-cell laptops, giving them access to digital transactional services, educational and rehabilitative resources, prison information and wellbeing content via the 'Content Hub'. The programme also provides WiFi infrastructure and kiosks (shared devices) on the wings.

Phase 1 launched as a pilot in two adult prisons (HMP Berwyn and HMP Wayland) in 2017. Phase 2 expanded Launchpad to ten additional adult prisons in 2021-22, including:

8 prisons in the male estate: (go live date):	2 prisons in the female estate: (go live date):
HMP Lindholme (Sept 21)	New Hall (Nov 21)
HMP HMP/YOI Feltham B (Dec 21)	HMP Styal (Feb 22)
HMP Ranby (March 22)	
HMP The Mount (April 22)	
HMP Swaleside (May 22)	
HMP Garth (June 22)	
HMP Stoke Heath (July 22)	
HMP Erlestoke (Sept 22)	

Following Phase 2, an assessment was undertaken of time saved by residential wing officers.

Method

Tasks typically performed by residential wing officers were assessed 1-3 months and 6-9 months after Launchpad implementation to compare the time spent in Phase 2 prisons. Before Launchpad, tasks were largely paper based, including managing canteen sheets, menus, topping up emergency phone credit, and account balances. This was reassessed post-Launchpad, considering any additional tasks related to Launchpad. This data was then used to identify whether the introduction of Launchpad led to time-savings for residential wing staff.

Limitations

While steps were undertaken to ensure that the data were robust, the time saved should be viewed as estimates. Estimating time for tasks involving multiple people or variable processes can be imprecise. Additionally, time spent resolving Applications issues was excluded due to data collection challenges.

Findings

Launchpad reduces repetitive administrative tasks, freeing an estimated 2 to 3 hours per residential wing officer weekly (varies between prisons), equating to a c. 5-10% average time savings across the Phase 2 prisons. Savings arise from eliminating small, recurring tasks, mostly occurring during prisoner supervision (e.g. association time), meaning they cannot be reallocated outside of the current regime.

Residential wing officers report that the saved time is now used to:

- Spend more time on the landing,
- Run the regime more effectively,
- Undertake wing duties,
- Have more meaningful interactions with prisoners, and
- Engage more with vulnerable prisoners.

Annex F: An overview of the pilot schemes and new initiatives running in relation to the reduction in the use of Payment Plus and Operational Support Grade overtime

Escort, Bedwatch and Constant Supervision Review

This joint project between HMPPS and NHS England (with input from NHS Wales) will review how escort, bedwatch and constant supervision activity is being managed between HMPPS, NHS, and contracted service providers.

The aim of this project is to improve prisoner / patient access to health services, whilst ensuring good value for money and minimising risk to patient and public safety. Drivers for change include staff health and wellbeing and a more informed staffing model.

Scope:

The scope and approach are subject to review and agreement. However, the initial scope is as follows:

- The project team will consider all aspects of current bedwatch, health escort, and constant supervision planning (including those related to social care), administration, delivery, and finance.
- Data will be gathered and analysed from all relevant sources in support of the project.
- Alternative solutions for access to, or delivery of health services and escorts to be explored as part of the project, in pursuance of new ideas and different ways of working.
- The project team will consider the merits and practicalities of an alternative working hours agreement by:
 - developing a collective agreement with HMPPS trade unions on safe working arrangements;
 - providing guidance on managing overtime volunteers, allocation, and defensible decision-making;
 - seeking agreement on paid travel time criteria / triggers;
 - piloting regional team management of bedwatch resourcing; and
 - developing a business case for forecasting bedwatches, recruiting staff to cover a proportion of delivery.

Shaping a New Employee Offer (SANEO)	
<p>The aim of the SANEO 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. Under the SANEO programme, HMPPS is continuing to develop a more flexible employment offer.</p>	
Modern IT Rostering Solution	<ul style="list-style-type: none"> • The current rostering proof of concepts that are running across two prisons and 24 approved premises are proving successful, with positive feedback and clear evidence that staff like the ability to manage their working schedules. • The outcomes of proof of concepts are a key component in presenting the case for budget for national roll out.
Flexible Working and Family Leave	<ul style="list-style-type: none"> • HMPPS remains committed to creating modern workplaces that enable flexible working in line with business needs. The SANEO programme will build on the creation of broader workforce deployment models and flexible working options. • Employees will have more choice and will be able to apply for several flexible working opportunities, covering an increased range of both full-time and part-time offers. • HMPPS will be looking to expand on the opportunities for staff to work flexibly within the current rostering solution and support the detail office in their confidence and capability to deliver this. This will include alternative shift patterns (shorter cycles/fixed patterns/annualised patterns), compressed hours, fixed rest days, job sharing and in the future with a new tool, rostered and unrostered hours.
Policy	<ul style="list-style-type: none"> • 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).