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Prison Service Pay Review Body pay comparator review

Final report for the Office for the Pay Review Bodies

March 2026

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Data disclaimer

The analysis presented in the report uses data collected up until December 2025.

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Executive Summary

The Prison Service Pay Review Body (PSPRB) is an advisory non-departmental public body sponsored by the Ministry of Justice and its remit is to provide independent advice on the remuneration of governing governors, operational managers, prison officers and support grades working for HM Prison and Probation Service (HMPPS) in England and Wales (and separately for the Northern Ireland Prison Service). Overall, there were a total of 29,240 staff covered by the PSPRB remit in England and Wales as of March 2025.

The Review Body publishes its analysis and makes recommendations on operational Prison Service staff pay and allowances in England and Wales in an annual report, with the Lord Chancellor and Secretary of State for Justice making the decision on the pay awards for prison staff in response to PSPRB recommendations.

A key piece of evidence underpinning the analysis used in PSPRB annual reports and recommendations is research on prison staff pay comparability, which is updated by the PSPRB annually and based on analysis of pay for prison staff and relevant comparators. This study provides a fresh look at the methodological approach used to identify relevant comparators and then presents the analysis of pay for prison staff in England and Wales and the identified comparator roles.

The approach used to assess and identify potential comparators was based on job evaluation, which is a systematic process for determining the relative worth of roles within any organisation against a set of common criteria or factors. By scoring the role against each factor in the chosen job evaluation scheme, a job 'weight' or 'size' is calculated. However, comparative job evaluation across industry sectors and organisations has significant conceptual and methodological challenges, as there can be major variations in role descriptions (for example, the way organisations define value and worth are often organisation-specific and dependent on context).

To address these issues and establish a reasonable and robust basis for comparing the relative size, complexity and challenges of operational HMPPS roles with roles in relevant external organisations, a methodology was developed following job evaluation best practice and resulted in the assessment of a variety of roles (comparable to some degree to operational HMPPS roles), with a final comparability judgement to determine their relevance. Comparator roles identified as being of high or medium relevance were then retained for subsequent pay comparison, while those assessed as being of low relevance were discarded.

Relevant organisations where comparator roles were identified are as follows:

- Public sector comparators
 - Scottish Prison Service
 - Northern Ireland Prison Service
 - Police Force in England and Wales
 - Armed Forces
 - Fire service
 - Border Force
 - Probation Service
 - NHS

- Civil Service
- Local Authorities
- Private sector comparators
 - Private prison operators
 - Private – other (e.g. private security officers)

The pay comparability analysis mostly used publicly available data sources (from published pay scales or job adverts) to compare annual pay for HMPPS staff in scope (Bands 2-5 and 7-12) and the identified comparators in the public and private sectors. It should be acknowledged that comparison across different roles and organisations is not always straightforward, as pay structures and allowances vary widely, even within the public sector. The analysis was conducted using two key pay measures:

- **Basic pay** (not including any allowance)
- **Basic pay plus unsocial hours**, paid to operational staff in HMPPS and some of the comparator roles to compensate for shift working at nights and during weekends and bank holidays

For staff in HMPPS Bands 2-5, the comparison shows the salary range based both on a 37 and 39 hour working week, as these are the two most common weekly hours worked by HMPPS operational staff in those bands. Staff at Bands 7-12 are contracted to work a standard 37-hour week.

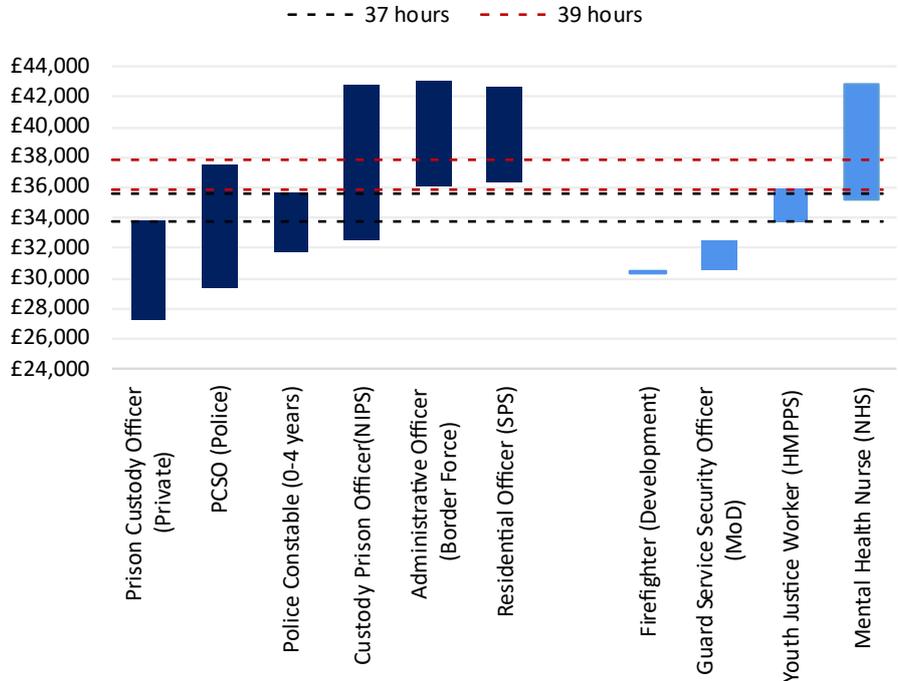
Given the variation in the type of roles and profiles considered, it is not possible to derive an overall comparison across all bands and comparators (the full analysis is presented in section 4.3). However, focusing on the key comparators, pay ranges for HMPPS staff typically overlap the pay range observed for comparator roles in the Northern Ireland Prison Service and the Scottish Prison Service (although the top end of the range for SPS staff tends to be higher compared to comparable roles in HMPPS), it is higher than pay observed in privately operated prisons (with the exception of private Prison Directors) and the private sector more generally, but lower than pay observed for Police and Fire Services comparators (with the exception of Band 3 and Band 4).

Key findings are presented for HMPPS Prison Officers (Band 3), in Figure 1 below, as they represent the largest group in scope (referring to the measure of Basic Pay plus Unsociable Hours) and show how annual salary range for Prison Officers compares with the relevant comparator roles (with high relevance comparators identified by darker blue bars). Although the pay ranges for Prison Officers overlap with that of most comparators, annual salaries are lower than the top of the range observed for corresponding roles in the Northern Ireland Prison Service and the Scottish Prison Service (and also identified comparators in the NHS and the Border Force), but higher than pay observed for Prison Custody Officers working in the private sector, and slightly higher or overlapping with the range observed for Police Constables (with up to four years of experience),¹ Police Community Support Officers and other identified comparators. Illustrating the complexity in undertaking the comparison, it should be noted that pay rates and awards set by Prison Services in Northern Ireland (which are also recommended by PPSRB) and Scotland, as well as wages paid in the private sector, are likely to be correlated with pay rates and awards determined in England and Wales, as HMPPS is the largest organisation in the United Kingdom. Also, while a Custody Prison Officer working in the Northern Ireland Prison Service is a highly relevant comparator for a Prison Officer in England, the width of the NIPS role may be wider, overlapping with duties undertaken by a Specialist Prison

¹ Note that Police Constables with at least four years of experience are used as a comparator for Band 4, due to the greater specialism that is required for police officers with at least four years of experience.

Officer. Further, the definition of unsocial hours may vary across the different comparators used and findings from the analysis may vary depending on whether the focus is on basic pay or basic pay plus unsocial hours, or on 37 or 39 weekly hours for HMPPS staff.

Figure 1 HMPPS Band 3 (Prison Officers) – Pay comparison, Basic Pay plus Unsocial Hours



Note: Comparison based on national pay. Darker blue columns identify high relevance comparators, while lighter blue columns identify medium relevance comparators.

Source: London Economics' analysis

1 Introduction

The Office for the Pay Review Bodies (OPRB) commissioned London Economics and Beamans to undertake a comparability exercise for prison service pay, to inform the Prison Service Pay Review Body (PSPRB) annual report.

The PSPRB is one of the eight Pay Review Bodies in the UK. It is an advisory non-departmental public body sponsored by the Ministry of Justice and its remit is to examine and report on matters relating to the rates of pay and allowances to be applied in the public sector prison services in England and Wales (as well as Northern Ireland). In doing so, it considers a range of current challenges and constraints, including the need to recruit, retain, and motivate staff in the Prison Service, as well as the overall spending envelope and wider economic context set by the government. It also considers evidence submitted to each review from a range of sources, such as trade unions and employers, on issues relating to pay and retention.

A key piece of evidence underpinning the analysis used in PSPRB annual reports and recommendations is research on prison staff pay comparability, which is updated by the PSPRB annually.² To reflect the realities of a constantly evolving labour market, this comparability exercise aims at refreshing the methodological approach and presenting the updated analysis using the selected comparator roles. The study also aims to improve the replicability of future comparator analysis across all bands, to support PSPRB's yearly updates.

This study is required to ensure the group of comparators used remains relevant, considering recent labour market changes (including pressure on wages) and the need to revisit the key factors relevant in the evaluation of the different Prison Service roles. This study focuses on occupations in each pay band for operational staff in Bands 2-5 and 7-12 in public sector prisons in HM Prison and Probation Service (HMPPS).

The study was undertaken through two main phases: a first phase, in which the list of suitable comparators for each band was identified and refined and information on key comparators was collected; and a second phase, focusing on the analysis and presentation of key findings. Activities undertaken during the first phase covered interviews of relevant stakeholders and a job evaluation exercise to identify the list of suitable comparators for roles in each pay band (both led by Beamans), and an initial exploration and collection of available data covering public and private sector comparators (led by London Economics). In the second phase, detailed information for the selected comparator roles was collected and analysed, with key findings presented in this report.

² The methodology previously underlying the PSPRB annual analysis was developed in a 2019 pay comparability study commissioned by the (then) Office of Manpower Economics and undertaken by Incomes Data Research (2019). ['Prison Staff Pay Comparability'](#)

The report is structured as follows:

- Section 2 provides a background to the relevant operational prison service roles and pay structure.
- Section 3 provides details on the comparability exercise undertaken, including the list of suggested comparators.
- Section 4 presents the pay comparison for HMPPS Bands 2-5 and 7-12 and the identified comparator roles.
- Additional information is presented in Annex 1 to Annex 6 on allowances for staff working in the Prison Service in England and Wales and Scotland, additional results (e.g. pay comparisons for the London region) and more detailed information on key public sector comparators.

2 Prison service roles and pay structure

2.1 PSPRB's remit group

This study focuses on staff within the PSPRB's remit group, which consists of **operational staff** working in His Majesty's Prison Service in England and Wales. This remit group covers 29,240 FTE staff (as of March 2025) and makes up around 45% of all staff in His Majesty's Prison and Probation Service (HMPPS).^{3,4} These staff members are divided into pay bands 2-12 within the **Fair and Sustainable (F&S) pay structure**. **Our study covers operational roles within Bands 2-5 and 7-12**. Band 6 is a non-operational role, so falls outside of the PSPRB's remit.⁵

Among this group, Bands 3 and 4 prison officers make up the largest share, with 66% of operational staff being in those roles (see Table 1).

Table 1 Operational HMPPS staff numbers by band (as of 31 March 2025)

Band	Band description	Total number of staff (FTE)	% of total staff (FTE)
2	Operational Support Grades	5,424	18.5%
3-4	Prison Officers and Specialist Prison Officers	19,310	66.0%
4	Supervising Officers	1,643	5.6%
5	Custodial Managers	1,784	6.1%
6-8	Managers	853	2.9%
9-12	Senior Managers	226	0.8%
2-12	Total	29,240	100%

Note: The categories cannot be further separated, as this level of detail is not available in the published data. More granular data has been requested to HMPPS, which would allow this to be updated in future. The underlying data only refers to staff in operational roles, so there should be no staff from Band 6 in the Bands 6-8 data. However, we have retained the original format of the table published by HMPPS, with bands 6-8 grouped together.

Source: HM Prison and Probation Service (2025) '[Workforce quarterly: March 2025](#)'.

2.2 Fair and Sustainable (F&S) pay structure

In 2012, the Fair and Sustainable (F&S) pay structure was introduced. This new framework brought in a consistent operating model and finalised and codified a formal job evaluation scheme (referred to as 'JES'), which is underpinned by clearly defined job descriptions for each role. While a small number of staff (1.3% according to the 2025 PSPRB report⁶) still remain on the closed grades of the previous system⁷, no consolidated pay increases are applied to these grades unless individuals would not financially benefit from transferring to the F&S structure. Instead, closed grade staff who would not financially benefit from opting in to their equivalent F&S grade received a **non-consolidated, non-pensionable** payment equivalent to the headline pay award for the last two years. **These legacy grades fall outside the scope of the current pay comparison analysis.**

The JES is an evaluation system developed externally and independently to assess roles across all areas of the Prison Service. JES is based on the **Factor Plan**, which is an evaluation framework where

³ HM Prison and Probation Service (2025) '[Workforce quarterly: March 2025](#)'. It includes annual data from 2019 onwards and figures for the five most recent quarters.

⁴ The remaining 55% work in the non-operational Prison Service roles, or within the Probation Service, Youth Custody Service, or HQ and Frontline Support.

⁵ Prison Service Pay Review Body (2024) '[Twenty-third report on England and Wales 2024](#)'.

⁶ Prison Service Pay Review Body (2025) '[Twenty-fourth report on England and Wales 2025](#)'.

⁷ The term closed grades refers to those grades that are no longer recruited to and are closed to new entrants

each role is evaluated against nine job factors⁸, with the total score determining its placement within the pay structure. Roles with similar scores are grouped within the same pay band, regardless of job type, which aims to support consistency and fairness in pay with a transparent system.

In September 2022, the original Factor Plan and operating manual were refreshed and amended following trade union representation and a lengthy review. In particular, changes were made to Factor 9 definition, which measures the level of personal risk and/or emotional demand associated with a role. It is primarily, but not only, designed to capture work demands associated with the custodial nature of the roles and their work. This revised factor plan is contained in the HM Prison Service document [Job Evaluation Scheme - The Factor Plan and Guidance Notes September 2022](#).⁹

2.3 Group profiles for operational roles

For each operational role, details are available on role titles, organisational levels (i.e. whether support, delivery or management), job functions, working hours, and relevant allowances. Each group consists of a set of job descriptions where exact roles differ within a band. Most roles are rotational, meaning that job holders may undertake roles of different job descriptions over time. Band 2 roles may involve some contact with prisoners, depending on the specific area of work within an establishment, while all other operational groups listed below are considered prisoner-facing. Differences in some bands are distinguished by the complexity of the establishment, particularly at more senior levels, e.g. 7/8, 8/9 & 10/11. A 'complex prison' typically refers to an establishment that manages a high-risk, high-need population and/or high prisoner volume. From a job evaluation perspective, equivalent roles in complex and non-complex prisons are very similar to each other. Table 2 summarises the operational group profiles for each band.¹⁰

⁸ Those 9 job factors are: (i) skills and knowledge, (ii) accountability and decision making, (iii) problem solving, (iv) resource management and financial impact, (v) organising and planning, (vi) people management, (vii) information management, (viii) influencing and interaction, and (ix) emotional demands and risk. The first draft factor plan was created in February 2007 and various iterations followed.

⁹ The document has been shared by HMPPS with the research team, but it is not publicly available

¹⁰ There are additional profiles for non-operational roles at Band 7 and Band 8. These include Head of Function Non-Operational in Standard and Complex Establishments. However, these roles fall outside the scope of this study.

Table 2 Operational group profiles summary for operational bands

Band	Group profile	Organisational level	Description
2	Support Services Operations (Operational Support Grades - OSG)	Support	Responsible for supporting defined activities, services or operations that contribute to the efficient running of the establishment.
3	Prison Officer	Delivery	Responsible for delivering defined services or activities directly involving prisoners. They have no line management responsibilities.
4	Specialist Prison Officer	Delivery	Prison Officers who have completed their probation and undergone specific training to supervise prisoners while performing specialist functions in secure settings and are required to undertake formal training in areas such as programme facilitation or offender management supervision. They have no formal line management responsibilities.
4	Supervising Officer	Delivery	Responsible for the delivery of defined services within an individual's area of expertise, and providing daily supervision for Prison Officers and Operational Support Grades, and coordinating the regime and activities within designated residential units. They have no formal line management responsibilities.
5	Custodial Manager	First Line Management	Responsible for managing teams within specific operational areas of the establishment.
7	Head of Function (Operational) in a standard establishment	Functional Management	Responsible for leading and managing key operational functions and, as members of the Senior Management Team, contributing to the strategic planning and implementation of corporate activities.
8	Head of Function (Operational) in a complex establishment	Functional Management	Similar to Band 7, but are situated in more complex establishments.
8	Deputy Governor (without Function) in a standard establishment	Senior Management	Responsible for overseeing the day-to-day operations of the establishment on behalf of the Governor.
9	Deputy Governor in a complex establishment	Senior Management	Responsible for overseeing the daily operations of a large or complex establishment, taking responsibility for all staff functions.
10	Governing Governor in a standard establishment	Senior Management	Carries full responsibility for leading and managing an establishment of standard complexity. The role includes oversight of staff, operational risk, strategic direction and overall leadership.
11	Governing Governor in a complex establishment	Senior Management	Similar to Band 10 but in a more complex establishment. The role holder leads the establishment, manages risk, sets strategic direction and is accountable for both staff and operational delivery.
12	Prison Group Director	Senior Management	Responsible for the delivery and strategic development of the area in their command, responsible for between 4-7 establishments, line managing prison Governors and reporting to an Executive Director for Public Sector Prisons (either North or South) or for HMPPS in Wales.

Source: London Economics and Beamans analysis based on HMPPS documentation shared by OPRB and a consultation with the HMPPS Job Evaluation team

2.4 Basic pay and allowances for operational bands

2.4.1 Basic pay and fixed allowances

The current pay structure is:

- Staff in **Bands 2, 4, 7 and 12** are paid a **spot rate**, meaning **they receive a fixed salary for their role**.
- Staff in **Bands 3 and 5** are paid on a **three-point pay scale**, with **three distinct salary points within each band**.
- **Bands 8 to 11** operate on a **pay range with a 10% span, rather than a single fixed salary or set pay points**.

Pay progression is not contractually guaranteed for Bands 3 and 5, but instead it is determined each year through PSPRB's review of pay levels and its recommendations on a basic uplift, and any progression increases. The basic uplift applies to all staff in these bands. Following the PSPRB's 2025 recommendation, a one-point progression increase, effective from 1st April 2025, was approved for all staff in these bands who were not subject to formal poor performance procedures.¹¹

As with Bands 3 and 5, pay progression for Bands 8-11 is also determined through annual recommendations by the PSPRB. Staff in these bands typically begin at the minimum of their pay range¹², particularly following the 2024 reduction of band widths to 10%.¹³ Both the PSPRB and HMPPS recognise that it generally takes around three years for staff to become fully proficient within a band, and the PSPRB makes its progression recommendations based on this. In 2025, in addition to the basic uplift of 4%, a 3.33% progression increase was approved for all staff in these bands, except those subject to formal poor performance procedures, as this rate allows full progression within a 10% pay range over three years.¹⁴

All operational bands are based on a standard **37-hour working week**, although some contracts include fixed allowances, and there is flexibility to work longer hours (typically 39 or 41). The option to work shorter hours or part-time is also available, but these arrangements fall outside the scope of this analysis.

For Bands 2-5, there are three types of allowances related to working hours:

- The first is for **Unsocial Working Hours (UWH)**, which applies to all staff whose shift patterns include hours outside 07:00 to 19:00, Monday to Friday, including evenings, nights, weekends and bank or public holidays. All roles within these bands may involve regular UWH and a **pensionable** payment is provided to compensate for this. The UWH rate for Bands 3-5 is **20% of basic pay** and it is contractually guaranteed for jobs requiring working shifts covering unsocial hours (i.e. the annual salary already accounts for unsocial hours). For Band 2 only, the rate temporarily increased from 20% to 25% from 1 April 2025 and will be re-reviewed in 2027, when UWH rates for all grades will be reviewed by the PSPRB.¹⁵

¹¹ Prison Service Pay Review Body (2025) '[Twenty-Fourth Report on England and Wales 2025](#)'.

¹² Prison Service Pay Review Body (2023) '[Twenty-Second Report on England and Wales 2023](#)'.

¹³ Prison Service Pay Review Body (2024) '[Twenty-Third Report on England and Wales 2024](#)'.

¹⁴ Prison Service Pay Review Body (2025) '[Twenty-Fourth Report on England and Wales 2025](#)'.

¹⁵ The PSPRB may review the Band 2 UWH rate again in its 2026 report, subject to receiving data from HMPPS on the proportion of unsocial hours worked by Operational Support Grades.

- The other fixed allowances are **Additional Committed Hours (ACH)** and **pensionable Additional Committed Hours (ACHP)**, both referring to contractually agreed hours beyond the standard 37-hour working week. Under the closed grades, Bands 2-5 equivalent staff worked 39 hours a week, and those transitioning from these grades onto F&S may retain this arrangement through ACHP (i.e. 37 hours plus 2 pensionable hours). In contrast, new joiners under F&S start on a 37-hour week. Among them, only Band 3 staff have the option to increase their contractual hours to 38, 39, 40 or 41 through non-pensionable ACH. **Pensionable** UWH payments are also applied to ACH and ACHP.

For Bands 7-11, a different contractual allowance, **Required Hours Addition/Allowance (RHA)**, applies. This **pensionable** allowance, equivalent to **20% of basic pay**, recognises that some roles at these levels regularly involve unsocial and unpredictable hours as part of normal duties. According to the HMPPS, the Band 12 spot rate already accounts for unsocial hours, and as such, RHA is not applicable for that band.¹⁶

2.4.2 Regional pay and market supplements

Prisons in England and Wales are divided into **three pay zones based on location: Inner London, Outer London and National (covering all other areas)**. Each zone has distinct pay rates.

In addition to these basic ranges and fixed allowances, 18 sites (out of the 106 adult prisons run by HMPPS) offer a **market supplement to Band 3 prison officers on F&S terms**, in recognition of the recruitment and retention challenges at those locations. These **non-pensionable** payments, first introduced in their current form in 2017, are not part of the base salary and are paid in 12 monthly instalments. The current rates are **£2,000 for Red sites** and **£3,500 for Red Plus sites**. There are currently 3 Red sites in Outer London, and 10 Red and 5 Red Plus prisons located outside London.¹⁷

As of 30th September 2024, there were 3,289 FTE Band 3 staff eligible to receive a market supplement, an increase of 530 FTE compared with 31 October 2023. This increase was likely due to closed grade Prison Officers opting into Band 3 and becoming eligible to receive the market supplements at those prisons.¹⁸

Since the consolidation into basic pay of amber market supplements in 2022, no changes have been made to market supplement rates. While HMPPS had previously stated its intention to phase out market supplements, it now considers them an embedded element of the pay system.¹⁹

2.4.3 Other elements of pay

In addition to the elements of pay listed above, there are several allowances and additional payments in the F&S pay structure, which also fall under the PSPRB's remit. These include:²⁰

- Payment Plus (which is paid for specific operational duties and is the only overtime payment available to staff in Bands 3-5)

¹⁶ In the previous comparability study (2019), only unsocial hours payments and RHA were included in the analysis as part of the overall pay package while ACH and ACHP were not. While we have not included the full pay structure here, it is available in Appendix D of the 2025 PSPRB report '[Twenty-Fourth Report on England and Wales 2025](#)'.

¹⁷ HM Prison & Probation Service (no date) '[Prison officer pay](#)'. Prisons which currently qualify for receipt of market supplements will retain that status until at least March 2027.

¹⁸ Prison Service Pay Review Body (2025) '[Twenty-Fourth Report on England and Wales 2025](#)'.

¹⁹ Prison Service Pay Review Body (2025) '[Twenty-Fourth Report on England and Wales 2025](#)'.

²⁰ Note that there are other types of allowances for closed grades, but they are not included as they fall outside the remit of this study.

- OSG overtime (Band 2)
- On-call (home) allowances
- Operational Response and Resilience Unit (ORRU) on-call allowance
- Operational Tornado payments
- Dirty protest payments
- Care and maintenance of dogs allowance
- Payments for physical education instructors

More details on these payments are provided in Table 5 in Annex 1.

In addition, in April 2022, HMPPS adopted a new performance management system based on MoJ-wide practices. Through the **recognition and reward bonus scheme**, staff who demonstrate outstanding performance can be awarded a **one-off non-consolidated lump sum payment**. Local managers can authorise awards up to **£2,000**, while larger awards (**up to £20,000**) require CEO permission. The PSPRB has emphasised the importance of bonuses for staff morale, even though they **fall outside its remit**.²¹

The latest HMPPS Annual Staff Equalities Report 2023-2024²² includes data on **the number and percentage of staff receiving recognition and reward bonuses**, as well as the total and average value of those bonuses by grade and demographic characteristics.²³ The same report includes Temporary Cover Allowances (TCA), which are payments made to staff temporarily covering more senior roles²⁴.

According to the report, 23.9% of operational staff received a bonus in 2023/24. Among OSGs, 14.8% received an average payment of £89 per person. For Band 3-5 officers, the figure was 25%, with an average bonus of £149. The highest proportion was among operational managers, 48.4% of whom received a bonus, averaging £624 per person.²⁵

2.4.4 Pensions

All HMPPS staff, including both existing employees and new joiners, are enrolled in the Alpha scheme of the **Civil Service Pension Scheme**. Under this scheme, employer contributions are fixed at **28.97%**²⁶ but employee contributions vary according to pensionable earnings, as presented in Table 3. Alpha is a defined benefit career average pension scheme.

Table 3 Alpha scheme employee contribution rate

Annualised pensionable earnings	Employee contribution rates
<£34,800	4.60%
£34,800 - £56,000	5.45%
£56,001 - £150,000	7.35%
>£150,000	8.05%

Source: Civil Service Pensions (no date) [‘Contribution rates’](#).

²¹ Prison Service Pay Review Body (2025) [‘Prison Service Pay Review Body: Twenty-Fourth Report on England and Wales 2025’](#).

²² HM Prison & Probation Service (2024) [‘Staff Equalities Report 2023-2024’](#).

²³ Operational staff are categorised into three groups: operational managers, Band 3-5 officers and OSGs. Demographic breakdowns include gender, age, ethnicity, disability status, religion, and sexual orientation.

²⁴ They are paid according to the rate for the band they are temporarily working in, including ACH, UWH or RHA payments.

²⁵ The 2015 and 2019 prison pay comparability studies did not consider any of these additional payments, as they are occasional or are only relevant to a small share of staff.

²⁶ HM Prison & Probation Service (no date) [‘Why work for HM Prison and Probation Service?’](#).

Staff who were in post before the recent changes were moved from the old schemes to Alpha, meaning they have accrued benefits under both schemes. The legacy pension schemes varied, with Classic and Premium operating on a final salary defined benefit basis, while the Nuvos pension scheme was based on career average salary. As the Alpha scheme is the only one currently available, our analysis will focus solely on the Alpha scheme. The normal retirement age under the Alpha scheme is tied to State Pension age, which varies between **65 and 68** depending on date of birth.²⁷

2.5 Pay definition for pay comparability exercise

Given the variation in operational prison staff's contractual terms and the range of available allowances and additional payments, it is important to adopt a consistent approach to defining pay. When defining the relevant elements to be used in the construction of the pay measures for the pay comparability exercise, we considered²⁸:

- Variations in contractual working hours (focusing on 37 and 39 hours per week);
- Unsocial working hours payments;
- Locality pay and market supplements (National, Inner and Outer London);
- Additional allowances and payments (if relevant); and
- Pensions.

After discussion with OPRB and feedback received from PSPRB members we considered two pay measures: **basic pay**; **basic pay + unsocial hours**. **Basic pay + unsocial hours** may be considered as the main pay measure, given that most operational prison staff have unsocial hours included in their contract. This unsocial hours measure incorporates UWH for Bands 2-5 and RHA for Bands 7-11. Basic pay without unsocial hours was included in the comparison for operational roles in Bands 2-5 in cases where comparators are not required to work unsocial hours (or have a separate unsocial hours allowance). In addition, we considered variations in contractual working hours showing also annual pay for HMPPS staff working a **39-hour work week, alongside** those working a **37-hour work week**, to enable better comparability with professions working 40 hours or more per week (e.g. private prison officers normally working a 40-hour week)²⁹ and also to reflect that a high proportion of HMPPS staff in Band 3 work more than 37 hours per week. In fact, according to HMPPS statistics for 2024/25³⁰, 45% of Band 3 staff worked 37 hours per week, 38% worked 39 hours per week and the remaining 17% worked 40 or (mostly) 41 hours³¹. For staff in Bands 7-12 the standard working week is 37 hours.

The **primary comparison was undertaken at the national level**, but we have also presented a separate comparison for London, accounting for London allowances (see Annex 4).³²

Market supplements for Red and Red Plus sites are currently embedded into pay for Band 3 prison officers working at the specific sites, suggesting that they are not currently treated as 'supplements',

²⁷ Tobin, J. (2023) '[Prison officers' retirement age](#)' House of Lords Library.

²⁸ Within the previous (2019) prison pay comparability study, 'basic salary' and 'basic salary plus unsocial hours' were included. However, within the PSPRB's 2025 report, two pay definitions were used: 'basic pay plus unsocial hours', and 'basic pay plus unsocial hours & 2xACH'. The latter was included as it was considered most comparable to private prison officers. Note that the PSPRB report only included comparisons for Band 3 roles.

²⁹ For private prison officers, information is taken from job adverts (e.g. [here](#) for G4S) and private prison operators' websites (e.g. <https://careers.serco.com/gb/en/prison-officers> for Serco)

³⁰ Based on unpublished data shared by HMPPS

³¹ Including both those working the additional hours as ACH (Additional Contracted Hours Non-Pensionable) and ACHP (Additional Contracted Hours Pensionable).

³² However, it should be noted that the pool of comparators for the London analysis is limited as key comparators don't operate in London (e.g. NIPS, SPS) or don't have a separate London allowance (e.g. the Army).

but rather are a permanent element of pay, necessary to ensure recruitment and retention of Band 3 prison officers. However, Red and Red Plus sites represent a minority of all sites run by HMPPS (around 1 in 6), so these supplements have **not been incorporated explicitly in the key metrics used for comparison**. Instead, they have been noted for context, with commentary provided on how they could affect the outcomes if considered (as they represent a significant increase on basic pay for staff working at the relevant sites).

We also considered whether it was feasible to develop a measure of **total earnings** (including basic pay plus unsocial hours plus a measure to capture the most common allowances, if relevant).

The most prominent payment considered was **Payment Plus**, which represents the only form of overtime payments for staff in Bands 3-5 (paid for specific operational duties). However, its use has varied to a significant extent in recent years (probably depending on recruitment patterns), with the overall cost for Payment Plus rising from around £49 million in 2021-22 to over £62 million in 2022-23 (the highest cost seen on record) and then declining to around £48 million in 2023-24³³ and further to £30 million in 2024-25³⁴. This means that, in 2024-25, the overall Payment Plus value represented less than 5% of total basic pay paid in the year to Band 3 staff. There are also local variations in how Payment Plus is used (e.g. with some establishments making more frequent use of Payment Plus to address staff shortages) which makes it difficult to establish a typical pattern nationwide. Also, its widespread use may reflect (perceived) low pay by operational officers and staff shortages, rather than being considered as a permanent component of earnings. To reflect these considerations, and after consultation with the OPRB team and PSPRB members, we have **not included Payment Plus in the key metric used in the comparison**.

Other pay elements, such as bonuses, are not widely paid to operational prison staff, and therefore have not been included in the earnings measure. In addition, it should be noted that there is complexity in establishing a like-for-like comparison on total earnings with comparators, as the type, frequency and size of allowances pay to comparators vary significantly (information on key public sector comparators is presented in Annex 3).

As a result of these considerations, **the analysis focused on the two key measures of basic pay and basic pay + unsocial hours, with no further measure for total pay**.

Regarding **pensions**³⁵, we have summarised the key characteristics of the different schemes for public sector comparators in Table 4, showing standard employer contributions (with further information reported in Annex 3 for key comparators). Private sector pension schemes are typically less generous than pension schemes offered in the public sector, but details were not always available through job adverts. On the other hand, in the private sector, part of total pay may be linked to performance pay or bonuses (especially for managerial roles), with also other benefits (e.g. health insurance, company car). These aspects should be considered when undertaking the comparison between public sector and private sector roles.

³³ Prison Service Pay Review Body (2024) '[Twenty-third report on England and Wales 2024](#)' and Prison Service Pay Review Body (2025) '[Twenty-fourth report on England and Wales 2025](#)'.

³⁴ Based on unpublished data shared by HMPPS

³⁵ It should be noted that pensions are not in PSPRB's remit.

3 Identifying comparators

3.1 Overview of our analytical framework

In line with the stated requirements of the research work, our approach to determining potential comparators was based on **job evaluation**. Analytical job evaluation is a **systematic process for determining the relative worth of roles within any organisation** against a set of common criteria or factors. By scoring the role against each factor in the chosen job evaluation scheme, a job weight or job size is calculated. This provides an objective and consistent foundation for establishing internal grading structures and, in the context of this report, allows for more robust external comparisons. However, comparing different jobs across sectors and organisations has significant conceptual and methodological challenges. For example:

- There can be major variations in role descriptions.
- The way that organisations define value and worth are often organisation-specific and dependent on context.
- Organisations put different emphasis on factors and their definitions, as well as the weightings they give to individual factors.

To address these issues and establish a reasonable and robust basis for comparing the relative size, complexity and challenges of operational HMPPS roles with roles in relevant external organisations, a methodology was developed following job evaluation best practice. The methodology provides a structured way to bridge the different job evaluation (JE) systems used in the Prison Service and other JE schemes available in the public sector, as well as situations where a formal job evaluation system is absent or not publicly available for comparison e.g. some public sector organisations, like the Armed Forces and police, and all private sector comparators.

The comparison focused on fundamental job content analysed in any role considered, through three core dimensions of value or factors (focusing on a selected number of dimensions ensured that the key factors were taken into account in the comparison, but at the same time, it was possible to establish a meaningful comparison).

3.1.1 Core evaluation factors

All roles were compared and evaluated against three core factors and viewed through an overarching contextual lens. These were:

- **Knowledge, skills & experience (KSE)**: The inputs required for the role.
- **Complexity & problem solving (C&PS)**: The mental processing and 'throughput' demanded.
- **Accountability & impact (A&I)**: The outputs and consequences of the role's actions.

Crucially, these factors were not considered in a vacuum. They were analysed through a lens of **emotional demands (ED)**. This ensured that the unique pressures of the HMPPS environment – such as frequent exposure to conflict, trauma, and difficult human interactions – were systematically factored into each stage of the evaluation.

3.1.2 The job capsule

To apply the framework consistently, a templated **job capsule** was developed. The capsule synthesises information from job descriptions, job evaluation data, and stakeholder interviews. The key component of ED was added to capture the nature, intensity, and frequency of the emotional stressors inherent in a role. The job capsule template used is provided in Annex 6.

3.1.3 The comparison process: A structured approach

The methodology followed a structured, multi-stage process to move from a broad list of potential comparators to a refined group of "good fit" roles and is set out below.

Step 1: Understanding the internal HMPPS operational landscape

Before looking externally, we sought a good understanding of HMPPS operational roles.

Desktop review: We began by reviewing information provided by OPRB, including previous PSPRB reports, historic comparator studies, and the 'Fair and Sustainable' report, which details the HMPPS Job Evaluation Scheme (JES). We also examined group profiles for operational roles at Bands 2-5 and 7-12.

Stakeholder consultation: In parallel, we conducted structured interviews with key stakeholders, including representatives from HMPPS, PSPRB members, the POA (the largest UK union in the sector), and the Prison Governors' Association. This deepened our understanding of the roles' demands and challenges and helped to identify potential comparators.

Independent job evaluation: To establish a solid foundation for comparison, we evaluated the HMPPS group profiles using a different JE tool, the **JEGS**³⁶ (Job Evaluation and Grading Support) and **IJEGS** (Industrial JEGS) schemes. The Band 12 profile was also evaluated against **JESP**³⁷ (Job Evaluation for Senior Posts), the scheme for roles equivalent to those in the Senior Civil Service. For some bands, multiple profiles were provided, and we evaluated each of these, but all group profiles within each band scored broadly similarly.

The approach was developed to seek a fuller understanding of the role demands in each band and to provide a solid foundation for later stage actions in our comparator methodology. Both the **JEGS and IJEGS schemes** have seven common evaluation factors, but IJEGS also adds working conditions and the physical demands of roles, creating 9 factors in total:

- Knowledge & skills
- Contacts & communications
- Problem solving
- Decision making
- Autonomy
- Management of resources
- Impact
- Working conditions (IJEGS only)

³⁶ A proprietary tool owned by Willis Towers Watson (WTW).

³⁷ Developed and owned by Cabinet Office with the help of Towers Perrin (now WTW).

- Physical demands of roles (IJECS only)

JESP focuses on senior roles and is based on the following five factors:

- Managing people
- Accountability
- Judgement
- Influencing
- Professional competence

The JEGS, IJECS and JESP schemes were chosen as being analytical factor-based schemes used widely in the Civil Service (e.g. Border Force, MOD, etc.) and beyond and have established equivalencies with some private sector schemes (e.g. Korn Ferry Hay). They are relatively transparent. Other schemes like WTW Global Grading System (GGS) operate on different principles and are often used by global/multinational private sector organisations based on career levelling and a job architecture framework designed for creating simple, potentially globally consistent career paths and a focus on market alignment, linking roles directly to external market data. Under GGS, roles are matched to predefined level descriptions based on a 'best fit' assessment against broad criteria.

Job evaluation is an information-hungry process, and in undertaking these evaluations, we were conscious that the profiles originally available lacked detailed role information. Subsequently, HMPPS provided more detailed job descriptions for all bands in scope, apart from Bands 2 & 12. We revisited our initial JEGS evaluations to check and validate those initial outcomes and our assumptions and found that there were only minimal changes to those evaluation scores, with the JEGS score for Band 4 reduced and those for Band 10 & 11 increased marginally. Importantly, no band changed level from the initial assessment undertaken based on the summary description originally provided, providing reassurance on the robustness of the methodological approach used. The approach is described in steps 2 and 3 below.

Step 2: Identifying and shortlisting external comparators

Having developed a clear understanding of the HMPPS roles, we began identifying **external comparators**. Our approach provided a structured, multi-stage filtering process to move from a broad list of potential market comparators to a refined, defensible group of 'good fit' roles. The approach was based on a combination of comprehensive data gathering, our accumulated knowledge and expertise, and systematic evaluation. The entire process was underpinned by our robust and consistent job evaluation and experience using JEGS/IJECS/JESP. This ensured that initial comparisons of job level were based on a common understanding of factors like skills, responsibility, and complexity.

In analytical job evaluation, a **level** is the **grade or band a role occupies within a defined structure**, based on its total point score. For this comparison exercise, **'levelling'** an HMPPS role against an external comparator **used the JEGS/IJECS analytical framework to 'translate' its factor outcomes** into an equivalent understanding of size. This allowed us to judge whether the comparator role was at the same, a higher, or a lower level than the HMPPS role.

Initially, we compiled a large, longlist of potential comparator roles to ensure all reasonable options were considered. To achieve this, **we used a wide range of sources:**

- **Previous research**, including past internal and external benchmarking studies and consultancy reports relevant to the organisation and industry.
- **Other relevant pay review body reports**, particularly the SSRB, Armed Forces', NHS, School Teachers' and Police most recent reports.
- **Semi-structured interviews with key stakeholders** and HMPPS subject matter experts to leverage their operational knowledge and understanding. Of particular note, anecdotal evidence from stakeholders emphasised the importance of local (as opposed to national) labour markets and local issues contributing to the loss of staff. For example, proximity of establishments to large infrastructure projects such as Sizewell C and its demands for security related roles. However, in the absence of any systematic recruitment and leavers data from HMPPS, this was of limited value for the pay comparability exercise.
- Our **JEGS/IJEGS/JESP job evaluation databases**, which contain around 3,500 roles that Beamans have previously evaluated, allowing for an initial match based on job level and responsibility, as well as considering relevant patterns of individual factor scores within the overall points total.
- Utilisation of contacts within the public sector (e.g. Border Force, NIPS, SPS) as well as **professional networks** (e.g., expert with specialism on Police Force roles) to ensure the appropriateness of the identified comparator roles for different levels³⁸ and to gather additional information on pay and allowances.
- The **expert knowledge of the project team** to suggest potential comparators from both the public and private sectors.

Gathering role information: Once the initial pool was identified, the next step involved gathering the information needed to properly assess each longlisted role. We gathered job descriptions for each role by accessing our internal archives, made direct requests to other organisations (e.g. private sector prisons), and searched publicly accessible sources like careers pages and recruitment websites. Where feasible, quality was prioritised by selecting job descriptions that were richer in detail, including a breakdown of responsibilities and a person specification. As this was not always possible, proxies were used where necessary. In instances where a full job description was unavailable, we obtained the best available alternative, such as a role profile, vacancy specification or an official career summary.

The project team then undertook a **qualitative review workshop** to perform an initial sift, with a clear rationale for each exclusion. The focus was on the core duties, operational context, and general nature of the role. Roles that were fundamentally different in nature (e.g. primarily administrative versus highly operational), despite being at a similar job level, were discounted.

Before assessing the size of the roles, we established the relevance of the comparison. This initial step answered the critical question: "How meaningful is this comparison for Prison Service roles?" To determine this, we consider **several criteria**, including:

- **Sector:** The degree of similarity (e.g., central government, wider public sector, private sector).
- **Operational context:** Similarities in the operating environment (e.g., operational delivery, regulatory, public facing).

³⁸ For example, information gathered from conversation with a professional contact with expertise on Police Force roles was used to understand the level of specialism required for Police Constables with different levels of experience (0-4 years and more than 4) and to map them to the appropriate level in the Prison Service (Band 3 and Band 4 respectively).

- **Talent market:** Whether the organisation is a realistic competitor for the same talent pool.
- **Functional similarity:** How closely the core purpose and functions of the roles align.

Based on these criteria, a **relevance score of high (2), medium (1), or low (0) was assigned to frame the context of the subsequent analysis**. A low relevance score indicated that the comparison was likely more useful for broad market insight than for direct benchmarking.

Step 3: Assessment and selection using a comparator matrix

The final step involved a **systematic assessment** of the shortlisted comparators using an analytical framework. To begin, all HMPPS benchmark roles and possible comparators had a capsule completed, to allow for consistent documentation and comparison of any role considered as part of the exercise. Once a capsule was completed, one of two analytical paths was followed, as set out below.

Path A (formal JE comparators): When comparing to a role in an organisation with a formal JE system (e.g. relevant roles covered by the NHS Agenda for Change job evaluation scheme), the methodology acts as a translation tool. It maps the factors of the external system to the core factors of knowledge, skills & experience, complexity & problem solving, and accountability & impact. When assigning a comparative score for each pillar, our role was not limited to looking at the raw data, but rather also to use the emotional demand lens in the comparison. For example, we sought to answer the following question: "How does the high emotional demand of the HMPPS role affect the application of its required skills or the complexity of its problem-solving compared to the selected comparator?"

Path B (proxy-based comparators): Where a formal JE system was unavailable (common in the private sector and some parts of the public sector, e.g. Armed Forces and police), a more extensive information-gathering exercise was necessary. We gathered proxies, such as job adverts, salary surveys, and organisational charts, to build a picture of the comparator role. We then used our professional knowledge, experience and judgement to interpret these proxies through the same KSE, C&PS, and A&I framework. Again, the ED lens is vital, allowing us to infer the likely emotional demands of the comparator role from keywords like "resilient," "crisis management," or the nature of the business, and compare this to the well-defined ED context of the HMPPS role.

The levelling of roles in the Armed Forces relies on information available to 'civilian' Ministry of Defence staff (also published more widely) and the information released by the MoD in response to a Freedom of Information Request some years ago. Given that neither the military rank structure or civil service grades have changed in that time, it was felt to be a valid methodology for mapping roles to HMPPS Bands.

The rank structure and progression standards of the Police Service are not publicly available and the salary structure for the constable rank is broader than would typically be seen in a public sector organisation. Advice obtained via network contacts (from an expert previously employed in a civilian HR role within a police force) suggests that although a police constable could progress through the salary structure based purely on length of service if they met the progression standard, this tended to be the exception rather than the norm. Constables are strongly encouraged to develop one or more 'specialisms' such as community engagement activity, road traffic policing, use of firearms or dog handling (not an exhaustive list). Once a constable role has the addition of one or more of these specialist areas the comparability is more in alignment with Band 4 HMPPS roles (Specialist Prison Officer). As a consequence, Police Constables with up to four years of experience were found to be

a suitable comparator for Band 3 HMPPS roles (Prison Officers), while those with more than four years of experience were aligned with Band 4 (Specialist Prison Officer).

The Fire and Rescue Service also has a rank structure but there is more information available either through general research or job adverts on the duties and responsibilities of each level although detail of any job evaluation scheme in use is not accessible. The use of Firefighter (Development) and Firefighter (Competent) denotes the different nomenclature used routinely by the Fire Service and these are linked to both length of service, ability to operate independently and the acquisition of 'specialist' skills. Similarly to police comparators, the specialist skills are seen as aligning more closely with Band 4 Specialist Prison Officers.

The final judgement: synthesising score and context

In each case, regardless of which path was chosen, an analysis was undertaken of comparative job size, structured around the three fundamental dimensions of work identified above (knowledge, skills & experience, complexity & problem solving, and accountability & impact). For each of these three dimensions, the HMPPS role was compared to the comparator role based on the available evidence. A score from 1 to 5 was assigned to capture the relative difference, according to the following scale:

- 5: HMPPS role is **significantly larger**
- 4: HMPPS role is **larger**
- 3: HMPPS role is **broadly similar**
- 2: HMPPS role is **smaller**
- 1: HMPPS role is **significantly smaller**

These three scores were then summed to produce a **total job size score**, which ranged from 3 to 15. A score of 9 indicated overall broad similarity in job size between the two roles.

Alongside the quantitative scoring, a qualitative assessment of the working conditions was made, recognising the unique and often demanding environments within HMPPS, assessing whether the difference in working conditions between the roles is minor, notable, or significant.

The final step in the analysis was to synthesise the distinct elements, the relevance, the Total Job Size Score, and the qualitative working conditions assessment, to arrive at a final, holistic **comparability judgement**.

This judgement placed the comparison into one of four defined categories:

- **Highly comparable:** For a role to be considered highly comparable, it must not only be equivalent in size (a score of 9), but also operate in a highly relevant context with only minor differences in working conditions. These are the **most robust comparisons for direct benchmarking**.
- **Broadly similar:** This category applies to roles that are very close in overall size (a score of 8, 9, or 10) but may have notable differences in their working conditions or are only moderately relevant. These comparisons are **suitable for benchmarking, but with noted caveats**.
- **Different:** This describes roles where there is a discernible difference in job size (a score of 6-7 or 11-12). The comparison is **useful for understanding scale differences in various markets**.

- **Significantly different:** This category is for **roles that operate at fundamentally different levels of size and demand** (a score of 5 or less, or 13 or more).

In summary, the methodology outlined above provides a robust and defensible framework for comparison. It balances systematic scoring of core job size dimensions with critical, qualitative judgements on relevance, working conditions, and the unique emotional demands of the HMPPS environment. This synthesis of quantitative data and qualitative analysis ensures that each comparability judgement is both evidence-based and contextually aware.

3.2 Organisations with comparator roles

Applying the initial stages of our methodology, we compiled a broad pool of potential roles and subsequently conducted a high-level sift. This qualitative review eliminated obvious mismatches, discounting roles that were fundamentally different in nature (e.g., primarily administrative versus operational). Roles marked as **low** relevance were discounted (and not included in the analysis). Each of the roles marked **medium** or **high** has undergone the final, detailed assessment to determine a definitive comparability judgement.

A summary list of the organisations where comparators roles were identified is presented below, while Table 7 in Annex 2 presents the list of comparators identified and assessed, along with their relevance (high, medium or low) and reason for inclusion (high and medium) or exclusion (low).

- Public sector comparators
 - Scottish Prison Service
 - Northern Ireland Prison Service
 - Police Force in England and Wales
 - Armed Forces
 - Fire service
 - Border Force
 - Probation Service
 - NHS
 - Civil Service
 - Local Authorities
- Private sector comparators
 - Private prison operators
 - Private – other (e.g. private security officers)

3.2.1 Considerations and caveats

There are a number of roles in the Probation Service which have been included as comparators to prison roles. They are all defined as being of medium (M) relevance. In some cases, where roles spend a high percentage of their time within the prison or equivalent environment they could be seen as being close to high relevance, such as for an Approved Premises Worker. However, approved premises (AP) are considerably smaller than prisons (usually between 12-45 residents at any one time) and the level of risk is reduced due to the offending category of residents and the general environment of the AP.

Additionally, Northern Ireland Prison Service (NIPS) roles were incorporated in the list of comparators using information provided by the Department of Justice in Northern Ireland. It should be noted that there is no direct 'read across' at all levels between HMPPS and NIPS roles.

It is also worth bearing in mind that the last external review in 2019 did not consider Bands 7, 9 & 12 equivalencies. There may be a degree of difference in the levels of comparators compared to that report for some bands for groups such as the army, fire service or police. HMPPS has potentially 10 levels below the Senior Civil Service, whereas in the Civil Service there is usually a maximum of 7 levels populated and often no more than 6. This adds to the complexity of making comparative judgements. In reality, there are only relatively small differences in job weight between some prison bands, e.g. 8/9 and 10/11, often depending on the nature and size of the prison establishment. HMPPS informed us that they would not expect every band level to typically be populated in a typical prison organisational structure. Consequently, the specific matching/positioning of a role at Band 8 level compared to Band 9 should be treated with a degree of caution as, in other organisations, such roles might be positioned in the same (joint Band 8/9) level and likewise at Band 10/11.

Regarding the identified comparators, those identified through the use of the JEGS/IJEGS database are very specific roles and it does not follow that there will be an automatic 'read across' to other roles in the same organisation at different levels.

In general, the number of 'high' comparators is relatively limited. This is because Prison Service roles are unique, so the best comparators are typically in other prison services in the UK (SPS, NIPS and private prisons). However, HMPPS is a 'market leader' in terms of pay, due to its size, so the pay set for the Scottish Prison Service and private prison pay may be in turn influenced by HMPPS pay decisions (and the Northern Ireland Prison Service is also within PSPRB remit, although separate from England and Wales).

Moreover, the structure of pay for the selected comparators may be quite different compared to HMPPS staff, for example some private sector roles may have a larger component linked to performance pay and bonus or working overtime. Unsocial hours, which is a substantial component of pay for many HMPPS staff, is also defined differently depending on the comparator (e.g. in terms of the hours and days of the week included; whether it is a guaranteed payment as an allowance or paid based on the exact hours worked).

Comparison with private prison staff

As of September 2025, HMPPS data indicates that there are 122 adult prisons in England and Wales (excluding Young Offender Institutions and a Secure Training Centre), 106 of which are operated by HMPPS and 16 of which are operated by the private sector.³⁹ The current contracted prison operators are Sodexo (6 adult establishments), Serco (5) and G4S (4), plus a newly established prison run by Mitie.⁴⁰

It should be noted that, despite several attempts to obtain detailed job descriptions of private sector prison roles, we have not been able to obtain them. Consequently, our analysis against this group is restricted to information provided by the stakeholders and publicly available information, such as job adverts.

³⁹ HM Prison and Probation Service (2025) 'Prisons and their resettlement providers', [link](#)

⁴⁰ This list excludes G4S's Secure Training Centre.

Although staff working in privately run prisons may seem the closest comparator to staff in public prisons, it is important to note significant differences across the public and private sector:

- None of the Category A (high security) sites are operated by private operators⁴¹;
- More generally, stakeholders reported that the typical working environment may be different, with private prison staff more likely to work in modern facilities;
- Overtime may be a more significant component of pay for staff working in private prisons⁴²;
- Private prison directors may have more flexibility in hiring decisions to tackle staff shortages (as reported in the stakeholder consultation);
- For senior leadership roles in private prisons, salaries typically include a performance pay linked to profitability⁴³ (although this is subject to variation).

⁴¹ See HM Prison and Probation Service (2025) 'Prisons and their resettlement providers', [link](#)

⁴² For example available job adverts for Prison Officers at <https://careers.serco.com/gb/en> report the opportunity to work a number of overtime hours: 'Whilst we cannot guarantee overtime will always be available, this is based on an average of 4 hrs per week'.

⁴³ The pay package in the private sector for senior management positions also typically includes a company car and health insurance.

4 Pay comparison

In this section we present the findings from the pay comparability exercise, separately by HMPPS band in scope for the analysis (Bands 2-5 and 7-12). For each band we plot and compare annual salaries (basic pay and basic pay plus unsocial hours) with those observed for the high and medium relevance comparator roles identified in the job evaluation phase described in section 3. In most cases, annual salaries are identified by pay ranges (with actual pay depending on factors such as experience) and all findings presented in this section refers to the comparison based on National evidence (pay outside London), with findings for the Inner London area presented in Annex 4.⁴⁴

4.1 Data sources

We used a variety of data sources to compile the database underlying the analysis:

- Where comparators were public sector professions with salaries regulated by formal pay scales (e.g. Scottish Prison Service, the Police Force, the Fire Service), we used published information on pay bands and additional allowances, as well as information provided by contacts working in the relevant organisations. More details on the various data sources used are provided in Annex 5.
- For Civil Service comparator roles, we used information on grades and salaries published by central government and public bodies⁴⁵ as well as available job adverts⁴⁶.
- For local government roles, we used the latest Local Government Association (LGA) pay and grading structure⁴⁷, as well as pay ranges for head teachers⁴⁸, and available job adverts.
- For private prison comparators, we used information available through job adverts⁴⁹ and information shared from a senior contact at one of the private prison operators⁵⁰.
- For other private sector comparators, we collected data from job adverts^{51,52}.

4.2 Key metrics used in the comparison

The comparison focuses on the salary range for HMPPS staff and the relevant comparators and was undertaken considering the following elements:

- For **staff in HMPPS Bands 2-5**, the comparison shows the **salary range based both on a 37 and 39 hour working week**, as these are the two most common weekly hours worked by HMPPS operational staff in those bands (see section 2.5).

⁴⁴ In the London analysis, for HMPPS staff and comparator roles where multiple rates were available (e.g., the NHS) we focused on Inner London pay. A key drawback in the analysis is that some of the 'High' relevance comparators do not operate in London (e.g. NIPS, SPS) or do not have a separate London allowance (e.g., the Army). Also, there is only one privately operated prison in London, and data for private prison roles was only available for Bands 2, 3 and 5.

⁴⁵ See the published Organograms of Staff Roles & Salaries available on <https://www.data.gov.uk/>

⁴⁶ See <https://www.civilservicejobs.service.gov.uk/csr/index.cgi>

⁴⁷ See [Local Government services pay agreement 2025](https://www.local.gov.uk/press-releases/2025/01/2025-01-20-local-government-services-pay-agreement-2025)

⁴⁸ See <https://www.nasuwf.org.uk/advice/pay-pensions/pay-scales/pay-scales-england.html>

⁴⁹ In particular through <https://findajob.dwp.gov.uk/> and the private prison operators' websites (Sodexo, Serco, G4S, Mitie)

⁵⁰ The pay ranges were also cross-checked against information provided by a private prison operator to OPRB and referring to 2023.

⁵¹ In particular job adverts available through <https://findajob.dwp.gov.uk/>, <https://www.adzuna.co.uk/> and <https://uk.indeed.com/>

⁵² We also explored the suitability of using different private sector data sources, but no other specific data source was used for the comparison.

- Staff working in **HMPPS Bands 7-12** (functional and senior management) are contracted to work **37 hours per week**.
- Across **HMPPS Bands 2-5** we show the comparison separately for **basic pay** and **basic pay plus unsocial hours** (hence, the set of comparators used for each band may vary, depending on whether comparator roles work unsocial hours or receive a separate unsocial hours allowance).
- For HMPPS Bands 7-12, the comparison is based on a single measure of pay: basic pay plus unsocial hours for HMPPS staff (excluding those in Band 12) and comparator professions working unsocial hours; and basic pay for all other comparators (details are reported in the notes to each figure).
- The comparison focuses on full-time positions only, noting any differences in the standard contractual (or typical) hours worked across comparators in Table 4.
- Differences in pension scheme arrangements were also noted when possible (see Table 4 below).

Table 4 Summary of identified comparators

Public sector					
Organisation	Whether typically work unsocial hours*	Typical hours worked (operational staff)	Pension scheme (typical employer contribution)	Standard retirement age	Notes
Scottish Prison Service	Y	35	Yes (28.97%)	State Pension (SP) age (65-68)	Basic pay already includes unsocial hours allowance (UHA)
Northern Ireland Prison Service	Y	39	Yes (34.25%)	SP Age (65-68)	Basic pay already includes UHA
Police Force in England and Wales	Y	40	Yes (35.3%)	60	
Armed Forces	N	44	Unfunded DB scheme***	60	
Fire service	Y	42	Yes (37.6%)	60	Basic pay already includes UHA
Border Force	Y	Varies	Yes (28.97%)	SP Age (65-68)	
Probation Service	Varies**	37	Yes (varies)	SP Age (65-68)	
NHS	Y	37.5	Yes (23.7%)	SP Age (65-68)	
Civil Service	N	37	Yes (28.97%)	SP Age (65-68)	
Local Authorities	N	37	Yes (varies)	SP Age (65-68)	
Private sector					
Private prison operators	Y	40	Yes (6%-10%)	SP Age (65-68)	No separate UHA
Private - other	Varies	40	Yes (varies)	SP Age (65-68)	

Note: * Operational roles. ** Approved Premises Residential Worker receive Unsociable Hours Allowance. *** The Armed Forces Pension Scheme (AFPS) is an 'unfunded' defined benefit (DB) occupational pension. The AFPS employer contributions are set as a percentage of pensionable pay. Since April 2019, the employer contribution rate was 65.5% of pensionable pay. This was forecast to rise to 73.5% of pensionable pay from 1 April 2024 (see [CBP-10168](#)).

Source: *London Economics and Beamans*

4.3 Pay comparison

In this section we show the pay comparison for HMPPS staff and the selected comparators, focusing on the national comparison. For each comparator we show the range of salaries (minimum and maximum) based on the latest available information. Throughout the analysis, **'high' relevance comparators** are identified by a **darker blue column** (and placed on the left hand side of the chart), while **'medium' relevance comparators** are identified by a **lighter blue column** (and placed on the right hand side of the chart). Also, in the Band 2-5 charts, the pay scale for HMPPS staff working 37 weekly hours is identified by black dotted lines, while the pay scale for HMPPS staff working 39 hours is identified by red dotted lines.

As noted in section 3.2.1, comparison is not necessarily straightforward as pay structures and working conditions may be different across different roles and organisations: for example, a lower pay for comparators working in privately operated prisons may also reflect different working conditions (e.g. private prison operators running more modern facilities, and not operating any category 'A' (high security) establishments) and a different pay structure more generally (e.g., with employer pension contributions more generous in the public sector, but with additional benefits and performance rewards part of the pay package for managerial roles in the private sector).

Also, for some comparators working in senior management roles (e.g. Head Teachers in secondary schools⁵³ or Nursing Home Managers), there are wide salary ranges reflecting the size and complexity of the establishment they manage.

Detailed results are also provided in Table 8 in Annex 3.

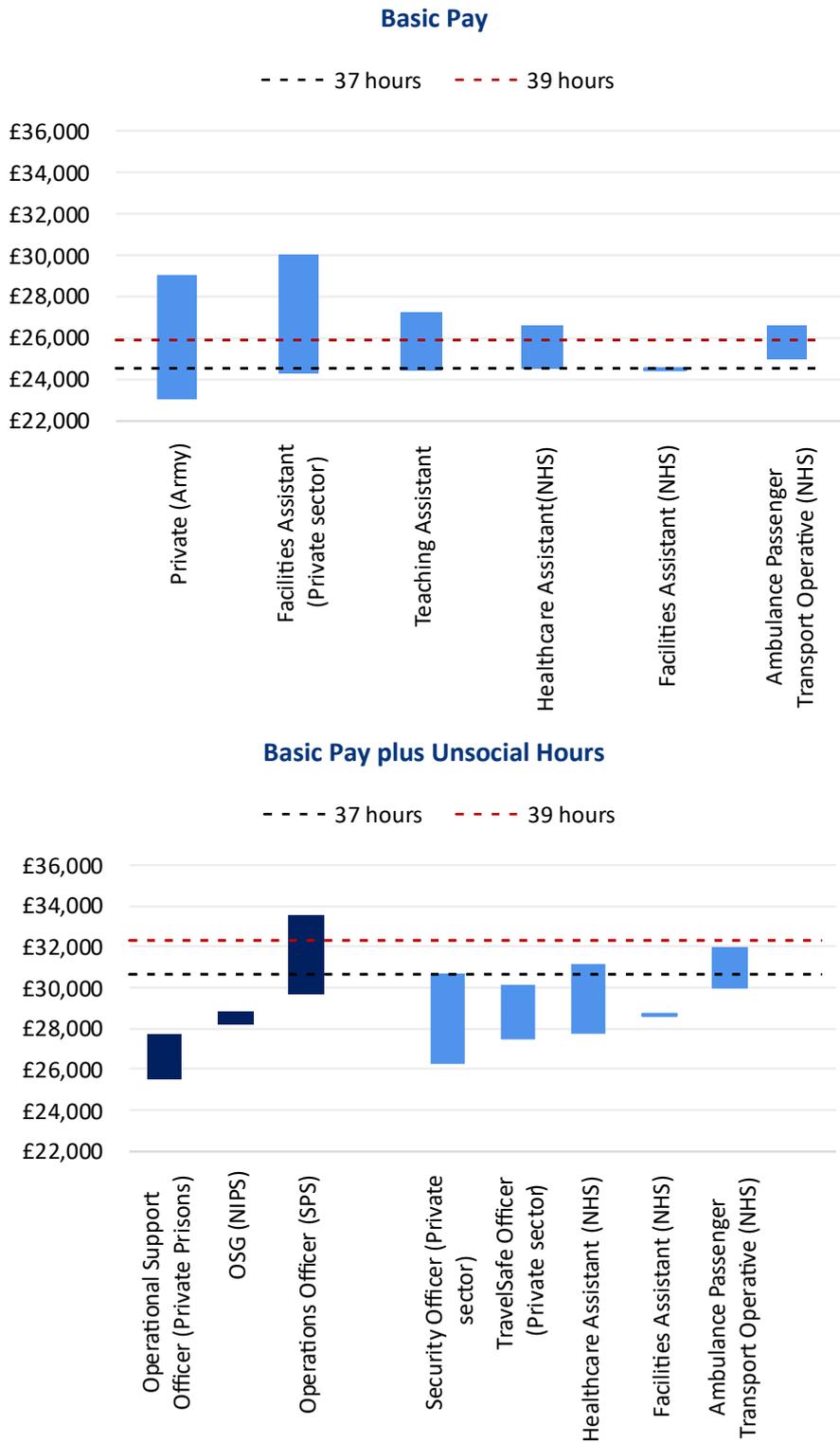
4.3.1 HMPPS Band 2 (Operational Support Grades)

Figure 2 shows the comparison for HMPPS Band 2 staff (Operational Support Grades (OSG)), who earn between £24,527 and £25,853 per annum when considering basic pay (37 and 39 weekly hours respectively) and between £30,659 and £32,316 per annum (37 and 39 weekly hours respectively) when also factoring in unsocial hours:

- When considering **basic pay**, the salary for OSG (both those working 37 and 39 hours) overlaps with the comparators used (although it tends to be lower than the upper end of the salary range for the selected comparators);
- When including also **unsocial hours** in the comparison, pay for OSG tends to be slightly above the comparator professions (in particular when considering those working 39 hours), including Operational Support Officers in private prisons and OSG in the Northern Ireland Prison Service (NIPS), with the exception of Operations Officer in the Scottish Prison Service (who earn slightly more, at least those at the top of the range).

⁵³ These are based on a range of spine points on the Leadership Group Pay Range (LGPR)

Figure 2 HMPPS Band 2 (OSG) – Pay comparison



Note: Comparison based on national pay. Darker blue columns identify high relevance comparators, while lighter blue column identifies medium relevance comparators. Job adverts for Security Officers and Travelsafe Officers (private sector) reported hourly pay, converted to an annual salary

Source: London Economics' analysis

4.3.2 HMPPS Band 3 (Prison Officers) – Pay comparison

The comparison for HMPPS Band 3 (Prison Officers) is presented in Figure 3. As before, the top chart shows the comparison using basic pay, while the bottom chart presents the comparison using basic pay plus unsocial hours. The set of comparator professions may vary across the two charts depending on whether they work unsocial hours, whether the unsocial hours payment is already included in their basic pay and whether it is possible to meaningfully reconstruct the unsocial hours payment.

Looking at **basic pay**, the salary range for HMPPS Prison Officers (£28,122-£31,532, depending on experience and weekly hours worked) is generally in line with the selected comparators (e.g. Police Community Support Officers (PCSOs), Approved Premises Residential Workers), albeit lower compared to Police Constables (with less than 4 years of experience) and Mental Health Nurses.⁵⁴

The most suitable comparison for HMPPS Prison Officers is based on the second metric, **basic pay plus unsocial hours**, as both Prison Officers and the most relevant comparators work unsocial hours:

- The salary range for Prison Officers (£33,746-£37,774, depending on experience and weekly hours worked) is above the salary range for Prison Custody Officer (private prisons), Firefighters (Development), MOD Guard Service Officers and also slightly higher than Police Constables with up to four years of experience (when focusing on HMPPS Prison Officers working 39 hours per week) and in line with the pay range for PCSOs (although the bottom end of the range is lower for PCSOs).
- On the other hand, while the salary range for Prison Officers partially overlaps with that of the other comparators considered (in particular, when looking at those working 39 hours), the upper end of the range is lower than the maximum values for the other comparator roles considered, namely Residential Officers (SPS), Custody Prison Officers (NIPS), Border Force Administrative Officers (receiving Annualised Hours Allowance), and NHS Mental Health Nurses. Staff working in these roles may receive a total annual salary in excess of £42,000.

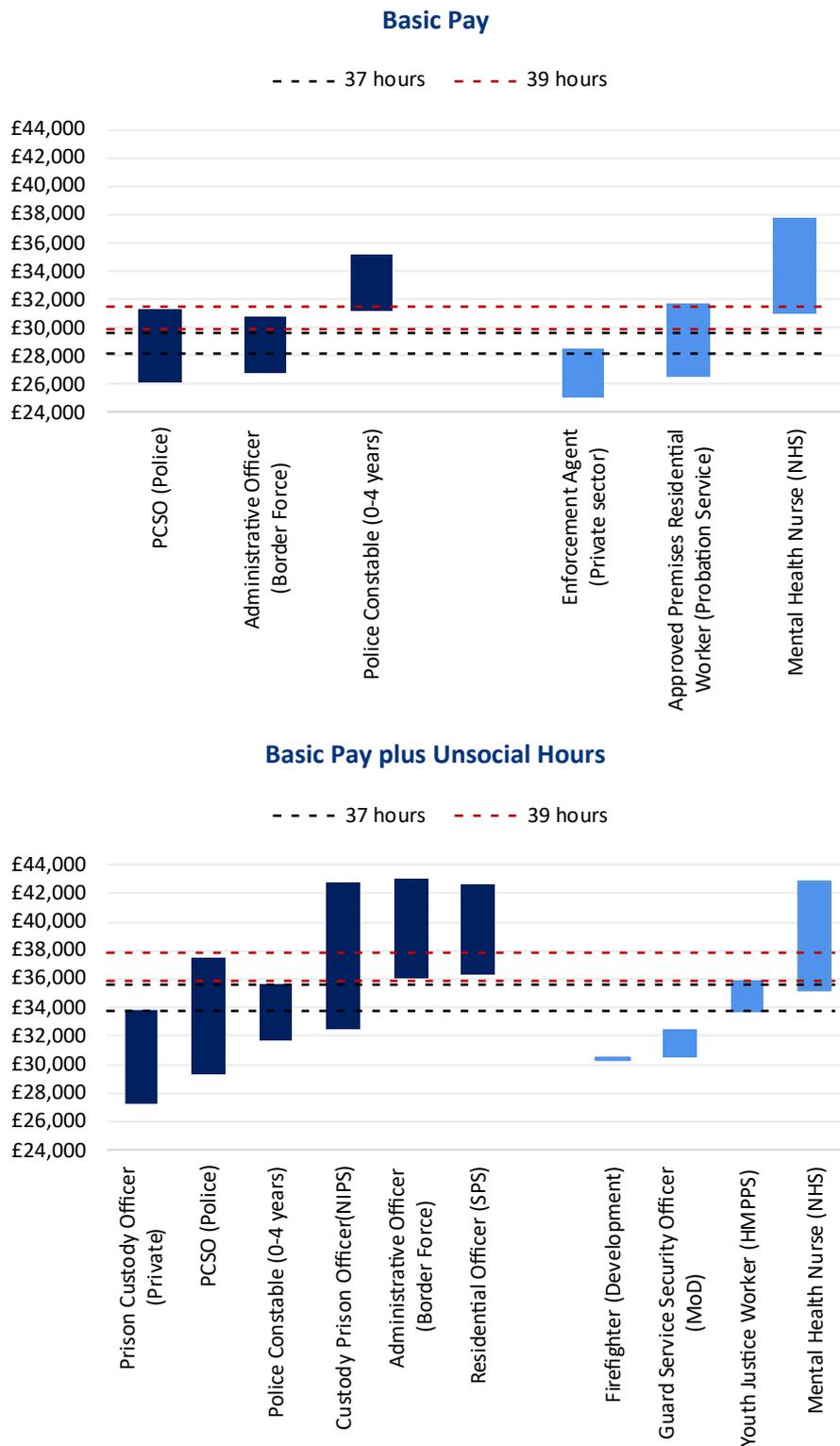
As discussed in section 2.4.2, Prison Officers working in around 17% of HMPPS sites receive a market supplement worth either £2,000 (paid in 13 Red sites) and £3,500 per annum (paid in 5 Red Plus sites). Factoring in this market supplement would take Prison Officers in Red Plus sites working 39 hours per week towards the upper range of the scale observed for the higher paid comparator roles (as their total pay would range between £39,500 and £41,500, depending on experience). However, that only affects 5 Red Plus sites, out of 106 establishments managed by HMPPS and has therefore limited impact on the overall comparison.

Furthermore, it should be noted that comparison is not always straightforward, for example the salary range for a Custody Prison Officer in Northern Ireland seems to be wider than the corresponding range in England and Wales, probably also encompassing some roles that would be classified as Specialist Prison Officers (Band 4) in England and Wales⁵⁵.

⁵⁴ Pay for Prison Officers is higher than Enforcement Agents (a private sector comparator). However, pay structure for Enforcement Agents is significantly different, as a substantial proportion of their final pay is linked to commission and bonuses (with expected earnings around £40,000-£50,000)

⁵⁵ In fact, it was not possible to identify a direct comparator for HMPPS Band 4 from the Northern Ireland Prison Service.

Figure 3 HMPPS Band 3 (Prison Officers) – Pay comparison



Note: Comparison based on national pay. Darker blue columns identify high relevance comparators, while lighter blue columns identify medium relevance comparators.

Source: London Economics' analysis

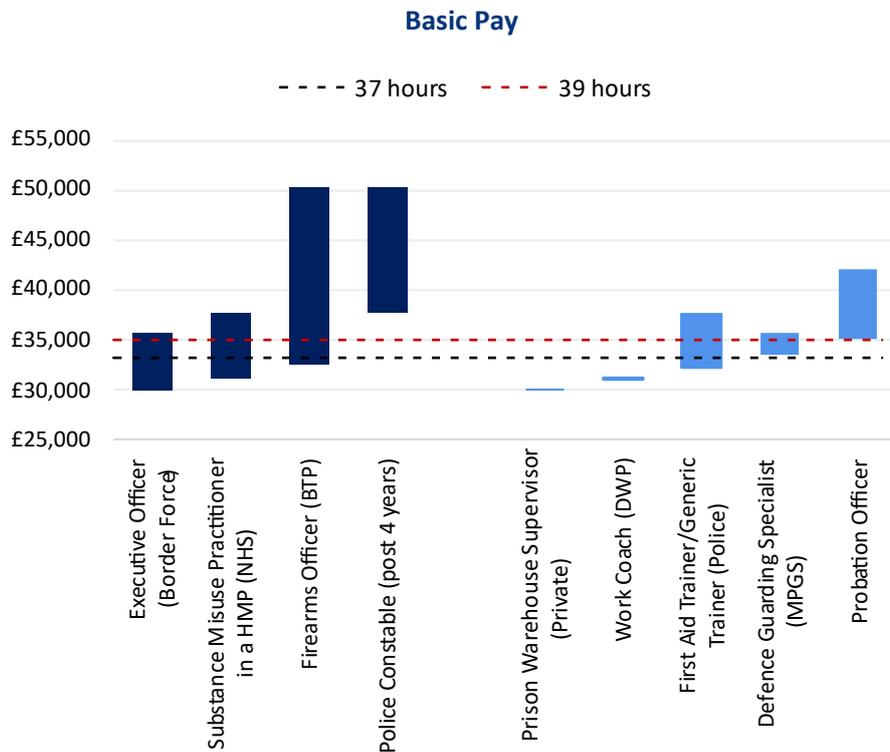
4.3.3 HMPPS Band 4 (Specialist Prison Officers) – Pay comparison

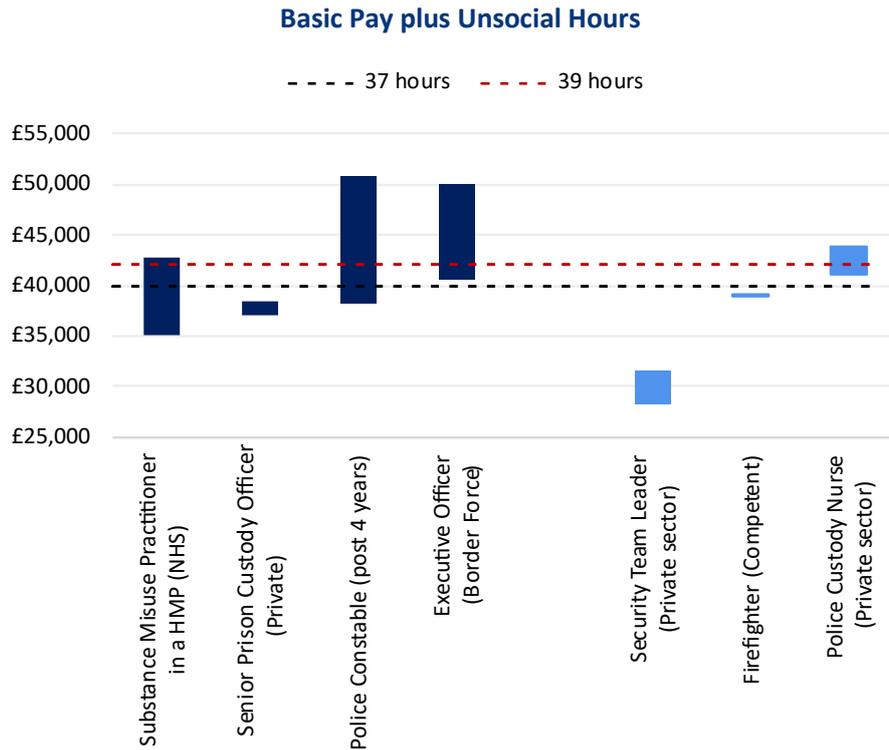
Next, we look at the comparison for HMPPS Band 4 (Specialist Prison Officers/ Supervising Officers), with findings from the analysis presented in Figure 4.

Overall, the analysis for HMPPS Band 4 staff suggests that, across both basic pay (£33,275-£35,074, depending on weekly hours worked) and basic pay plus unsocial hours (£39,930-£42,089, depending on weekly hours worked), private sector comparators generally receive a lower salary compared with Specialist Prison Officers (for example, those working in private prisons as Senior Prison Custody Officers, or working as Prison Warehouse Supervisors or Security Team Leaders), with the exception of Police Custody Nurses/Paramedics (employed in the private sector), who have salaries in line with Specialist Prison Officers working 39 hours.

However, some of the key public sector comparators considered, in particular Firearms Officers, Police Constables (with more than 4 years of experience) and Border Force Executive Officers (once Annualised Hours Allowance (AHA) is taken into account), have higher annual pay, with salary ranges reaching up to £50,000 per annum.

Figure 4 HMPPS Band 4 (Specialist Prison Officers) – Pay comparison





Note: Comparison based on national pay. Darker blue columns identify high relevance comparators, while lighter blue columns identify medium relevance comparators.

Source: London Economics' analysis

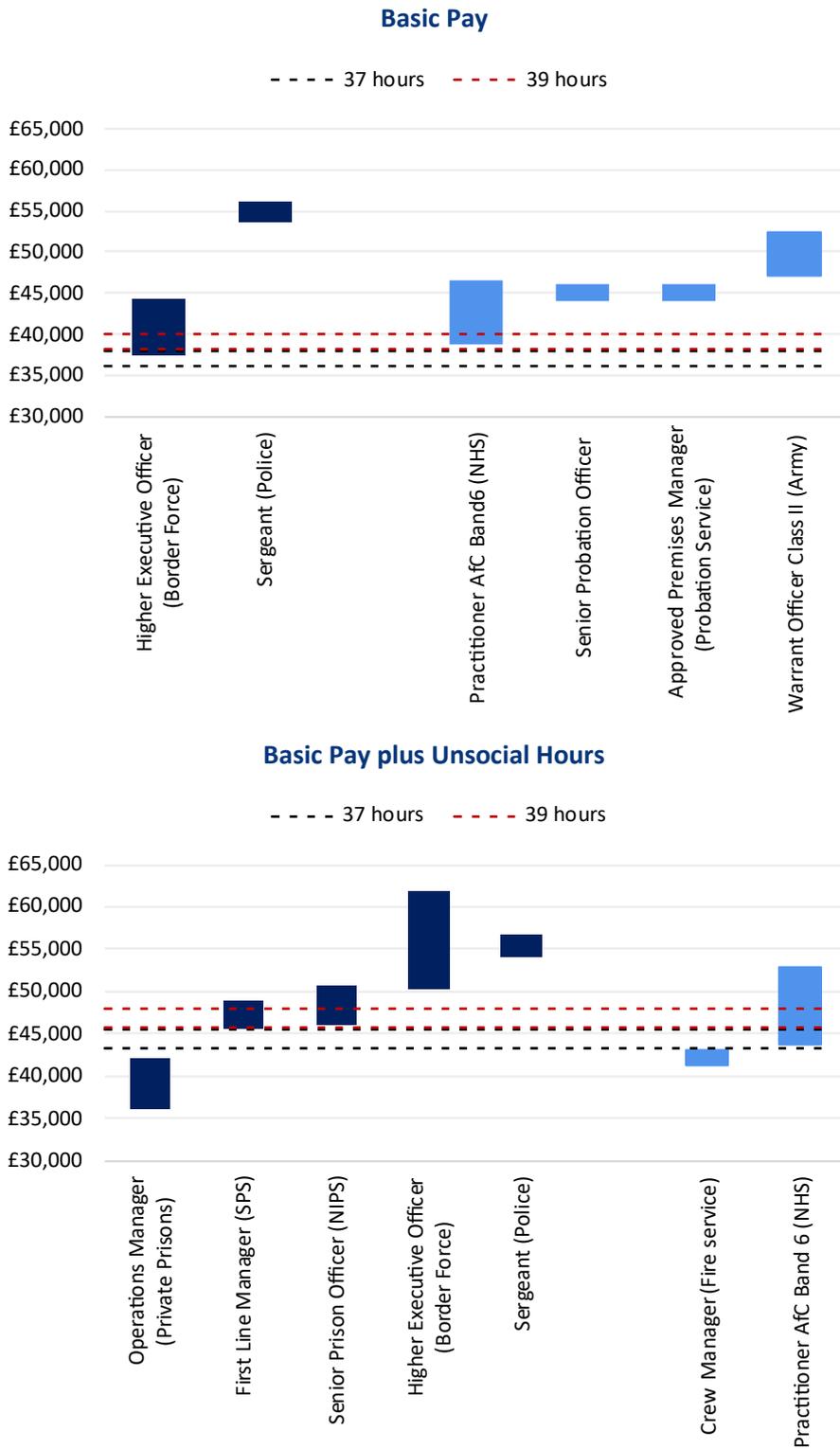
4.3.4 HMPPS Band 5 (Custodial Managers) – Pay comparison

Figure 5 presents the findings from the comparator analysis for HMPPS Band 5 staff, with basic pay for Custodial Managers ranging between £36,151 and £39,935 and basic pay plus unsocial hours ranging between £43,381 and £47,922 (in both cases, depending on experience and hours worked).

Annual salaries for Custodial Managers are typically higher than those observed for Operations Managers in private prisons and Crew Managers (Fire Service) and in line with the salary range for First Line Managers (SPS) and Senior Prison Officers (Northern Ireland Prison Service, although the upper end of the range is higher for NIPS staff).

Conversely, Police Sergeants, Warrant Officers Class II (Army) and Higher Executive Officers in the Border Force (including Annualised Hours Allowance) have higher salary ranges than Custodial Managers, with the top end of the range reaching between £55,000 to £60,000 for these comparators. Furthermore, NHS practitioners at Band 6 of Agenda for Change also typically receive a higher annual pay.

Figure 5 HMPPS Band 5 (Custodial Managers) – Pay comparison



Note: Comparison based on national pay. Darker blue columns identify high relevance comparators, while lighter blue columns identify medium relevance comparators.

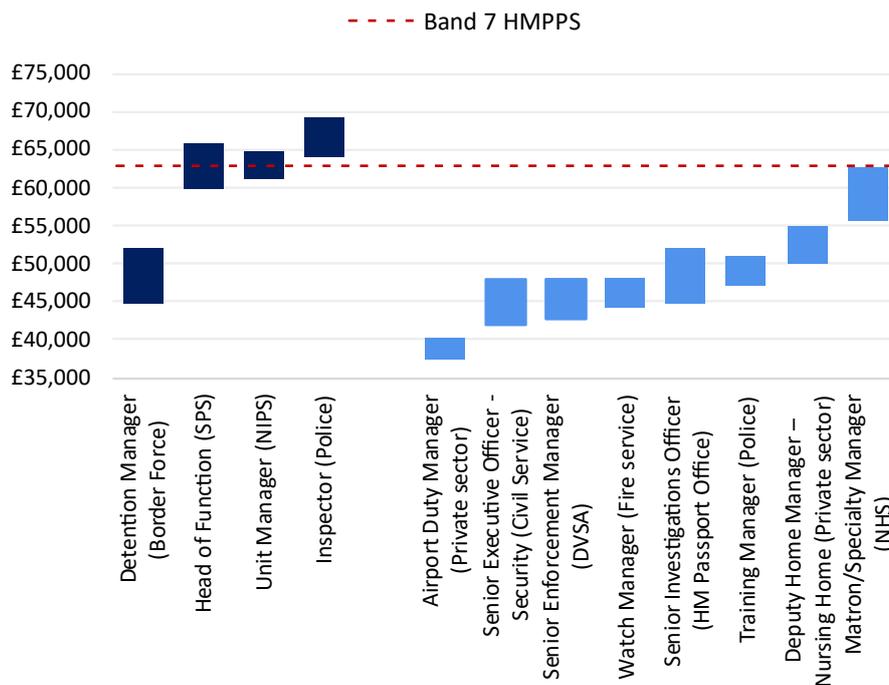
Source: London Economics' analysis

4.3.5 HMPPS Band 7 (Head of Function in a standard establishment) – Pay comparison

For HMPPS staff at Band 7 and above (managerial and senior management roles), the comparison focuses on one pay metric for each band, namely basic pay plus unsocial hours for HMPPS staff (and comparator roles working unsocial hours) and basic pay for all other comparator roles (details are provided in the note to each chart). Also, the standard number of weekly hours worked is 37 for HMPPS staff in Bands 7-12.

Figure 6 shows the pay comparison for HMPPS Band 7 (Head of Function in a standard establishment), and the pool of comparator roles (mostly public sector, with two private sector roles). Annual salary for staff in HMPPS Band 7 (a spot rate of £62,779, including RHA) is in line with pay observed for comparable roles in the Scottish (Head of Function) and Northern Ireland (Unit Manager) prison services (and also in line with the upper end of the range for comparator roles at Band 8a of the NHS Agenda for Change) and below the pay range for a Police Inspector. Conversely, pay for HMPPS Band 7 is above the two private sector roles considered and the other public sector roles considered (including comparator roles at Senior Executive Officer grade in the Civil Service).

Figure 6 HMPPS Band 7 (Head of Function in a standard establishment) – Pay comparison



Note: Comparison based on national pay. Darker blue columns identify high relevance comparators, while lighter blue columns identify medium relevance comparators. For Head of Function in a standard establishment (HMPPS), Head of Function (SPS), Unit Manager (NIPS), Inspector (Police) and Watch Manager (Fire service), the reported range incorporates unsocial hours. For all other roles, the range for basic pay is reported.

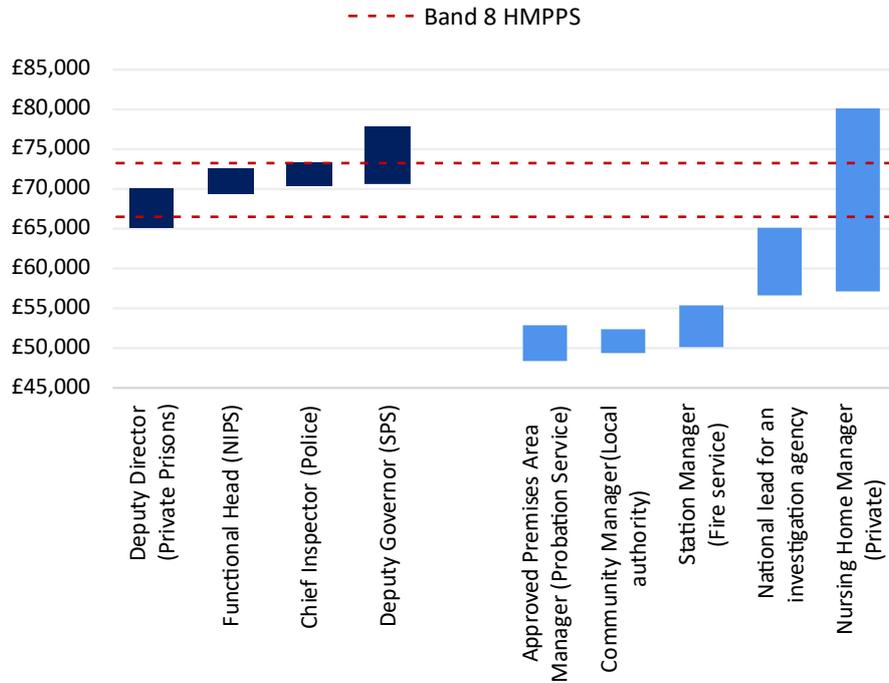
Source: London Economics’ analysis

4.3.6 HMPPS Band 8 (Head of Function in a complex establishment/Deputy Governor in a standard establishment) – Pay comparison

Next, we turn the attention to staff working at HMPPS Band 8 (which identifies Head of Function in a complex establishment or a Deputy Governor in a standard establishment). Those in HMPPS Band 8 work 37 hours per week and receive between £66,548 and £73,204 (including RHA, with the majority being paid the maximum value)⁵⁶.

As shown in Figure 7, the pay range for HMPPS Band 8 is in line with the salary range observed for comparable roles in the NIPS (Functional Head), Police (Chief Inspector), slightly below the upper end of the range observed for a Deputy Governor in the SPS and generally slightly above the pay observed for a Deputy Director (or Head of Function) in privately operated prisons. Conversely, staff at HMPPS Band 8 receive a higher annual salary compared with the other comparator roles, with the exception of Nursing Home Managers (as annual salary may range significantly for this role, depending also on size, location and complexity of the nursing home).

Figure 7 HMPPS Band 8 (Head of Function in a complex establishment/Deputy Governor in a standard establishment) – Pay comparison



Note: Comparison based on national pay. Darker blue columns identify high relevance comparators, while lighter blue columns identify medium relevance comparators. For Head of Function in a complex establishment/Deputy Governor in a standard establishment (HMPPS) Functional Head (NIPS), Deputy Governor (SPS), Chief Inspector (Police), Deputy Governor/Director (Private Prisons), the reported range incorporates unsocial hours. For all other roles, the range for basic pay is reported.

Source: London Economics’ analysis

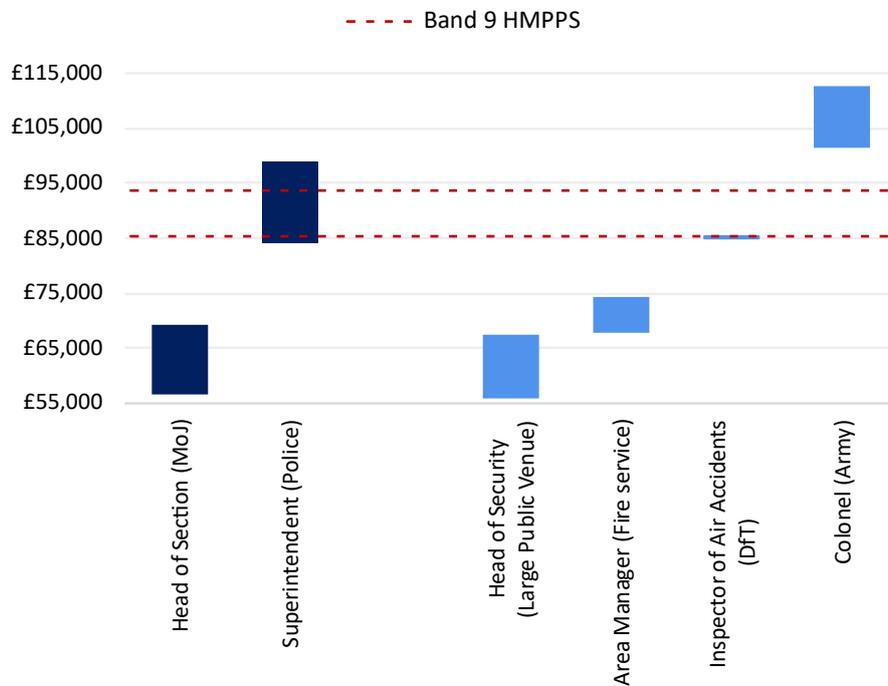
⁵⁶ Median value is the same as the maximum value (£73,204), while the average is around £72,400 (analysis of HMPPS unpublished data).

4.3.7 HMPPS Band 9 (Deputy Governor in a complex establishment) – Pay comparison

Figure 8 presents the comparison for staff at HMPPS Band 9 (Deputy Governor in a complex establishment), who receive an annual salary ranging between £85,232 and £93,755 (with median salary around £91,000⁵⁷). Their salary range is below that observed for the identified comparator role in the Army (Colonel), overlapping with the range observed for a Police Superintendent in the police and slightly above the salary observed for an Inspector of Air Accidents (Air Accidents Investigation Branch (an independent unit within DfT), corresponding to a Grade 7 in the Civil Service).

The other comparator roles considered includes a Head of Section in an Operational Government Department (e.g. MoJ) and an Area Manager in the Fire Service, both in receipt of a lower annual salary compared with Deputy Governors at Band 9.

Figure 8 HMPPS Band 9 (Deputy Governor in a complex establishment) – Pay comparison



Note: Comparison based on national pay. Darker blue columns identify high relevance comparators, while lighter blue columns identify medium relevance comparators. For Deputy Governor in a complex establishment (HMPPS) and Area Manager (Fire Service), the reported range incorporates unsocial hours. For all other roles, the range for basic pay is reported. Head of Section in an Operational Government Department (e.g. MoJ) is at CS Grade 7.

Source: London Economics’ analysis

⁵⁷ Analysis of unpublished HMPPS data

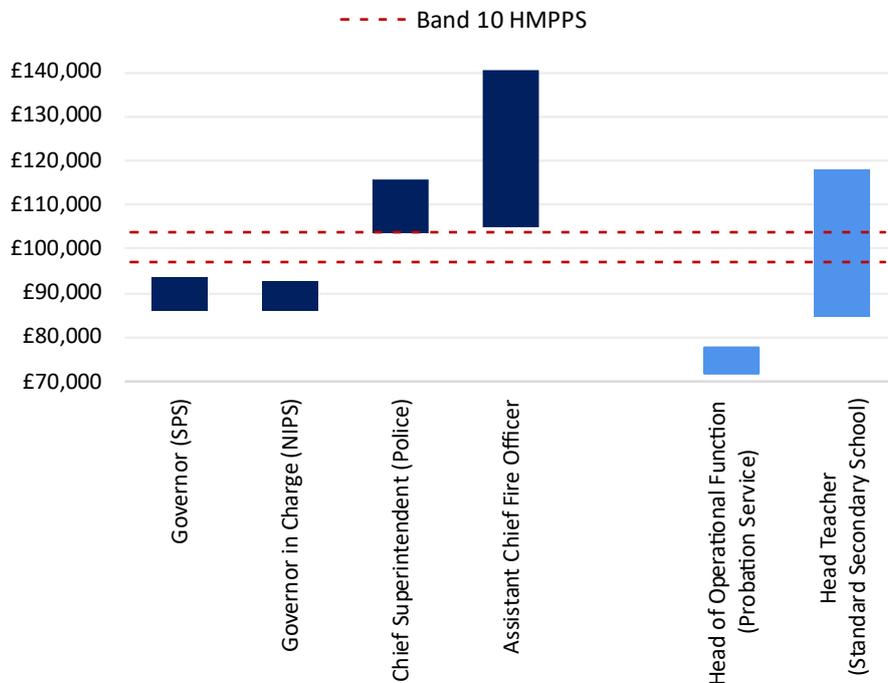
4.3.8 HMPPS Band 10 (Governing Governor in a standard establishment) – Pay comparison

HMPPS Band 10 identifies Governing Governors in a standard establishment, receiving an annual salary between £96,880 and £103,735 (including RHA, with most Band 10 staff being paid the maximum value)⁵⁸.

Figure 9 shows the comparison for Governors in Band 10 using the selected comparator roles: Governors in the Scottish and Northern Irish prison services receive a slightly lower annual pay, while both Police Chief Superintendents and Assistant Chief Fire Officers receive higher salaries (up to £115,000 and £140,000 per annum respectively).

Head Teachers (in standard secondary schools⁵⁹) have a wide salary range (approximately £85,000 to £118,000), overlapping with the range observed for Governors in HMPPS Band 10, while Heads of Operational Function in the Probation Service are paid a lower annual salary.

Figure 9 HMPPS Band 10 (Governing Governor - standard establishment) – Pay comparison



Note: Comparison based on national pay. Darker blue columns identify high relevance comparators, while lighter blue columns identify medium relevance comparators. For Governing Governor in a standard establishment (HMPPS), Governor (SPS) and Governor in Charge (NIPS), the reported range incorporates unsocial hours. For all other roles, the range for basic pay is reported.

Source: London Economics' analysis

⁵⁸ Based on HMPPS unpublished data, median pay is equal to the maximum value, while average pay is around £102,800.

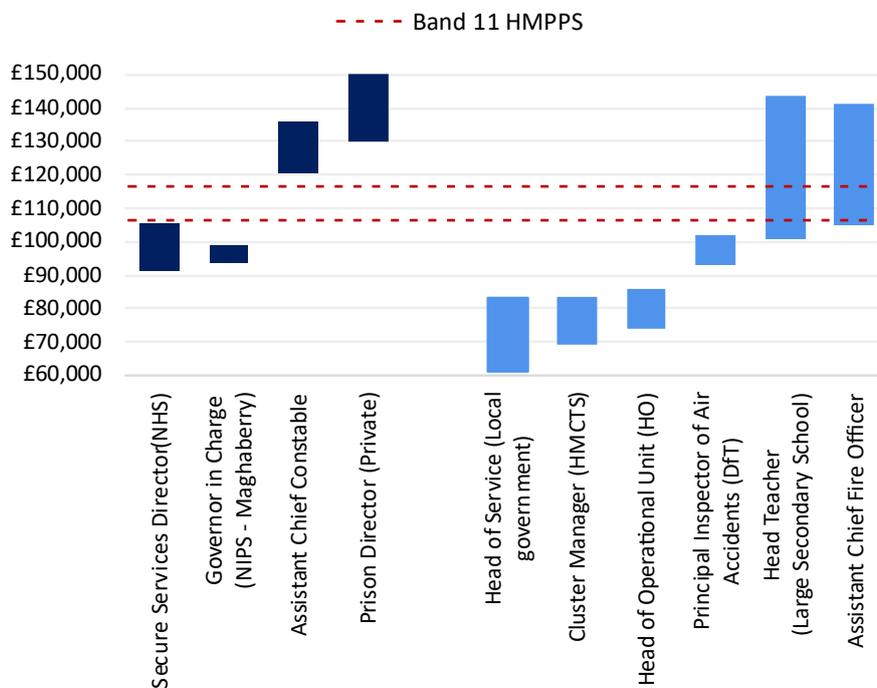
⁵⁹ Corresponding to Group 6 or spine points L21-L35 on the Leadership Group Pay Range (LGPR)

4.3.9 HMPPS Band 11 (Governing Governor in a complex establishment) – Pay comparison

Figure 10 presents the findings from the pay comparison for Governing Governors in a complex establishment (HMPPS Band 11), who receive an annual salary between £106,133 and £116,746 (including RHA, with most Governors in Band 11 being paid the maximum value)⁶⁰. Assistant Chief Constables and Private Prison Directors receive higher salaries⁶¹ compared to Governing Governors in complex establishments, while NHS Secure Services Director (Band 8d on the NHS Agenda for Change pay scale) and Governors in Charge in the NIPS receive a slightly lower salary.

Conversely, Governing Governors in Band 11 receive a higher annual salary compared to comparator roles in the Civil Service (corresponding to Civil Service Grade 6) and Head of Services in Local Government, while their salary range overlaps with the bottom end of the salary range observed for Head Teachers in large secondary schools⁶² and Assistant Chief Fire Officers (however these roles have a very wide salary range, with maximum salary above £140,000).

Figure 10 HMPPS Band 11 (Governing Governor - complex establishment) – Pay comparison



Note: Comparison based on national pay. Darker blue columns identify high relevance comparators, while lighter blue columns identify medium relevance comparators. For Governing Governor in a complex establishment (HMPPS), Governor/Contract Director (Private Prisons), Governor in Charge (NIPS - Maghberry) and Assistant Chief Fire Officer, the reported range incorporates unsocial hours. For all other roles, the range for basic pay is reported.

Source: London Economics’ analysis

⁶⁰ Based on HMPPS unpublished data, the median value is equal to the maximum value and average is around £115,300.

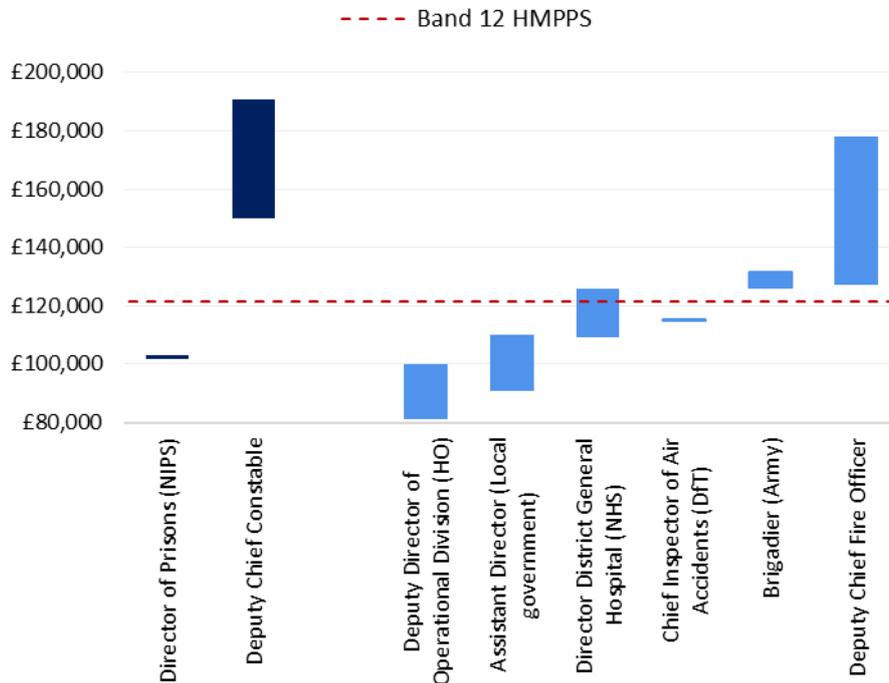
⁶¹ This is the only private prison role receiving a higher salary compared to the corresponding role in HMPPS. However, employer pension contributions are lower (normally between 6%-10%) compared to the public sector, but prison directors in the private sector also receive performance pay linked to profitability and other benefits (e.g. company car).

⁶² Corresponding to Group 8 or spine points L28-L43 on the Leadership Group Pay Range (LGPR).

4.3.10 HMPPS Band 12 (Prison Group Director) – Pay comparison

Finally, in Figure 11 we show the comparison for Prison Group Directors (HMPPS Band 12), who receive an annual salary of £121,644. The two identified comparators in the Police (Deputy Chief Constable) and Fire Service (Deputy Chief Fire Officer) receive higher salaries, with top of the salary range around £180,000 for these roles. Moreover, Prison Group Directors receive an annual salary slightly below that observed for Army Brigadiers and overlapping with the upper end of the salary range observed for NHS Directors (Band 9 of NHS Agenda for Change). Conversely, the pay for Prison Group Directors is above that observed for a Director of Prisons in the NIPS⁶³, Deputy Directors in the Home Office (SCS1 (Senior Civil Service) grade), Assistant Directors in Local Government and Chief Inspectors of Air Accidents (also equivalent to SCS1).

Figure 11 HMPPS Band 12 (Prison Group Director) – Pay comparison



Note: Comparison based on national pay. Darker blue columns identify high relevance comparators, while lighter blue columns identify medium relevance comparators. For Deputy Chief Fire Officer, the reported range incorporates unsocial hours. For all other roles, the range for basic pay is reported.

Source: London Economics' analysis

⁶³ It should be noted that there are only three prisons in Northern Ireland

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ANNEXES

Annex 1 Additional information on allowances

Table 5 Summary of main allowances covered by the PSPRB

Allowance	Eligible bands	Amount paid	Description	Next to be reviewed
Payment Plus	3-5	£22 per hour	For unpredictable bedwatch/escort duties or to cover vacancies in persistently understaffed sites	2026/2028
Unsocial Working Hours (UWH)	2-5	25% of basic pay (band 2); 20% of basic pay (band 3-5)	To reflect work undertaken Monday to Friday 19:00-07:00, all day/night weekends, Public and Bank Holidays.	2026/2027
Required Hours Addition (RHA)	7-11	20% of basic pay	To reflect work undertaken Monday to Friday 19:00-07:00, all day/night weekends, Public and Bank Holidays.	2026/2027
OSG overtime	2	Green hours: 1.3x base pay + £5 per hour	For work beyond contracted hours	2028
		Red hours: 1.75x base pay + £5 per hour		
On-call (home) allowance	Could not identify	Workdays: £9 per 12+ hours	For readiness to respond off duty	2026
		Rest days: £25 per 24+ hours / proportionate for <24 hours		
		Hourly rate outside normal office hours: £1.04 per hour		
Operational Response and Resilience Unit (ORRU) on-call allowance	Not band-based	£8,000 per year	For ORRU staff trained for high-risk incidents in prisons and external sites, ready for immediate deployment for 20 weeks per year and 11-hour notice during the remaining 26 weeks.	2030
Operation Tornado payments	2-5	OSGs: £30 per hour	For responding to serious prison emergencies	2029
		Officers (Bands 3-5): £40 per hour		
Dirty protest payments	2-5	≤4 hours: £15 per day	For dealing with dirty protests (e.g. smearing excrement or urine)	2029
		> 4 hours: £30 per day		
Care and Maintenance of Dogs allowance	Not band-based	One dog: £2,846 per year	For specialist dog handlers responsible for HMPPS dogs outside working hours (e.g. feeding, exercising, grooming, cleaning kennels, and ensuring the dog's safety)	2027
		Multiple dogs: £3,556 per year		
Payments for Physical Education Instructors (PEIs)	4&5	£1,500 per year	For qualified PEIs, temporarily provided to support recruitment and retention amid ongoing shortages.	2027

Note: For OSG overtime, green hours are weekday daytime hours (07:00-19:00) and red hours are overnight (19:00-07:00), weekend and public holiday hours. For on-call (home) allowance, workdays refer to weekdays and privilege holidays, rest days to weekends and public holidays. ORRU includes the specialist teams of the National Tactical Response Group (NTRG) and the National Dog and Technical Support Group (NDTSG). It responds to serious incidents in prison (including at height) and may also be deployed to external sites such as Immigration Removal Centres, courts, secure hospitals and prisons in the Isle of Man and Channel Islands. Operation Tornado staff, including local Tornado teams and the ORRU, respond to serious operational emergencies such as disturbances or hostage situations, at their own or other prisons.

Source: *Prison Service Pay Review Body (2025) 'Twenty-fourth report on England and Wales 2025'*; *POA (2024) 'POA Circular 016/2024'*.

Table 6 Scottish Prison Service allowance rates as of 1 April 2025

Allowance	Payment
Acting Up	The payment is calculated as the difference between the staff member's substantive salary and the salary that would be paid on promotion to the higher pay band into which the individual is acting.
Detached Duty	For each continuous and completed period of 24 hours calculated in accordance with Section 8 of this Policy, a flat rate payment of £70 will be due. Any income tax and National Insurance liability that would otherwise be the staff members will be met directly and in full by SPS.
Dirty Campaign & Incontinent Prisoner Allowance	The rate payable for qualifying duties carried out on and from 1st April 2023 will be £4.00 per hour.
Dog Handlers Allowance	An allowance of £2,800 per annum will be paid whilst employees undertake dog handling duties. This allowance is provided to cover: <ul style="list-style-type: none"> the care and maintenance duties employees will be required to undertake when they are off duty; and the standard 48 days per leave year boarding costs to cover annual leave, rest days and short-term sick absences. <p>In addition, SPS will meet all authorised costs for the upkeep of the search dogs. Authorised costs may include:</p> <ul style="list-style-type: none"> All necessary foodstuffs Provision of food storage facilities Dog handling items Cleaning equipment and materials Veterinary requirements
Estate On-Call	From 1 April 2025 the rate of SPS Estates Staff On-Call Allowance for each continuous period of 7 days rostered as 'on-call' will be £149.03, which is £21.29 per day.
Exceptional Duties	There is an agreement that exceptional duties payments will be calculated on the same basis as standard non-operational overtime payments: Rate is 50% weekdays, and 100% weekends.
Excess Journey Allowance	The allowance is calculated by multiplying the annual excess mileage (home to new station less home to old station return journey) by the EJA mileage allowance which is 32p per mile.
Ex-Gratia	There is an agreement that ex-gratia payments will be calculated on the same basis as standard non-operational overtime payments: Rate is 50% weekdays, and 100% weekends.
Overtime	Rate is 50% weekdays, and 100% weekends.
Senior Manager On-Call	The annual allowance is £2,600 per annum.
Winter On-Call	The allowance rate and the minimum attendance credit are the same as those within the Estates On Call Allowance Policy.

Source: Communication from the Scottish Prison Service shared by the OPRB

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Table 7 List of comparators and rationale

Comparator (and sector)	Whether in 2019 report	Comparator relevance (H/M/L)	Rationale for inclusion/exclusion
HMPPS Band 2 – Operational Support Grades (OSG)			
Scottish Prison Service Operations Officer (Public)*	Y	H	This role is directly comparable although does seem slightly broader than the HMPPS Band 2 with more direct prisoner contact – entry and release from prison, escort to hospital, court, inter prison transfers
Prison Operations Support Officer (Private)	Y	H	Directly comparable tasks & responsibilities
NIPS Operational Support Grade	Y	H	Directly comparable tasks & responsibilities
Security Officer (Private)	Y	M	Similar screening and checking duties, in some instances can be more of a constant flow of traffic (airports for example) can be very busy, less frequently dealing with aggressive, stressed travellers/visitors, generally a controlled environment with more staff around to support.
Army Private (Public)	Y	M	Military role that is varied and dependent on Military Occupational speciality – could be logistical clerical or basic medical tasks. Also responsible for maintaining physical fitness, undertaking drills, basic combat tasks. The working conditions and physical demands can be similar if deployed but in the main not a good match as frequency is variable and risk to life can be more extreme. The main similarity is as a support role to their unit, following procedures and orders and overall contribution to mission.
Ambulance Passenger Transport Operative (Public)	Y	M	Transporting patients & carers in non-emergency situations, may have to deal with nervous patients or those displaying challenging behaviour, usually work as part of two person team. Driving skills, first aid, some shift work but in the main hospital opening hours for clinics and appointments.
Healthcare Assistant (Public)	Y	M	Providing direct support to patients, assisting with mobility issues or personal care needs and undertaking basic health checks. Patients may demonstrate challenging behaviour for a variety of reasons, e.g. drug use, dementia etc depending on location may need to work shifts/weekends etc
Facilities Assistant (NHS)	N	M	Work as part of a team providing environmental cleaning and food preparation services. Communicating with patients, taking orders for food, basic preparation of snacks, serving main meals, drinks. Maintaining high standards of cleanliness. Working as part of a team providing support service, may involve shift work.
Facilities Assistant (Private)	N	M	Undertaking minor repairs and maintenance, maintaining exterior area of site in good state of repair and tidiness. Signing in contractors, opening and closing building, may be some shift work depending on location and industry

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Comparator (and sector)	Whether in 2019 report	Comparator relevance (H/M/L)	Rationale for inclusion/exclusion
Teaching Assistant (Public)	N	M	Assist class teachers in preparing resources, promoting good behaviour, dealing with challenging and inappropriate behaviour. Help individual children as required. School day hours and term time.
Transport Security Operative/Travel Safe Officer (Private)	N	M	Visible presence on public transport (trains and trams), work in partnership with British Transport Police, reducing anti-social behaviour & improving traveller experience, provide support to vulnerable individuals. Can use allocated powers to deal with anti-social behaviour but anything more serious referred on. Need to respond rapidly to incidents, irregular hours, long shifts, exposure and risk variable but demands increased at times of peak travel. Associated admin – reports, audit.
Leisure Centre Assistant (Public sector)	N	L	Good match on JEGS database and although working conditions can be physically demanding there is not the same level of risk. Some occasional exposure to anti-social behaviour, emotional demands significantly less.
Plant Operator (Public)	N	L	Good match on JEGS database and although working conditions can be physically demanding and there is level of risk from working with large machinery the emotional demands are significantly less.
GP Receptionist (Public)	N	L	Predominantly administrative role, dealing with challenging patients e.g. mental health issues, or angry patients (waiting times etc) although a daily occurrence do not pose the same level of risk due to controlled environment with support readily available.
Harbour Operative (Public)	N	L	Good match on JEGS database, working conditions are hazardous, main duties maintenance of equipment and ensuring slipways and harbour remain clean and safe. Regular H &S checks, early start time but no shifts, physical demand is high but emotional demand much less, different working environment.
Warehouse Operative (Private)	N	L	Unloading deliveries, scanning and sorting packages, picking orders and preparing for despatch, scanning items and updating stock records. Following safety protocols. High physical demand, standing, walking, lifting, repetitive work, peaks and troughs in demand. Main pressure is on meeting targets which can lead to stress. In the normal course of events no exposure to challenging behaviour, level of risk is dependent on type on environment and machinery in use.
Cash Security Transport Operative (Private)	N	L	Transporting items (mainly cash) in a safe and secure manner, strict adherence to security protocols. Must be able to assess and respond appropriately to threats, knowing when to escalate, main pressure strict adherence to timelines. Generally, at least two people (driver +1) contact with central point at all times. Security threats, long hours, delays outside of control, needs for constant level of alertness to situation. Some elements of risk exposure similar but much less frequent.
Airside Operations Officer (Private)	N	L	Passenger focussed ground handler role - Fast paced high pressure role where tight timescales and quick turnarounds are essential. Ensuring customer experience is good, dealing with potential risks – e.g. passengers who have been drinking, not fit to travel, nervous passengers. Checking documents and boarding passengers quickly and safely. Risks and emotional demands are not as frequent, fast paced changing customer population.

Comparator (and sector)	Whether in 2019 report	Comparator relevance (H/M/L)	Rationale for inclusion/exclusion
HMPPS Band 3 – Prison Officers			
Police Community Support Officer (Public)	Y	H	The community face of the police, offering a visible, accessible, and friendly presence to provide reassurance, prevent conflicts, build trust, collect information, and promote positive community relationships. Respond to incidents, key role in resolving low level offences, key part of the role is building connections and problem solving to avoid issues escalating. exposure to anti-social behaviour, violence and conflict which, depending on location, could be a regular occurrence. shift work and weekends
Police Constable (0-4 years) (Public)	Y	H	Role is focussed on the prevention and detection of crime. Respond to emergency and non-emergency situations, patrol assigned areas to engage with communities, build trust and deter criminal activity. Engaging with a similar population as POs, exposure to violence, trauma and fatalities, responsibility for public safety, work can be emotionally and physically demanding and there is an element of unknown risk. Shifts, long hours, 365 day service, teamwork and collaboration essential aspects. -2 years of supervised on the job training to be considered competent.
Scottish Prison Service Residential Officer (Public)	Y	H	Directly comparable tasks and responsibilities
Prison Custody Officer	Y	H	Directly comparable tasks and responsibilities
NIPS Custody Prison Officer (Public)	Y	H	Directly comparable tasks and responsibilities
Border Force Assistant Officer (AO Grade) (Public)	Y	H	Operational role responsible for checking passengers and freight arriving at the UK. Difficult or pressurised situations can occur although frequency varies, checking validity of documentation is the main feature of this role and undertaking low level searches. Working conditions vary and depending on location the level of risk also. Could be part of a team undertaking 'raids' on different locations in response to intelligence. Emotional demand can be high if for example involved in meeting and interviewing "illegal" entrants to the UK. Less likely to work alone in these situations. Shift working, peaks and troughs e.g. holiday season,
MOD Guard Service Security Officer (Public)	N	M	Civilian role in MoD responsible for safeguarding the UK's Defence Estate. Control access, conduct patrols, perform searches, identify risks, manage security breaches. Responsible for the safety and security of defence personnel, visitors and property. Risk of sabotage, terrorism, espionage and crime. Need an ability to identify potential risks/threats, make decisions & act quickly and appropriately. Can be mentally demanding – high levels of vigilance required, shift working pattern inc. weekends and bank holidays
Firefighter (Development) (Public)	Y	M	Required to respond quickly and at unpredictable hours (shifts if retained) under supervision. 18-24 months to complete the range of training & be considered competent. Responding to emergency calls, providing community fire safety advice and education, attending community events. Can be physically and mentally demanding depending on nature of incident- identification and assessment of risk, multi-agency working for some incidents,

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Comparator (and sector)	Whether in 2019 report	Comparator relevance (H/M/L)	Rationale for inclusion/exclusion
			can witness traumatic and distressing events. Time critical response with life threatening implications. Frequency is variable -call outs for fire crews can be as little as 10% working of time
Approved Premises Residential Worker – Probation Service (Public)	Y	M	This role works as part of a team providing 24 hour cover at an Approved Premises including security and monitoring of residents on probation. Providing support for risk management and sentencing plans objectives, reporting any significant changes to risk of re offending or non-compliance with licence conditions or premises rules. Challenge and manage abusive or aggressive behaviour and maintain discipline. Ensure security of premises during curfew, confirm presence of residents overnight. Can be exposure to aggressive or abusive behaviours, emotionally demanding. Shift work and bank holidays & weekends.
Private Sector Enforcement Companies (Private)	N	M	Attending premises to carry out enforcement activity under recovery process which in some cases could involve removing individuals from property (eviction) or removing items to contribute to repayment of debt. Operating within specified legislation
Mental Health Nurse (Public) (CAMHS)	N	M	A role requiring a relevant nursing qualification (mental health) providing support and care to children and adolescents in a small (12 bed) residential care setting. Responsible for the assessment, planning and implementation and evaluation of care. Likely to have exposure to challenging or disturbing behaviour, emotionally demanding but high ratio of nursing staff to patients so team support available. Shift working and weekends and bank holidays.
NACRO Housing Officer (Charity)	N	L	Similar role to Approved Premises worker but not residential. Manages a caseload of vulnerable individuals who are in accommodation provided for low and medium risk offenders eligible for detention curfew or bail that would otherwise be held in prison because they do not have accommodation. Conduct risks & needs assessments and develop support and resettlement plans. Exposure to challenging behaviour, individuals with complex needs, potential safeguarding issues. High level of administration, case reports and keeping accurate records. A reasonable match in terms of who this role is dealing with but frequency of exposure to risk and challenges is less but can be emotionally demanding. Working hours between 0800-2200.
Security & CCTV Administrator West Midlands Metro (Public/Private Partnership)	N	L	Managing and reviewing CCTV footage – identifying incidents as they happen and alerting relevant authorities or downloading and reviewing footage following incidents. Vigilance and attention to detail are key, ability to identify potential risks and escalate as required. Tight deadline when working with serious incidents, distressing footage at times, can be large volumes of request. Some emotional demands from stressors of deadlines and nature of footage, no physical risk to self but images maybe distressing. Shift working, long hours viewing several screens.
Workboat Skipper (Public)	N	L	Good match from JEGS database due to hazardous working conditions and problem solving /decision making requirements which potentially carry a risk to life outcome. However, in the main apart from unpredictable weather conditions the risks are well controlled and dealt with a combination of training, experience and following established H & S requirements.

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Comparator (and sector)	Whether in 2019 report	Comparator relevance (H/M/L)	Rationale for inclusion/exclusion
Disclosure and Barring Service Rehabilitation of Offenders Agent (Public)	N	L	Again a good match from the JEGS database but the context is different. Some exposure to potentially distressing material during investigations but predominantly administrative & office based role.
HMCTS Video Hearings Officer (Public)	N	L	A good match on JEGS database in all but working conditions. Plans and arranges video hearings advises on suitability, supports those being interviewed by video. This may take place outside of court premises e.g. from prison or hospital and the role holder may attend. Responsible for producing transcripts of hearings. Depending on the circumstances unlikely to be alone with witnesses giving evidence but transcript material may be distressing. Some degree of emotional demand but less risk, working conditions different.
Train Manager (Private)	N	L	Responsible for ensuring safety of passengers, checking and issuing tickets for travel, assisting passengers who need support. Dealing with low level anti-social behaviour. Identifying issues and escalating to transport police. Shift work, can be mentally demanding need for vigilance and dealing with challenging passengers, demand increases at peak times.
Police Armourer	N	L	A good match on the JEGS database. A civilian role responsible for the maintenance repair and reporting on weapons, ancillary equipment and explosives ensuring that all are available and ready for use when required. May also assist with the forensic investigations following use of firearms by the police. High risk environment and a safety critical role but emotional demands not at the same level.
HMPPS Band 4 – Specialist Prison Officers			
Border Force Executive Officer level (Public)	Y	H	Operating control points at entry points to the UK for people and/or goods, aviation, maritime and international rail operations. profiling people, goods and vehicles for border offences, conducting interviews under caution at times, investigating offences arising from movement of prohibited and restricted goods. Working collaboratively with immigration/visa and customs , shift work, bank holidays and weekends. Also support for example human trafficking investigations. Priorities can change quickly, must be able to assess risk and identify potential issues. Dealing with challenging and confrontational behaviour or criminal activity, physical demand and emotional demand variable dependent on the area of work. Can be a very busy environment. At this level may include supervision of lower graded staff.
Police Constable (post 4 years– specialist e.g. firearms/dog handling)	Y	H	Duties as per constable described earlier but with a more specialised focus e.g. road policing, armed response or dog training unit. Can be dealing with very distressed & agitated victims and offenders, responsibility for public safety, emotionally & physically demanding. High risk situations & at times high level of personal risk.
Supervising Officer Private Prison (Private)	Y	H	Directly comparable role responsibilities and tasks
British Transport Police Firearms Officer	N	H	Responds to incidents involving violence, firearms or threats to public safety. Carries out armed patrols working with other specialised operations teams e.g. counter terrorism to provide visibility & reassurance. Need to be able to respond quickly and accurately to high risk situations. Face high stress and emotional demands through

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Comparator (and sector)	Whether in 2019 report	Comparator relevance (H/M/L)	Rationale for inclusion/exclusion
			exposure to traumatic events, casualties, high personal risk, mentally and physically demanding role coupled with emotional toll of using firearms. shifts, bank holidays etc
NHS Substance Misuse Practitioner HMP (Public)	N	H	Assessing, planning, implementing and evaluating care for prisoners with substance abuse issues. Will have an allocated caseload of prisoners who often have complex and challenging needs and do not wish to engage with the process of rehabilitation. Working alongside multi-disciplinary professionals the role-holder will need to balance treatment needs against risks and prospects of long term recovery. High emotional demand through managing acute state, situations, witnessing relapses and managing vulnerable individuals. Shift working covering 24/7 on a rota. Exposure to personal risk, high caseloads, finite resources.
DWP Prison Work Coach (Public)	N	M	Predominantly office based role with contact in the main by phone/virtually. Providing employment and training related support throughout sentence in order to facilitate transition to employment when leaving prison. Provide ongoing advice and highlighting training opportunities. Prisoners may be disengaged, mistrusting or non-cooperative may have complex needs arising from traumatic events, substance abuse or mental health challenges so plenty of cross service contact required. High caseloads and requirement to meet targets can be demanding. Much less physical contact so risk reduced in that respect but can be emotionally demanding. Office hours – no shifts etc.
Military Provost Guard Service - Defence Guarding Specialist	N	M	Providing security and law enforcement, armed protection against a variety of threats to military bases and installations. Guard and control access to bases and sensitive areas, enforce military codes of conduct and standards, respond to incidents and emergencies, conduct investigations and escort prisoners. High level of vigilance and awareness required to assess threats and respond appropriately. Long shifts, work can switch from mundane to critical security levels with threat to life very quickly, response must be appropriate and in line with protocol. Physically demanding, patrolling wearing heavy gear.
Probation Officer	Y	M	Undertake the full range of offender management tasks with people on probation predominantly assessed as medium risk or high risk. Undertake safeguarding duties as required, reinforce good behaviour and challenge anti-social behaviour and attitudes. Works with multi discipline teams as needed. Maintaining accurate reporting and assessments. Emotional psychological demands of working with offenders, high caseloads, some exposure to distressing or traumatic content, risks of lone working. Flexible working with some out of hours requirements,
Police Crime Scene Trainer (Public)	N	M	Good match from JEGS database but audience different to that experienced by HMPPS roles delivering training. Some exposure to traumatic or distressing content and a requirement to attend crime scenes for practical element of the training so can be emotionally demanding, high levels of attention to detail but frequency of exposure and risk not on a par with HMPPS roles.
Firefighter Competent (Public)	Y	M	Required to respond quickly and at unpredictable hours (shifts if retained). Responding to emergency calls, providing community fire safety advice and education, attending community events. Can be physically and mentally demanding depending on nature of incident- identification and assessment of risk, multi-agency working for some incidents, can witness traumatic and distressing events. Time critical response with life

Comparator (and sector)	Whether in 2019 report	Comparator relevance (H/M/L)	Rationale for inclusion/exclusion
			threatening implications. Frequency is variable -call outs for fire crews can be as little as 10% working of time. At this stage may also have undertaken some specialist training e.g., driving, inland water based rescue etc.
Security Team Leader (Private)	N	M	Oversee safety and security of people, property and premises through coordination and supervision of the security team. Responding to incidents and maintaining standards and compliance with SIA regulations and organisation procedures. Maintain adequate levels of staffing and undertake incident response and risk/threat assessments. Challenges of managing staff and providing support. Direct contact with visitors/travellers posing a threat through their behaviour. Liaising with emergency services as required. Required to maintain a level of vigilance when on front line, shift work with long hours, managing incidents under pressure and being responsible for others (1 st level supervision)
Prison Warehouse Supervisor (Private)	N	M	Lead, supervise and support prisoners working in a warehouse environment within a prison. Supervision and training of prisoners to carry out warehouse duties e.g., stock picking and packing. Reconciliation of stock levels managing despatch of orders to inmates. Meeting operational targets. Challenges of managing prisoner behaviour and levels of engagement and dealing with potential confrontation and disciplinary issues. Must be conscious of safety and security whilst trying to build employability skills and meeting targets. Secure environment, need to be vigilant at all times business hours working (no shifts)
Police Custody Nurse or Paramedic (Private)	N	M	Working in police custody suites providing healthcare as required to detainees. Must be a qualified nurse or paramedic. Making decisions on detainees' health, prioritising care. Identifying and managing risk to both detainees (e.g. self-harm) and self or others (exposure to disease, bodily fluids etc). Challenges of dealing with complex needs, mental health issues, intoxicated individuals – behaviour can be challenging, disruptive or violent. Frequency variable – peaks and troughs of activity so frequency of demands is variable.
Ombudsman Investigation Assistant (Public)	N	L	Match on the JEGS database – role assists with investigations into police misconduct – some exposure to distressing and unsettling content and some face to face interviewing (as part of a team) which can involve dealing with offenders and their families. Predominantly office based 9-5 role. Challenges not as persistent or frequent
Forestry Comm Active Recreation Ranger (Public)	N	L	Match on the JEGS database – risk arises predominantly from working conditions and physical demands. Some challenges of dealing with for example illegal off roading, hunting or badger baiting which can pose a threat to personal safety and that of users of the area. Frequency of this activity is variable and situation risk and emotional demands not a good match.
HMPPS Band 5 – Custodial Managers			
Police Sergeant (Public)	Y	H	Line management of a team, co-ordinating front line operations and supporting the team's development. A mix of managerial duties like performance monitoring and welfare support alongside operational tasks like responding to incidents and gathering evidence. Working environment can be challenging, shift working and long hours.

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Comparator (and sector)	Whether in 2019 report	Comparator relevance (H/M/L)	Rationale for inclusion/exclusion
Scottish Prison Service Operational First Line Manager (Public)	Y	H	Directly comparable responsibilities and tasks
NIPS Senior Prison Officer	Y	H	Directly comparable responsibilities and tasks
Operations Manager Private Sector Prison (Private)	Y	H	Comparable responsibilities
Higher Border Force Officer (Public)	N	H	Management of an operational team dealing with issues identified earlier in Border Force Officer role. Responsibility for training and performance management of team, managing the team/unit to meet operational priorities and targets. Undertaking investigatory work with input to more complex cases.
Fire Service Crew Manager (Public)	Y	M	In charge of the crew (team) operating a fire appliance – fire engine, rescue boat etc. directs the crew in the absence of the Watch Manager or under the Watch Manager’s control. Attends incidents as officer in charge of the appliance, takes command of small scale incidents, may deliver training. Similarity is mainly in relation to the line management aspect. The role can be physically and mentally demanding depending on nature of incident-identification and assessment of risk, multi-agency working for some incidents, can witness traumatic and distressing events. Time critical response with life threatening implications. Frequency is variable as call outs for fire crews can be as little as 10% of working time .
Army Warrant Officer Class II (Public)	Y	M	Management role focussing on the training, welfare and discipline of a ‘sub unit’ (can be up to 120 soldiers). A role that requires progression through the ranks probably a minimum of 15 years. Physically demanding, challenges and emotional demands will vary depending on whether deployed or area of operations.
Ward Sister/Charge Nurse/Mental Health Practitioner	Y	M	Clinical leadership as well as management of the team. Overseeing daily operations, ensuring high quality care, supervising staff managing resources and acting as a link between nursing staff and other professionals, ensuring compliance with standard & deriving service improvements. Shift work, emotional and physically demanding, patient behaviour can be challenging (mental health unit)
Senior Probation Officer (Public)	Y	M	Line management and leadership of a team of probation staff, ensure resources are deployed effectively. Actively manages performance and evaluates practice as well as dealing with more complex casework. Some out of hours working if required but in the main office hours. Dealing with individuals with a range of needs and issues, but less so than front line probation staff.
Approved Premises Manager – Probation Service (Public)	Y	M	Management role within probation service, overseeing staff and ensuring effective management of risk posed by residents. Actively manage staff to ensure that the wellbeing and social care needs of residents are met. Ensure that anti-social behaviour and attitudes are challenged and that good social skills and behaviours are encouraged. Deal with concerns raised by neighbours and local community in the vicinity of the premises. Undertake stand by duties, out of hours on call, shifts and weekends. As a secure residential facility, can be some high pressure and volatile interactions. Management of staff under pressure and needing support.

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Comparator (and sector)	Whether in 2019 report	Comparator relevance (H/M/L)	Rationale for inclusion/exclusion
Senior Armourer Police (Public)	N	L	A good match on the JEGS database. A civilian role leading a team responsible for the maintenance, repair and reporting on weapons, ancillary equipment and explosives ensuring that all are available and ready for use when required. Assists with forensic investigations following use of firearms by the police. High risk environment and a safety critical role provision of support to staff but emotional demands not at the same level.
Senior Casework Manager BRC (Charity)	N	L	British Red Cross role working on the High Intensity Use programme supporting individuals who frequently rely on urgent and emergency care. These individuals face complex challenges such as substance misuse, mental health struggles, long term health conditions and may have experienced traumatic situations. Role is based in the community supervising a team and managing own caseload. Acting as an advocate/facilitator to help individuals gain access to the right services at the right time. Managing risk and safeguarding issues and developing person centred support plans. Community based, mobile role with flexible working. Emotionally demanding working with service users in crisis or dealing with complex mental health issues.
Help Desk Team Manager – Night Shift (Private)	N	L	Leading a team responsible for planning and scheduling facilities management/maintenance across a range of sites. Responsible for team performance, coaching and mentoring as required to ensure targets are met and high level of customer service maintained. Permanent night shifts fast paced high pressure environment with a focus on meeting targets. Emotional demands and risk not as challenging.
Operations Manager Fitness & Wellbeing Centre (Third) (Private)	N	L	Operations manager for private health fitness & wellbeing centre. Managing staff, coordinating work, risk assessments of equipment and facilities including swimming pool. Physical fitness required as well as team leadership skills. Some clients may be challenging but level of emotional demand is lower.
Travel Company Airport Ramp Operations Manager (Private)	N	L	People and operational responsibility ensuring safe and secure operation of ramps as well as refuelling, despatch and baggage handling teams. Fast paced, high pressure with swift turnaround targets, managing disruptions and juggling priorities. May be mentally and physically demanding but emotional demand lower, outdoor, noisy airport environment, challenges different.
Train Driver (Public & Private)	N	L	Operate trains in accordance with signalling systems and speed and safety protocols. Communicate with signallers and control centre or station staff. Respond to incidents which may require split second safety decisions and application of emergency procedures. Responsible for the safety of passengers and crew, can be physically and mentally demanding with the need for constant awareness, time pressures, operating alone for long periods can lead to increased emotional demand. Exposure to traumatic or distressing incidents not a common occurrence. Required to work shifts, weekends and bank holidays.
Warehouse/Logistics Shift Manager Large distribution/Fulfilment centre (Private)	N	L	Undertake workload planning, key decision maker on the shift to maintain productivity and safety and service standards. Team management and leadership, focus on meeting KPIs. Time sensitive pressured environment. Making real time decisions in relation to issues, managing performance and dealing with equipment failure that impacts on targets. Some emotional demands relating to deadlines and pressured environment, maintaining staff motivation, not at the same frequency or level.

Comparator (and sector)	Whether in 2019 report	Comparator relevance (H/M/L)	Rationale for inclusion/exclusion
HMPPS Band 7 – Head of Function			
Home Office Detention Manager (Public)	N/A	H	Lead and manage detainee engagement and compliance operations at an immigration removal centre. Allocate resources and deploy teams as required, working under strict legal and contractual procedures that cover detainees' rights and centre operations. Acting a lead contact on site and building relationships with internal/external stakeholders. Identifying risks and promoting improvements ensuring the sharing of good practice. Managing and reporting on staff performance and sickness absence, delegated budget responsibility. Managing incidents that could be life threatening to detainees and staff, emphasis on wellbeing of detainees and staff. Emotionally demanding at times, focus on meeting targets can cause issues, shift working requirement.
Police Inspector (Public)	N/A	H	Plan, manage and monitor the front line and/or specialist operational policing activity of their team, upholding professional standards and promoting workforce well-being. Setting and monitoring performance indicators. Managing initial response to critical incidents in line with frameworks and guidance. Analyse and report on performance data. Manage and mitigate operational threats.
Scottish Prison Service Unit/Functional Manager (Public)	N/A	H	Comparable responsibilities and tasks
NIPS Unit Manager	N/A	H	Comparable responsibilities and tasks
DVSA Senior Enforcement Manager (Public)	N/A	M	Responsible for managing the National Enforcement Office providing a point of escalation for enforcement staff on sensitive or emerging issues. Planning and coordinating enforcement activity, develop and deliver cross directorate communications on relevant issues reflecting business need. Not a front line role, but is required to support officers who may be dealing with confrontational or aggressive individuals particularly when impounding vehicles. Flexible working options predominantly office based.
Police Training Manager (Public)	N/A	M	Service function lead, a senior position within L & D function of a police force, requiring a combination of policing experience and management skills. Acts as a strategic consultant and adviser to the senior leadership team ensuring that the force maintains the knowledge, skills and behaviours needed to provide an effective policing service. Leading a team and monitoring and reporting on performance and target achievement.
Senior Executive Officer - Security (Public)	N/A	M	Lead a team of security professionals supporting the delivery of effective security across the area of responsibility which maybe geographically dispersed. Ensure effective deployment of staff in response to security breaches/incidents. Lead reviews of security assessing capability and capacity for delivery of an effective service in line with regulation. Champion and share good practice and provide advice on such to more senior staff. On site working predominantly, some unsocial hours
Fire Service Watch Manager (Public)	N/A	M	Supervising and managing the watch during shifts, conducting training and competency assessments and responsible for performance, discipline and development of team members. Leading the team in dangerous situations/environments and making decisions impacting directly on the safety of life and property. Incident

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Comparator (and sector)	Whether in 2019 report	Comparator relevance (H/M/L)	Rationale for inclusion/exclusion
			command pressures, balancing paperwork and reporting requirements with compliance, emergency preparedness and incident command pressure. Shift weekends and bank holiday working.
Duty Manager at Large Complex Venue, e.g. Major Airport (Private)	N/A	M	Leading the airport services team, ensuring delivery of correct resource levels for terminal, ramp, security and cleaning services. Workforce planning, dealing with absence and performance issues and ensuring staff are fully trained and competent. First line accountability for evacuation of terminal building in an emergency situation. Work with the Head of Operations to manage contractors, solve problems and improve standards.
Matron/Specialty Manager (Public)	N/A	M	Responsible for effective strategic and operational management of a clinical speciality e.g. paediatrics. Responsible for ensuring that non nursing staff are managed in line with organisation policy. Working with clinicians will identify opportunities for clinical innovation and modernisation, delivery of operational performance targets as well as waiting list and financial management, bed utilisation and improving the quality of services to patient. Unsocial hours at times but predominately office hours.
Deputy Manager residential nursing home (Private)	N/A	M	Provide leadership for the nursing and care teams, support the development & delivery of care for residents with complex health and social care needs. Compliance with clinical governance framework and participation in audit. Development of monitoring and reporting systems and ensuring accurate record keeping and reporting. high level of emotional and mental demand arising from balancing clinical and operational duties. Resident behaviour can be unpredictable and challenging.
Facilities Area Manager (Public)	N/A	L	Ensuring that building, infrastructure and support services run smoothly, safely and efficiently whilst adhering to ISO standards and security protocols. Managing and co-ordinating facilities operations across two sites ensuring a safe and secure workplace for staff and visitors. Maintaining relationships with suppliers and managing contracts. Hybrid working, need to multitask and prioritise, occasional exposure to hazardous conditions on site. On call and rota for out of hours. Leading a small administration team.
Train Driver Manager	N/A	L	Managing train drivers on a regional basis. Responsible for supporting and developing train drivers, maintaining operational standards and safety and regulatory compliance. Conducting safety briefings, investigations and audits. Occasional manging driver trauma after near misses or fatalities, supporting staff well-being. Mainly office based but some shift working, weekends and flexible working locations.
HMPPS Band 8 – Deputy Governor in a standard establishment / Head of Function in a complex establishment			
Police Chief Inspector (Public)	Y	H	Responsible for managing operational policing, including planning and resource deployment for incidents and overseeing large teams of officers. Assessing threat intelligence, developing plans and reviewing policies and tactics. Taking command of major incidents and working closely with communities and partner agencies. Upper middle manager position – may be the most senior person in their area or may manage a specialist function.
Scottish Prison Service Deputy Governor (Public)	Y	H	Comparable tasks and responsibilities

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Comparator (and sector)	Whether in 2019 report	Comparator relevance (H/M/L)	Rationale for inclusion/exclusion
Deputy Governor/Director in privately managed prisons (Public)	Y	H	Comparable tasks and responsibilities possibly increased emphasis on meeting targets (linked to profit)
NIPS Functional Head	Y	H	Comparable tasks and responsibilities
Fire Service Station Manager (Public)	Y	M	Responsible for an area of work either a fire station or group of stations or a specialist function. They may work day-to-day in a particular policy area, will take charge of large scale incidents and may play a specialist role at an incident. They also play a role in managing staff, monitoring performance and ensuring compliance with the service protocols. Take responsibility for the planning and implementation of station/function delivery plans and risk management plan.
Approved Premises Area Manager National Probation Service (Public)	N	M	Responsible for overseeing a cluster of Approved Premises, managing resources and budgets effectively and delivery against performance and quality. Responding to operational risks by implementing appropriate safeguarding measures and operating protocols. Challenging anti-social behaviour and attitudes and ensuring that staff are comfortable and feel supported to do so. Provide the necessary resources and support for rehabilitation and reintegration whilst maintaining public protection.
National lead for an investigation & compliance agency (e.g., Gangmasters and Labour Abuse Authority (GLAA)) (Public)	N	M	Managing a group of intelligence officers to ensure that they deliver against strategic priorities, lead and motivate the team, prioritising professional development and well-being whilst meeting professional standards. Determining how to respond to circumstances relating to the protection of vulnerable and exploited workers. Investigations often relate to illegal activity at the level of organised crime e.g. human trafficking as well as more white collar issues such as failure to pay minimum wage. This role “not on the ground” but their team is, so will be required to support team members who have been exposed to distressing activity either directly or through viewing and evaluating intelligence information. Predominantly office based but some out of hours working depending on the nature of operations, lots of cross agency working.
Care Home Manager (Private)	N	M	Leadership and management of all staff employed in the home. Ensuring financial and commercial management of the home in accordance with company policies. Maintaining a care environment that follows good practice in accordance with guidelines and legislative and regulatory requirements. Building a positive reputation with the community. Managing stakeholder relationships, residents, relatives, suppliers, local authorities etc. ensuring a high level of satisfaction with the service provided. Can be emotionally demanding dealing with both staff and resident issues. Variable hours with on call rota and some night shifts.
Community Safety Manager Local Authority (Public)	N	M	This role leads and manages the council’s community safety service, aimed at keeping residents and communities safe. Provision of strategic direction and support to the council and advisor to the community safety steering group. Have overall control of specific tactical and operational plans and ensure that service standards are met. Analyse areas of risk & review and prioritise the use of available financial, physical and human resources to meet targets. Evidence based decision making that impacts on community safety. High pressure public facing role subject to political scrutiny with a large element of partnership working. Leading teams (100+ staff) across a

Annex 2 | List of comparators

Comparator (and sector)	Whether in 2019 report	Comparator relevance (H/M/L)	Rationale for inclusion/exclusion
			variety of departments and with budgetary responsibility. Responsible for coordinating emergency response outside of business hours
HMPPS Band 9 – Deputy Governor in a complex establishment			
Head of Section/Team leader in Operational Government Department (Public)	N/A	H	Responsibility for a significant operational area, acting independently on day to day issues and taking a strategic view on operational policy. Significant contribution to the achievement of business or policy objectives through provision of leadership and direction to their teams or wider area. Play a key role in embedding organisational values, recommendations for action likely to impact beyond their immediate area.
Police Superintendent (Public)	N/A	H	Provide leadership and oversight of large teams with line management of senior officers. Direct major operations, investigations or specialist units. Manage budgets, staffing and departmental performance, dealing with competing priorities with limited resources, subject to public and political and media scrutiny. Significant role in shaping culture, ensuring compliance and managing performance. Office and field based, working long hours supporting staff dealing with emotional demands of traumatic events and investigations.
Head of Security (Large public venue)	N/A	M	Responsible for leading the strategic & operational delivery across a large venue or number of sites. Leading a group of internal managers and outsourced providers delivering risk based security services aligned to operational need. Maintaining and reviewing security protocols, emergency procedures, risk assessments and deployment models to ensure compliance and readiness. Managing contracts, budgets and performance standards for key security related services e.g. control room, CCTV and alarms.
Army Colonel (Public)	N/A	M	Mapped through MoD information. This is the lowest rank in general staff typically serving as staff officer or senior advisers to more senior ranks. Occasionally serve as task force commanders.
Fire Service Area Manager (Public)	N/A	M	Lead and manage the delivery of an emergency service within the incident command system and provide strategic leadership and support at events that present a significant risk to the community. Oversight of a number of stations, line management and budget responsibility, multi-agency working. Managing traumatic incidents, fatalities and firefighter welfare. Predominantly office based on scene incident command as required. Shift working and weekends etc.
Inspector of Air Accidents (Public)	N/A	M	Deploy at short notice to civil aircraft accidents & serious incidents. Conduct investigations and provide reports into human factors and organisational aspects of an event. Keep families of victims informed of investigation progress and provide technical evidence at inquests. Exposure to situations, information and material of a sensitive or traumatic nature. Around 60% of time office based expect when deployed
HMPPS Band 10 – Governor in a standard establishment			
Assistant Chief Fire Officer (Public)**	Y	H	A member of the executive leadership team providing visible leadership and maintaining availability for strategic operational command purposes via rota and responding to operational incidents in line with service policy and procedure. Effective management of staff, resources and budgets and ensuring compliance with health, safety

Annex 2 | List of comparators

Comparator (and sector)	Whether in 2019 report	Comparator relevance (H/M/L)	Rationale for inclusion/exclusion
			and welfare requirements. Representation of the service at relevant forums and partnership meetings and chairing meetings with staff unions/representatives. Preparation of appropriate reports and consultation documents.
Police Chief Superintendent (Public)	Y	H	Senior management position, duties include leading multiple large and complex areas of command. Maintaining operational oversight and leading responses to major events, critical incidents or serious and complex investigations, setting strategic objectives and resource deployment in line with force priorities. Responsible for leading and maintaining strategic relationships with key partners. Leading the development and implementation of policy in area of responsibility and promoting wellbeing and welfare of the wider force.
Scottish Prison Service Governor (Public)	Y	H	Comparable responsibilities
NIPS Governor in Charge (Public)	Y	H	Comparable responsibilities
Head Teacher Standard Secondary School (Public)	Y	M	Provide direction, training and inspiration enabling teacher to provide the best educational experience. Provide a safe environment and ensure the wellbeing of all students remains a priority. Evaluate and report on performance, ensure students with additional needs are provided with support and guidance. Managing budgets and deploying resources appropriately. Monday -Friday, term time although some out of hours working necessary.
Head of Operational Function National Probation Service (Public)	N	M	Lead cluster operational delivery and contribute to national delivery policy and priorities. Management and leadership with responsibility for resources including the management of delegated budgets. Oversee multi agency protection arrangements and make decisions or provide advice on the management of offenders where senior management authorisation or involvement is necessary e.g. authorising recall to prison. Oversight of the management of complaints & direct involvement where needed. Undertake all HR related activity, such as overseeing recruitment, dealing with attendance issues, performance management etc and chair related hearings. Ensure risk assessments take place and that activities comply with all the relevant legislation. Flexible working, on call rota.
HMPPS Band 11 – Governor in a complex establishment			
Assistant Chief Constable (Public)	Y	H	Part of the Chief Officer team, Responsible for leading a team of senior officers, reviewing and driving performance and commanding the operational policing responses within their area of responsibility. May lead responses to particularly high risk and/or cross force major events. Will set strategic objectives and priorities, assess and manage threats and direct the deployment of resources. Stakeholder engagement and partnership working are an important element of the role
Prison Governor/Contract Director (Private)	Y	H	Comparable although increased emphasis on meeting budgetary targets.

Annex 2 | List of comparators

Comparator (and sector)	Whether in 2019 report	Comparator relevance (H/M/L)	Rationale for inclusion/exclusion
NIPS Governor in charge (Maghaberry, Public)	Y	H	Comparable responsibilities governor of complex prison
NHS Secure Services Director (Public)	N	H	Strategic leadership (non-clinical) of the secure mental health services offered by the trust. Managing budgets, developing and delivering cost improvement programmes balanced against the need to deliver quality, safety and efficiency. Providing direction and leadership to staff ensuring clarity around expected performance levels, provision of support and accountabilities. Widespread peer, staff and stakeholder engagement in order to develop and contribute to service improvement and redesign programmes. Crisis and incident management and dealing with litigation investigations or complaints.
Local Government Service Head (Public)	Y	M	Strategic leadership across a portfolio of statutory and public facing services. Plays a key role in transformational change, driving operational performance and the delivery of a range of capital programmes. Ensuring that statutory requirements are met and respond to evolving resident needs. Providing leadership support to a team of senior managers and direction on strategic priorities. Strategic planning and forecasting in relation to budgets, resources and workforce.
Head Teacher Large Secondary School (Public)	Y	M	As previous Headteacher but more complex environment due to numbers of pupils or inclusion of specialist SEN unit. Provide direction, training and inspiration enabling teacher to provide the best educational experience. Provide a safe environment and ensure the wellbeing of all students remains a priority. Evaluate and report on performance, ensure students with additional needs are provided with support and guidance. Managing budgets and deploying resources appropriately. Monday -Friday, term time although some out of hours working necessary.
Assistant Chief Fire Officer (Public)**	Y	M	A member of the executive leadership team providing visible leadership and maintaining availability for strategic operational command purposes via rota and responding to operational incidents in line with service policy and procedure. Effective management of staff, resources and budgets and ensuring compliance with health, safety and welfare requirements. Representation of the service at relevant forums and partnership meetings and chairing meetings with staff unions/representatives. Preparation of appropriate reports and consultation documents.
Air Accident Investigations Branch Deputy Chief Inspector (Public)	N	M	Involved in the overall organisation and control of investigations into accidents and serious incidents in accordance with UK legislation. Responsibility for line management of Principal Inspectors, budget management and regulatory compliance. Will act as the main point of contact for monitoring and resolving issues with external partners such as the police. Mainly office based but on site as required.
Head of Unit Home Office Operational Unit (Public)	N	M	Managing large workstream and overseeing progress of caseloads. Responsibility for particularly complex or contentious case. Line managing a team of managers and ensuring that deadlines and objectives are met. Contribute to policy and strategy development and manage the operational response to government priorities relating to immigration. Overall accountability for work area and operating with a high degree of freedom in relation to operational delivery whilst maintaining compliance with relevant legislation.

Annex 2 | List of comparators

Comparator (and sector)	Whether in 2019 report	Comparator relevance (H/M/L)	Rationale for inclusion/exclusion
HMCTS Cluster Manager (Public)	N	M	A leadership role overseeing a group of courts and tribunals in a specific geographic area. Depending on the region these can range from magistrate courts up to high court. Provide leadership to local operation managers and other staff ensuring an effective deployment of resources. Working to improve operational efficiency, meeting performance targets and managing allocated budgets. The maintenance of Stakeholder relationships is a key part of the role which provides a link between judiciary, legal representatives, government agencies and court users. Contributing to the strategic oversight and development of policies within their region.
Amazon Site Leader (Private)	N	L	Responsibility for a large site or several smaller, contribute to planning the operational planning covering finances and workforce for 12 months with a focus on peak season demand. Accountable for operational leadership, measuring performance, giving feedback and providing support. Focus on compliance with Health and safety and delivering against business metrics. Responsible for the coaching and mentoring of team leaders setting the tone and culture of the site. Fast paced high pressure environment, a lot of time spent with front line workers and team leaders, managing and supporting staff under pressure.
HMPPS Band 12 – Prison Group Director			
Director of Prisons - NIPS (Public)	N/A	H	Comparable responsibilities
Deputy Chief Constable	N/A	H	Second highest rank in most police forces. Responsible for strategic leadership and operational command as well as financial management. Supports the development of strategy, hold direct accountability for the policing response to major crimes and incidents. May input to national policing standards or lead specific national operations.
Deputy Director Home Office Operational Division (Public)	N/A	M	Manage operations either on a regional basis or in a particular functional area such as maritime operations for example. Lead and manage large numbers of people via senior manager direct reports and manage significant budgets. Develop and implement strategies and ensure the delivery of agreed business objectives.
Deputy Chief Fire Officer (Public)	N/A	M	Senior leadership role in a fire and rescue service responsible for operational functions. They command major incidents, contribute to setting strategy and developing policy and ensuring that service objectives are met. A large role in working with councils, other emergency services and broader partners to build and maintain strong relationships and encourage a joined up approach to service delivery. Expected to promote a culture of improvement and high performance.
Army Brigadier (Public)	N/A	M	Mapped through MoD information. Highest field officer rank with a primary responsibility of commanding a brigade (several thousand staff)
Director District General Hospital (Public)	N/A	M	Viewed as a standard map to SCS1 from a JESP perspective. Responsibilities vary depending on the size, locations and specialities of the NHS trust. Can be operational or clinical roles responsible for delivery of particular services. There will be involvement in overseeing services, shaping and driving workforce planning and delivering against Trust priorities.

Annex 2 | List of comparators

Comparator (and sector)	Whether in 2019 report	Comparator relevance (H/M/L)	Rationale for inclusion/exclusion
Chief Inspector of Air Accidents (Public)	N/A	M	Responsible for ensuring that all civil aircraft accidents and serious incidents are properly investigated. Publishing accident reports, making safety recommendations. Leading a team of inspectors covering different specialities, e.g. operations, engineering. Chairing expert groups on air accident investigation with a view of improving safety.
Assistant Director Local Government	N/A	M	Viewed as a standard map to SCS1 from a JESP perspective. Generally have responsibility for delivery of a specific area of local authority services e.g., Family Services and ensuring that services are effective and responsive to residents' needs. Budgetary responsibility and accountability for ensuring statutory compliance also fall within the role. Creating and maintaining partnerships to provide integrated delivery of services is a key part of the role.

Note: Bands 7, 9 and 12 were not part of the 2019 pay comparability exercise.

* from a Job Evaluation perspective SPS Operations Officer appears slightly broader than the OSG Band 2 level but not enough to put it as a comparator to Band 3; ** Assistant Chief Fire Officer is used as comparator at both Band 10 and Band 11.

Source: *Beamans' analysis*.

Annex 3 Detailed pay comparison

Table 8 Pay comparison by HMPPS Band – National level

Job title	Basic pay		Basic pay + unsocial hours		Weekly hours
	Min	Max	Min	Max	
Band 2 – Operational Support Grades (OSG)	£24,527	£24,527	£30,659	£30,659	37
	£25,853	£25,853	£32,316	£32,316	39
Operations Officer (SPS)	-	-	£29,633	£33,569	35
Operational Support Officer (Private Prisons)	-	-	£25,470	£27,720	40
OSG (NIPS)	-	-	£28,150	£28,839	39
Security Officer (Private sector)	-	-	£25,397	£30,368	40
Private (Army)	£22,999	£29,060	-	-	41.1
Ambulance Passenger Transport Operative (NHS)	£24,937	£26,598	£29,943	£31,938	37.5
Healthcare Assistant (NHS)	£24,465	£26,598	£27,705	£31,105	37.5
Facilities Assistant (NHS)	£24,465	£24,465	£28,610	£28,610	37.5
Facilities Assistant (Private sector)	£24,312	£30,000	-	-	40
Teaching Assistant	£24,413	£27,254	-	-	32.5-37
TravelSafe Officer (Private sector)	-	-	£27,490	£30,120	40
Band 3 – Prison Officer	£28,122	£29,611	£33,746	£35,533	37
	£29,946	£31,532	£35,874	£37,774	39
PCSO (Police)	£26,106	£31,296	£29,369	£37,555	37-40
Constable (0-4 years)	£31,164	£35,106	-	-	40
Residential Officer (SPS)	-	-	£36,268	£42,586	35
Administrative Officer (Border Force)	£26,750	£30,750	£36,113	£43,050	38-42
Prison Custody Officer (Private)	-	-	£27,300	£33,860	40
Custody Prison Officer (NIPS)	-	-	£32,510	£42,725	39
Guard Service Security Officer (MoD)	-	-	£30,594	£32,530	43
Firefighter (Development)	-	-	£30,384	£30,384	42
Approved Premises Residential Worker (Probation Service)	£26,475	£31,650	-	-	37
Youth Justice Worker (HMPPS)	-	-	£35,875	-	39
Enforcement Agent (Private sector)	£25,000	£28,500	-	-	40
Mental Health Nurse (NHS)	£31,049	£37,796	£35,162	£42,802	37.5
Band 4 – Specialist Prison Officer/ Supervising Officer	£33,275	£33,275	£39,930	£39,930	37
	£35,074	£35,074	£42,089	£42,089	39
Executive Officer (Border Force)	£30,000	£35,750	£40,500	£50,050	38-42
Constable (post 4 years)	£37,737	£50,256	-	-	40
Senior Prison Custody Officer (Private)	-	-	£37,000	£38,400	40
Firearms Officer (BTS)	£31,164	£50,256	-	-	-
Substance Misuse Practitioner in a HMP (NHS)	£31,049	£37,796	£35,162	£42,802	37.5
Work Coach (DWP)	£30,975	£30,975	-	-	37

Annex 3 | Detailed pay comparison

Job title	Basic pay		Basic pay + unsocial hours		Weekly hours
	Min	Max	Min	Max	
Defence Guarding Specialist (MPGS)	£33,456	£35,768	-	-	-
Probation Officer	£35,130	£42,000	-	-	37
Police Crime Scene Trainer	£32,247	£37,692	-	-	37
Firefighter (Competent)	-	-	£38,881	£38,881	42
Security Team Leader (Private sector)	-	-	£28,234	£31,529	42
Prison Warehouse Supervisor (Private)	£30,000	£30,000	-	-	40
Police Custody Nurse (Private sector)	-	-	£41,000	£43,798	-
Band 5 – Custodial Manager	£36,151	£37,887	£43,381	£45,464	37
	£38,105	£39,935	£45,726	£47,922	39
Sergeant (Police)	£53,568	£56,208	-	-	40
First Line Manager (SPS)	-	-	£45,567	£48,930	35
Senior Prison Officer (NIPS)	-	-	£46,095	£50,797	39
Operations Manager (Private Prisons)	-	-	£36,000	£42,000	40
Higher Executive Officer (Border Force)	£37,300	£44,191	£50,355	£61,867	38-42
Crew Manager (Fire service)	-	-	£41,322	£43,104	42
Warrant Officer Class II (Army)	£47,229	£52,390	-	-	43.4
Practitioner AfC Band 6 (NHS)	£38,682	£46,580	£43,806	£52,750	37.5
Senior Probation Officer	£44,100	£46,000	-	-	37
Approved Premises Manager (Probation Service)	£44,100	£46,000	-	-	37
Band 7 – Head of Function in a Standard Establishment	£52,316	£52,316	£62,779	£62,779	37
Detention Manager (Border Force)	£44,720	£52,130	-	-	-
Inspector (Police)	£63,768	£68,982	-	-	40
Head of Function (SPS)	-	-	£59,798	£65,786	35
Unit Manager (NIPS)	-	-	£61,161	£64,965	-
Senior Enforcement Manager (DVSA)	£42,848	£48,085	-	-	-
Senior Investigations Officer (HM Passport Office)	£44,720	£52,130	-	-	-
Training Manager (Police)	£47,046	£50,949	-	-	40
Senior Executive Officer (Security)	£41,890	£46,850	-	-	37
Watch Manager (Fire service)	-	-	£44,038	£48,202	42
Airport Duty Manager (Private sector)	£37,380	£40,130	-	-	-
Matron/Specialty Manager (NHS)	£55,690	£62,682	-	-	37.5
Deputy Home Manager – Nursing Home (Private sector)	£50,000	£55,000	-	-	40
Band 8 – Head of Function Operational in a Complex Establishment/Deputy Governor without Function	£55,457	£61,003	£66,548	£73,204	37
Chief Inspector (Police)	£70,344	£73,149	-	-	40
Functional Head (NIPS)	-	-	£69,323	£72,612	-
Deputy Governor (SPS)	-	-	£70,653	£77,854	35
Deputy Director (Private Prisons)	-	-	£65,000	£70,000	37.5
Station Manager (Fire service)	-	-	£50,135	£55,301	42
Approved Premises Area Manager (Probation Service)	£48,305	£52,935	-	-	37

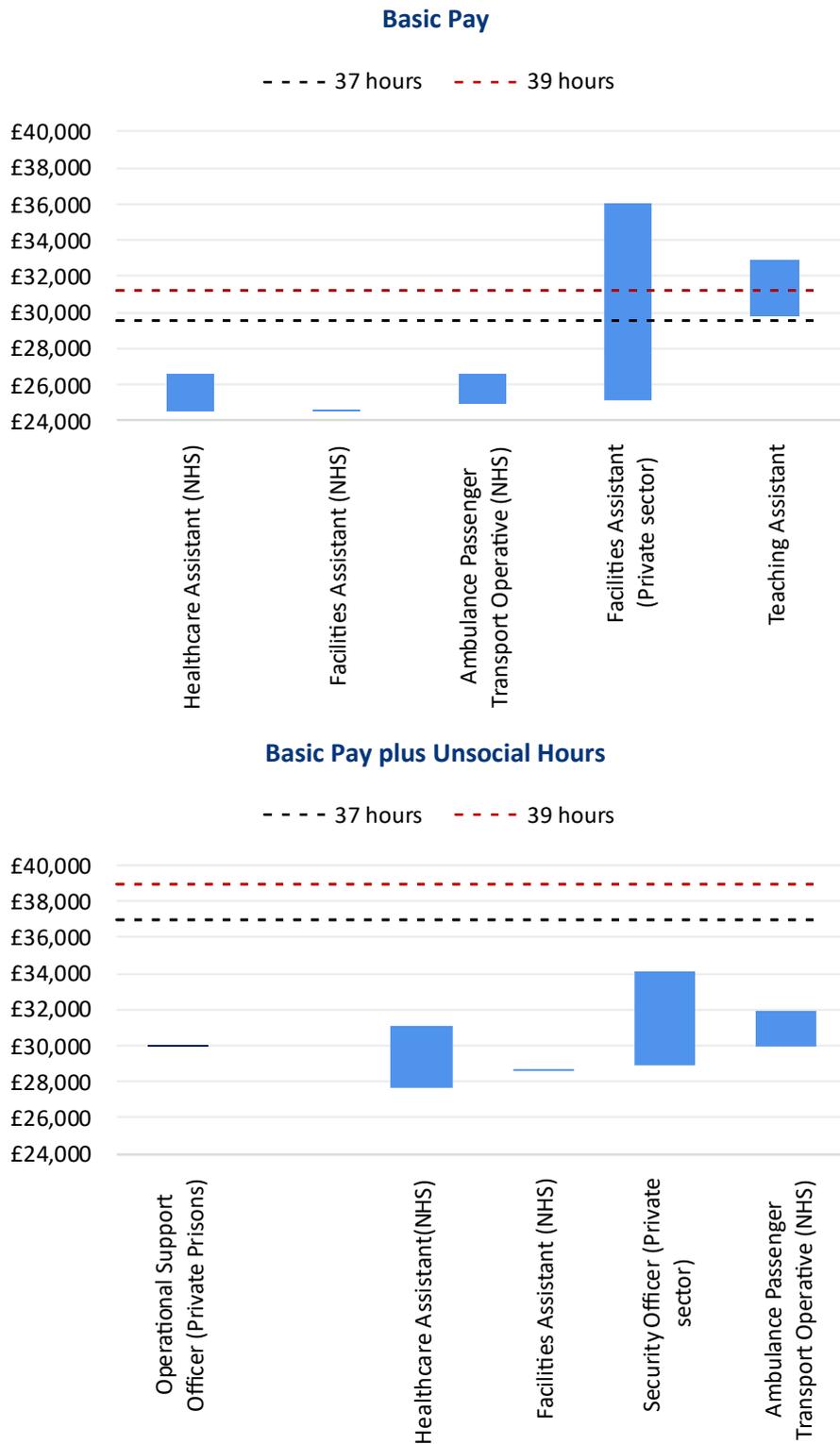
Annex 3 | Detailed pay comparison

Job title	Basic pay		Basic pay + unsocial hours		Weekly hours
	Min	Max	Min	Max	
National lead for an investigation agency	£56,500	£65,136	-	-	37
Nursing Home Manager (Private)	£57,000	£80,000	-	-	40
Community Manager (Local authority)	£49,282	£52,413	-	-	37
Band 9 – Deputy Governor in a Complex Establishment	£71,027	£78,129	£85,232	£93,755	37
Head of Section (MoJ)	£56,532	£69,338	-	-	-
Superintendent (Police)	£84,177	£99,015	-	-	40
Head of Security (Large Public Venue)	£55,690	£67,468	-	-	37
Colonel (Army)	£101,696	£112,691	-	-	43.4
Area Manager (Fire service)	-	-	£67,792	£74,360	42
Inspector of Air Accidents (DfT)	£84,838	£84,838	-	-	37
Band 10 – Governing Governor in a Standard Establishment	£80,733	£86,446	£96,880	£103,735	37
Assistant Chief Fire Officer	-	-	£105,000	£141,000	42
Chief Superintendent (Police)	£103,797	£115,785	-	-	40
Governor (SPS)	-	-	£86,130	£93,513	35
Governor in Charge (NIPS)	-	-	£86,257	£92,697	-
Head Teacher (Standard Secondary School)	£84,699	£118,169	-	-	37
Head of Operational Function (Probation Service)	£71,925	£77,495	-	-	37
Band 11 – Governing Governor in a Complex Establishment	£88,444	£97,288	£106,133	£116,746	37
Assistant Chief Constable	£120,489	£135,756	-	-	40
Prison Director (Private)	-	-	£130,000	£150,000	37.5
Secure Services Director (NHS)	£91,342	£105,337	-	-	-
Governor in Charge (NIPS - Maghaberry)	-	-	£93,718	£99,263	-
Head of Service (Local Government)	£61,140	£83,132	-	-	-
Head Teacher (Large Secondary School)	£100,540	£143,796	-	-	37
Assistant Chief Fire Officer	-	-	£105,000	£141,000	42
Principal Inspector of Air Accidents (DfT)	£93,114	£102,203	-	-	-
Head of Operational Unit (HO)	£73,900	£85,690	-	-	-
Cluster Manager (HMCTS)	£68,967	£83,585	-	-	-
Band 12 – Prison Group Director	£121,644	£121,644	-	-	37
Director of Prisons (NIPS)	-	-	£101,743	£102,930	-
Deputy Chief Constable	£149,799	£190,737	-	-	40
Deputy Director of Operational Division (HO)	£81,000	£100,000	-	-	-
Deputy Chief Fire Officer	-	-	£127,000	£178,000	42
Brigadier (Army)	£126,311	£131,651	-	-	43.4
Director District General Hospital (NHS)	£109,179	£125,637	-	-	-
Chief Inspector of Air Accidents (DfT)	£115,000	£115,000	-	-	-
Assistant Director (Local Government)	£90,897	£109,999	-	-	-

Source: London Economics' analysis

Annex 4 Pay comparison for the London region

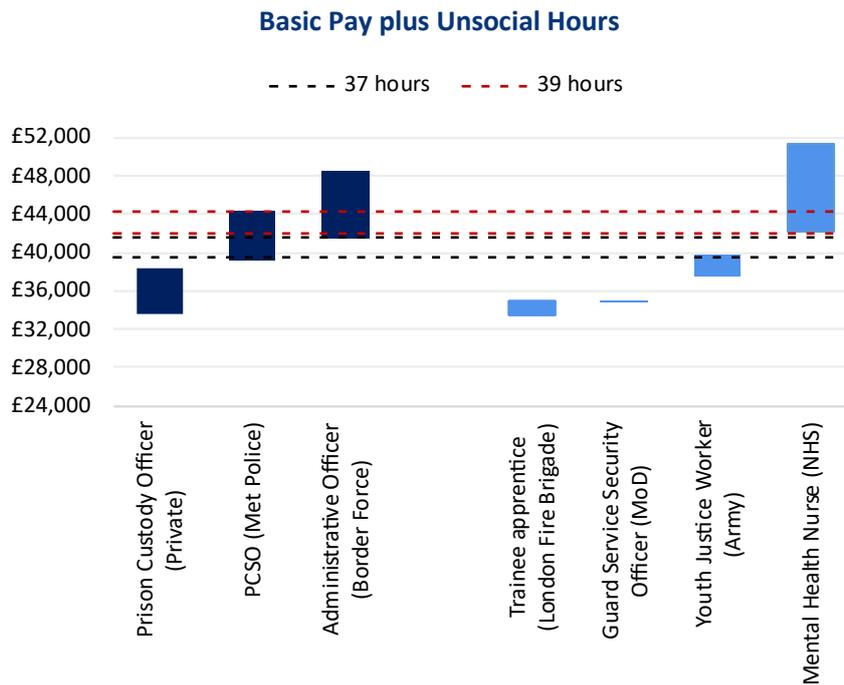
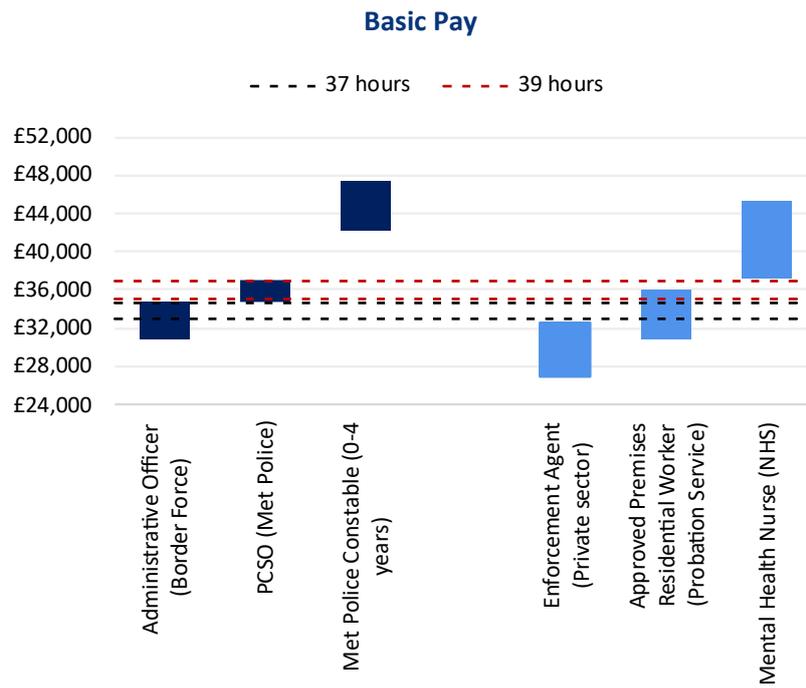
Figure 12 HMPPS Band 2 (OSG) – Pay comparison (London)



Note: Comparison based on Inner London pay when multiple London rates were available. Darker blue columns identify high relevance comparators, while lighter blue column identifies medium relevance comparators. Job adverts for Security Officers in the private sector reported hourly pay, converted to an annual salary.

Source: London Economics' analysis

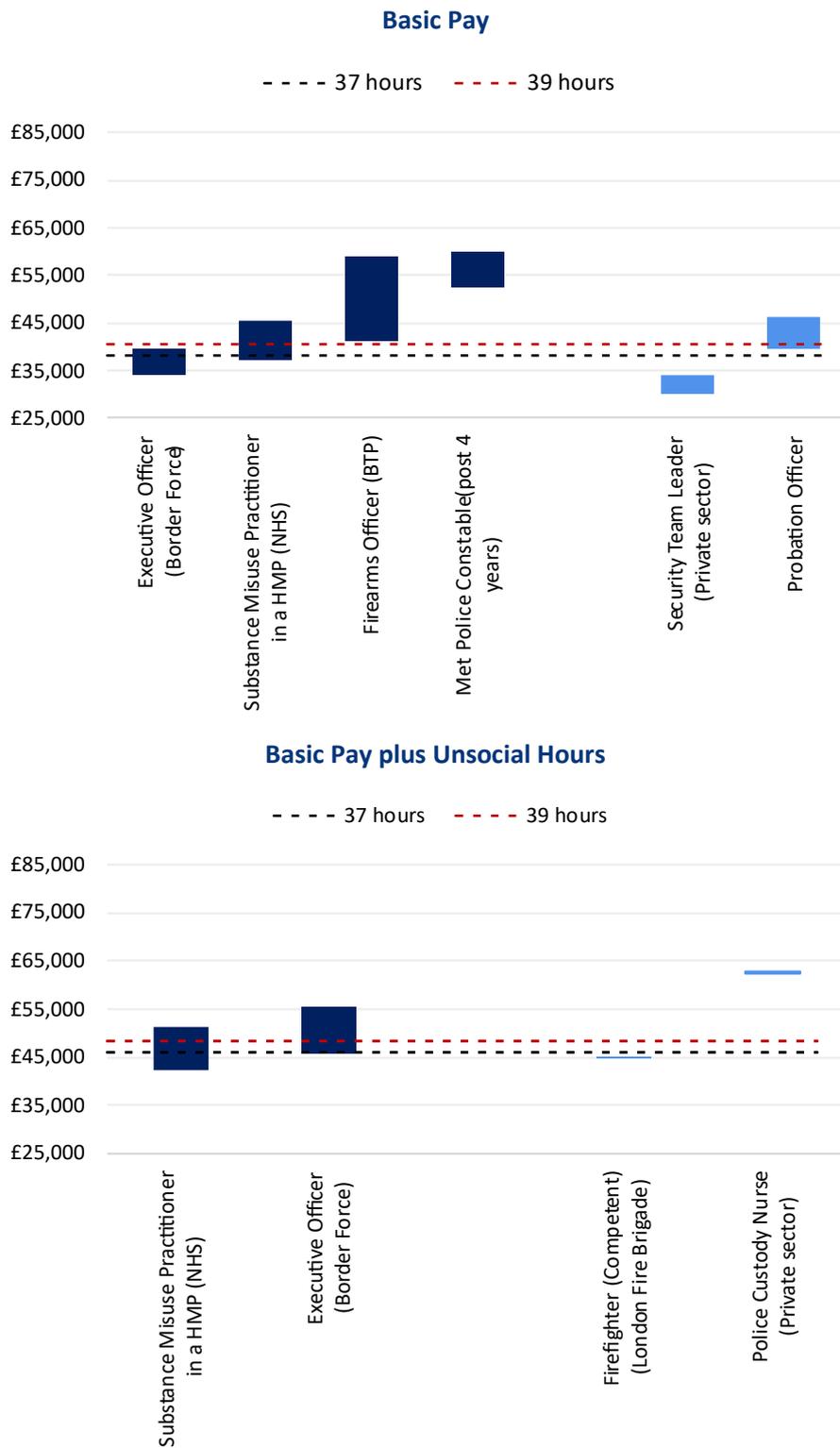
Figure 13 HMPPS Band 3 (Prison Officers) – Pay comparison (London)



Note: Comparison based on Inner London pay when multiple London rates were available. Darker blue columns identify high relevance comparators, while lighter blue column identifies medium relevance comparators. For HMPPS Prison Officers in Inner London the top end of the pay range for staff working 37 hours per week overlaps with the lower end of the pay range for staff working 39 hours per week.

Source: London Economics' analysis

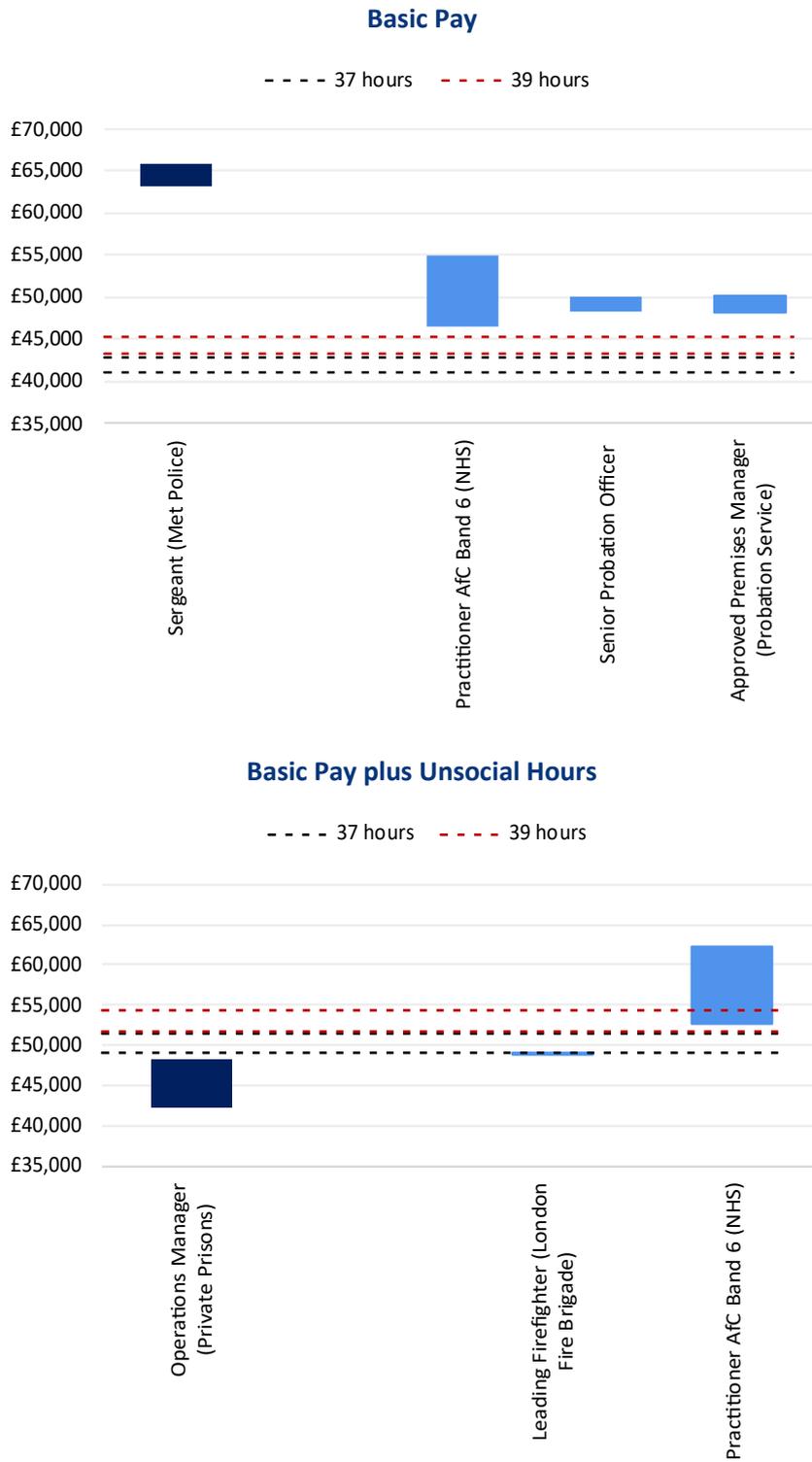
Figure 14 HMPPS Band 4 (Specialist Prison Officers) – Pay comparison (London)



Note: Comparison based on Inner London pay when multiple London rates were available. Darker blue columns identify high relevance comparators, while lighter blue column identifies medium relevance comparators. Job adverts for Police Custody Nurses in the private sector reported hourly pay, which was converted in an annual salary.

Source: London Economics' analysis

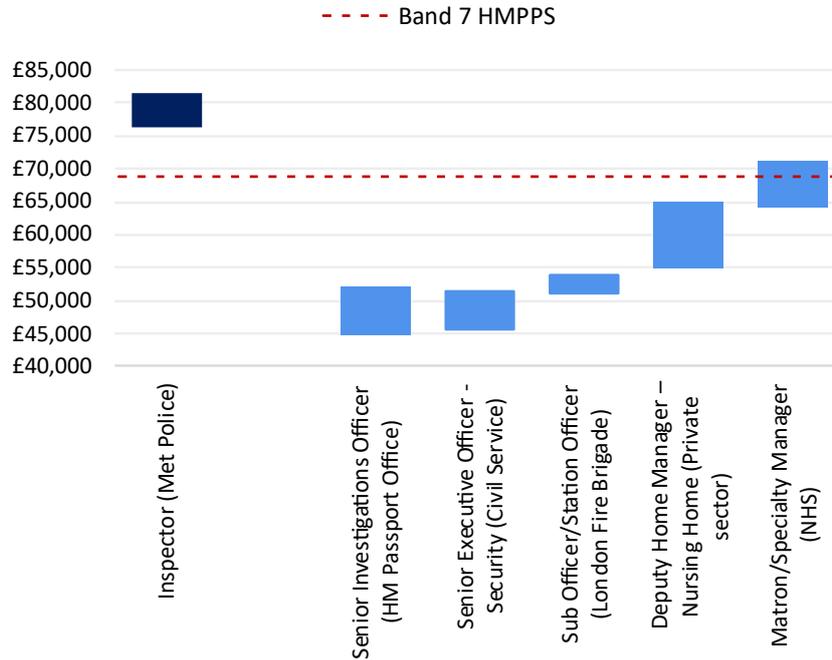
Figure 15 HMPPS Band 5 (Custodial Managers) – Pay comparison (London)



Note: Comparison based on Inner London pay when multiple London rates were available. Darker blue columns identify high relevance comparators, while lighter blue column identifies medium relevance comparators.

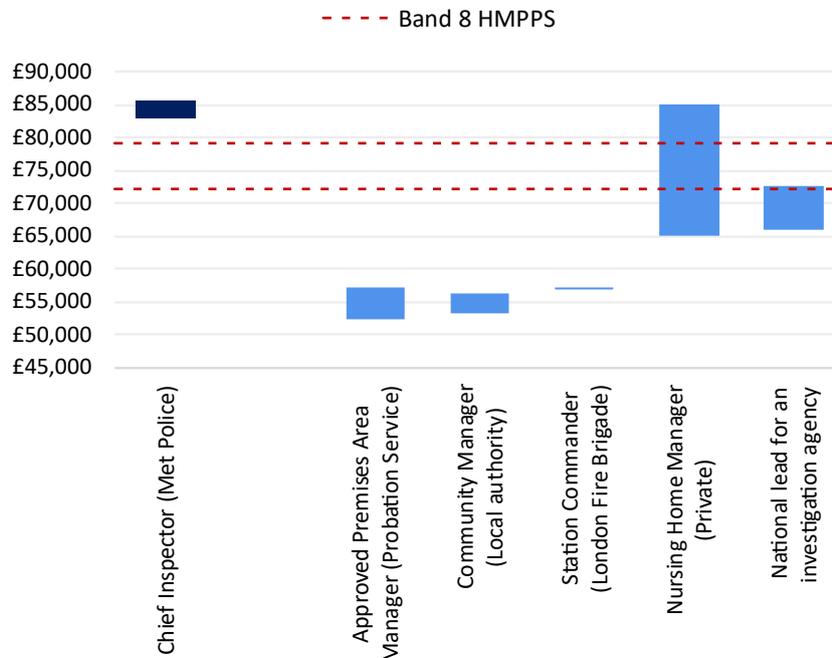
Source: London Economics' analysis

Figure 16 HMPPS Band 7 (Head of Function in a standard establishment) – Pay comparison (London)



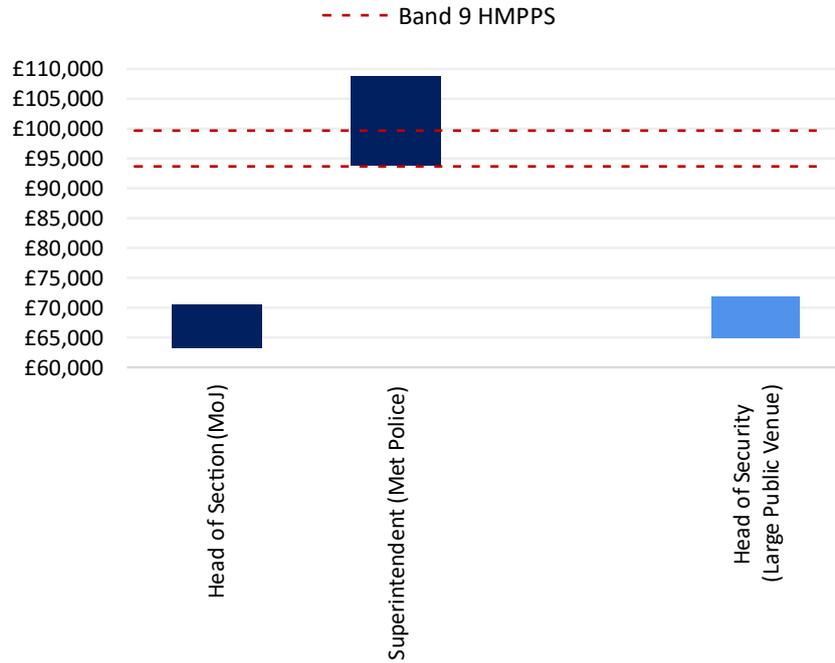
Note: Comparison based on Inner London pay when multiple London rates were available. Darker blue columns identify high relevance comparators, while lighter blue column identifies medium relevance comparators. For Head of Function in a standard establishment (HMPPS) and Station Officer (LFB), the reported range incorporates unsocial hours. For all other roles, the range for basic pay is reported. *Source: London Economics' analysis*

Figure 17 HMPPS Band 8 (Head of Function in a complex establishment/Deputy Governor in a standard establishment) – Pay comparison (London)



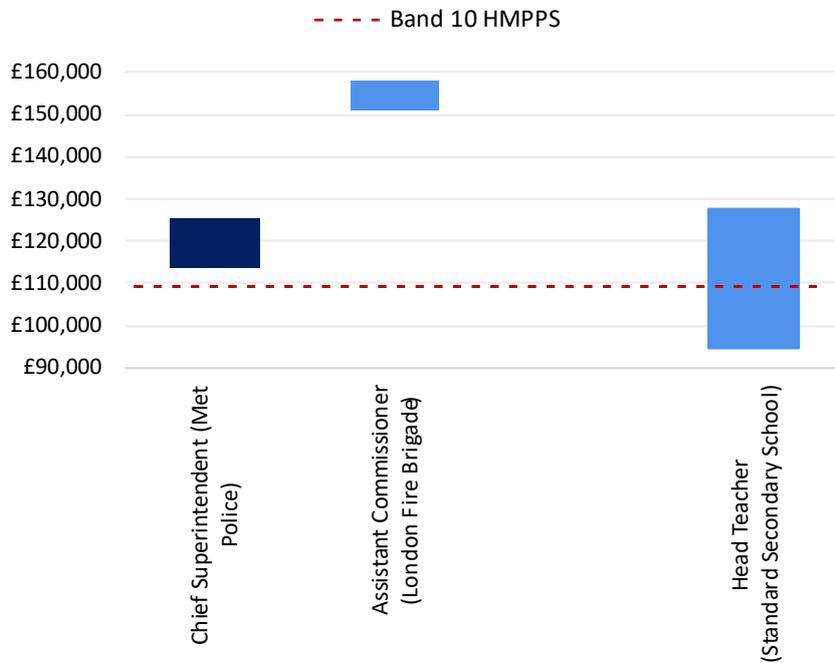
Note: Comparison based on Inner London pay when multiple London rates were available. Darker blue columns identify high relevance comparators, while lighter blue column identifies medium relevance comparators. For Head of Function in a complex establishment/Deputy Governor in a standard establishment (HMPPS) and Station Commander (LFB), the reported range incorporates unsocial hours. For all other roles, the range for basic pay is reported. *Source: London Economics' analysis*

Figure 18 HMPPS Band 9 (Deputy Governor in a complex establishment) – Pay comparison (London)



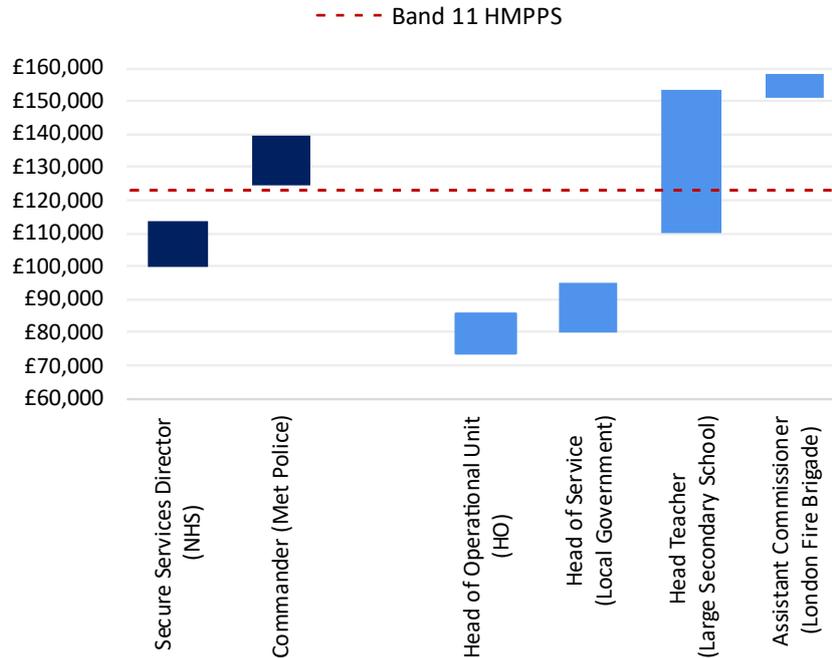
Note: Comparison based on Inner London pay when multiple London rates were available. Darker blue columns identify high relevance comparators, while lighter blue column identifies medium relevance comparators. For Deputy Governor in a complex establishment (HMPPS) the reported range incorporates unsocial hours. For all other roles, the range for basic pay is reported.
 Source: *London Economics' analysis*

Figure 19 HMPPS Band 10 (Governing Governor in a standard establishment) – Pay comparison (London)



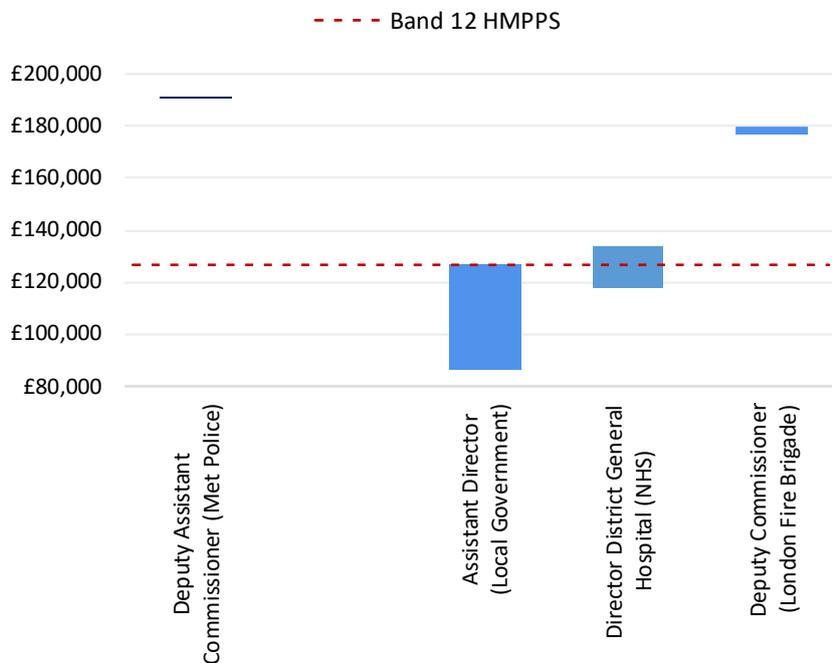
Note: Comparison based on Inner London pay when multiple London rates were available. Darker blue columns identify high relevance comparators, while lighter blue column identifies medium relevance comparators. For Head of Function in a complex establishment/Deputy Governor in a standard establishment (HMPPS), the reported range incorporates unsocial hours.
 Source: *London Economics' analysis*

Figure 20 HMPPS Band 11 (Governing Governor in a complex establishment) – Pay comparison (London)



Note: Comparison based on Inner London pay when multiple London rates were available. Darker blue columns identify high relevance comparators, while lighter blue column identifies medium relevance comparators. For Deputy Governor in a complex establishment (HMPPS) the reported range incorporates unsocial hours. For all other roles, the range for basic pay is reported.
 Source: *London Economics' analysis*

Figure 21 HMPPS Band 12 (Prison Group Director) – Pay comparison (London)



Note: Comparison based on Inner London pay when multiple London rates were available. Darker blue columns identify high relevance comparators, while lighter blue column identifies medium relevance comparators.
 Source: *London Economics' analysis*

Annex 5 Additional information on key public sector comparators

A5.1 Scottish Prison Service

Within the Scottish Prison Service (SPS), each role is assigned to a designated pay band (C to I) in the SPS pay structure, with pay points. Upon successful completion of probation, staff move through their band via yearly incremental increases, up to the maximum band point.

Table 9 presents the main grade pay bands effective between 1st April 2025 to 31st March 2026. The scale now starts at point 2, as point 1 was removed for bands G-I in 2023 and earlier for the others.

Table 9 Scottish Prison Service pay rates between 1st April 2025 and 31st March 2026

Role	Band	Pay points		
		2	3	4
Operations Officer	C	£29,633	£31,599	£33,569
Residential Officer	D	£36,268	£39,148	£42,586
First Line Manager (Operational)	E	£45,567	£46,416	£48,930
Unit Manager	F	£52,355	£53,624	£55,885
Head of Function	G	£59,798	£62,204	£65,786
Deputy Governor in Charge	H	£70,653	£74,251	£77,854
Governor in Charge	I	£86,130	£89,821	£93,513

Note: The scale starts at point 2, as point 1 was removed for bands G-I in 2023 and earlier for the others. A small number of staff may still be paid on point 1, but it is classed as a legacy pay point and will be phased out over time (and no figures are provided). Pay points shown already include an unsocial hours element.

Source: London Economics based on Scottish Prison Service (2024) '[Annex A of response to freedom of information \(FOI\) HQ 23217](#)' and POA (2025) '[CIRC 048: National chair update July 2025](#)'.

Additional pay components

At SPS, unsocial hours are not treated as a separate element of pay unlike in England and Wales, but are incorporated into salaries shown in Table 9. However, in addition to basic pay, staff may receive a range of allowances (summarised below and reported in Table 6 in Annex 1).

From 1st December 2023, the **Senior Manager On-Call Allowance** increased to **£2,600 per year (pro-rata)** for eligible managers who are required to be available outside their normal working hours. **Additional hours worked Monday to Friday** are paid at a **50% premium**, and those worked at **weekends** are paid at a **100% premium**. Staff involved in **dirty campaigns or managing incontinent prisoners** receive **£4 per qualifying hour**.

Ex-gratia payments are made to operational staff who work beyond their contracted hours.⁶⁴ In 2023/24, the total amount of these payments was £7.5 million. In a sample of those reviewed by Audit Scotland, the top ten recipients each received over £20,000, with the highest-paid receiving an amount equivalent to 72% of their annual salary.⁶⁵

⁶⁴ Scottish Prison Service (2017) '[Payment for working additional hours](#)'.

⁶⁵ Audit Scotland (2024) '[Scottish Prison Service 2023/24 annual audit report](#)'.

Working hours

From 1st December 2024, contractual full-time working hours in the SPS were **reduced from 37 to 35 hours per week**, with no reduction in pay⁶⁶.

Pension scheme

All SPS staff are enrolled in the **Civil Service Pension Scheme**, the same scheme as HMPPS staff, and therefore subject to the same contribution rates and retirement age.

A5.2 Northern Ireland Prison Service

The Northern Ireland Prison Service (NIPS) falls within the remit of the PSPRB. Following the latest award for 2025, Table 10 sets out the current basic pay by role and pay point. Although NIPS consists of 10 pay bands, Band 2 Prisoner Custody Officer and Band 4 PECCS Manager belong to Prisoner Escort and Court Custody Services (PEECS) and are therefore excluded from the table.

Table 10 NIPS basic pay, effective from 1 April 2025

Band	Role	Pay points					
		1	2	3	4	5	6
1	Operational Support Grade	£28,150	£28,495	£28,839	-	-	-
3	Prison Officer	£32,510	£34,553	£36,596	£38,639	£40,682	£42,725
5	Senior Officer	£46,095	£47,171	£48,248	£49,325	£50,797	-
6	Governor Head of Unit	£61,161	£62,111	£63,061	£64,010	£64,965	-
7	Governor Head of Function	£69,323	£70,421	£71,513	£72,612	-	-
8	Governor in Charge (other posts)	£86,257	£87,865	£89,481	£91,088	£92,697	-
9	Governor in Charge (Maghaberry)	£93,718	£95,320	£96,929	£98,532	£99,263	-
10	Director of Prisons	£101,743	£102,930	-	-	-	-

Source: PSPRB's [2025 letter](#) to the Ministry of Justice

Additional pay components

Unlike HMPPS, the basic pay for NIPS staff **already incorporates** remuneration for unsocial hours i.e. **no separate allowance is paid for such working patterns**.

The main allowances available to NIPS staff are summarised in Table 11. **None** of them are **pensionable**. Other allowances such as payments for additional duties and governor grade on-call allowance, exist but are not included here.⁶⁷

⁶⁶ POA (2025) '[CIRC 048: National chair update July 2025](#)'.

⁶⁷ These can be found on Annex B of the PSPRB's [2025 letter](#) to the Ministry of Justice.

Table 11 Main NIPS allowances

Allowance	Eligible bands	Rate	Effective from	Explanation
Supplementary Risk Allowance	1-10	NITA (Police Service of Northern Ireland Transitional Allowance rate)	1 st September 2025	Paid to all staff, except for pre-2002 Main Grade Officers, who already had a previous historical equivalent risk allowance consolidated into base pay
Weekdays overtime payments	1-5	Plain time	1 st April 2025	For additional hours worked by staff on less than full conditioned hours: at plain time rate only. For staff working beyond full conditioned hours for that week: calculated on the same basis as those on full conditioned hours.
Weekends overtime payments	1-5	Time and a half	1 st April 2025	
Rostered staff Bank/Public Holiday payments	1-5	Plain time plus half premium	1 st April 2025	Paid regardless of conditioned hours.
Rest day staff Bank/Public Holiday payments	1-5	Time and a half	1 st April 2025	

Source: PSPRB's [2025 letter](#) to the Ministry of Justice

Working hours

The standard full-time working week for NIPS staff is **39 hours**.⁶⁸

Pension scheme

All NIPS staff members of **the Northern Ireland Civil Service Pension Scheme**. The employer contribution rate is **34.25%**⁶⁹ and the retirement age is linked to **State Pension Age**.⁷⁰

A5.3 Police force (England and Wales)

Basic pay

The basic salaries for police officers by rank and pay point, from constable to chief superintendent, effective from 1st September 2025, are presented in Table 12, which are in line with the latest Police Remuneration Review Body (PRRB) recommendations. In March 2023, around 38% of constables (those appointed before 1st April 2013) were on legacy pay scales, which are not included in the tables.⁷¹

Constables typically join at pay point 1, but the Chief Officer in each force has discretion to appoint new constables at pay point 2. Sergeants enter at pay point 2, while Chief Inspectors typically join the rank at pay point 1, unless the Chief Officer assigns a higher starting point. Across all ranks, staff generally progress by one pay point annually, subject to meeting the Pay Progression Standard. Ranks below superintendent are collectively referred to as the **federated ranks**, while **superintending ranks** consist of superintendent and chief superintendent.

⁶⁸ PSPRB's [2025 letter](#) to the Ministry of Justice.

⁶⁹ Northern Ireland Department of Finance (No date) '[Employer contribution rates](#)'.

⁷⁰ Northern Ireland Department of Finance (2024) '[Thinking about retirement: A brief guide](#)'.

⁷¹ No comparable updated data was provided in the PRRB 2025 report.

Table 12 Basic police pay by rank and pay point, England and Wales, from 1st September 2025

Pay point	Constable	Sergeant	Inspector	Chief Inspector	Superintendent	Chief Superintendent
0	-	-	£63,768	-	-	-
1	£31,164	-	£65,505	£70,344	£84,177	£103,797
2	£32,472	£53,568	£67,236	£71,715	£88,449	£107,226
3	£33,789	£54,660	£68,982	£73,149	£92,955	£115,785
4	£35,106	£56,208	-	-	£99,015	-
5	£37,737	-	-	-	-	-
6	£43,038	-	-	-	-	-
7	£50,256	-	-	-	-	-

Note: Salaries shown are those effective between 1st September 2025 and 31st August 2026. Refers to salaries outside of London. Constable salaries refer to salaries for constables appointed on or after 1st April 2013.

Source: Salary scale table in Appendix F of Police Remuneration Review Body (2025) '[Eleventh Report: England and Wales 2025](#)'.

Additional pay components

In addition to basic pay, police officers can be eligible for a wide range of additional pay components. The most relevant of these components are:⁷²

- **London allowance and weighting**, for officers across all ranks in the Metropolitan Police Service and City of London. London allowance is worth up to **£6,588** per year, and London weighting is worth **£3,150** per year. Both elements may be received by eligible officers (i.e. for a potential total uplift of up to **£9,738**).^{73,74}
- **South East allowance**, for officers across all ranks in the South East, which is worth up to **£3,000** per year for officers in Essex, Hertfordshire, Kent, Surrey and Thames Valley and up to **£2,000** per year for officers in Bedfordshire, Hampshire and Sussex.
- **Unsocial hours allowance**, which stands at **10% of basic pay per hour**, for duty performed between 8pm and 6am. This is paid to the vast majority of staff (e.g. 92% of constables and 90% of sergeants), with a median payment of **£549** for constables and **£566** for sergeants in the financial year ending 2024.⁷⁵
- **On-call allowance**, which stands at **£35 per day** (increased from £25 per day from September 2025) for each day that an officer is required to be on call. This allowance is most relevant for more senior officers (inspectors and above), with median payments ranging from **£680** to **£860** for those more senior officers, depending on the rank, in the financial year ending 2024 (based on a £25 per day rate).⁷⁶
- **Overtime** payments are paid at between 1.33 and 2 times the normal rate of pay per hour, but only constables and sergeants are eligible. It was paid to 93% of constables and 92% of sergeants in the financial year ending 2024, with median payments of **£2,182** for constables and **£3,935** for sergeants.⁷⁷

⁷² There are several other allowances, which have not been included here, as a small number of police officers are in receipt of those allowances.

⁷³ Police Federation of England and Wales (2025) '[BB Circular – 006-2025](#)'.

⁷⁴ Staff on legacy terms are subject to a different location allowance system (replacement allowance), which is not included here.

⁷⁵ Police Remuneration Review Body (2025) '[Eleventh Report: England and Wales 2025](#)'.

⁷⁶ Police Remuneration Review Body (2025) '[Eleventh Report: England and Wales 2025](#)'.

⁷⁷ Police Remuneration Review Body (2025) '[Eleventh Report: England and Wales 2025](#)'.

Working hours

The standard full-time working week for police officers is **40 hours**.⁷⁸

Pension scheme

Police officers are enrolled in the 2015 Police Pension Scheme, which is a career average revalued earnings (CARE) pension scheme. Under the scheme, the employer contribution has been set at **35.3%** since April 2024 and employee contributions follow a tiered structure based on income.⁷⁹ Employees contribute **12.44%** of pensionable earnings up to £27,000, **13.44%** of earnings between £27,000 and £60,000, and **13.78%** of any amount above £60,000.⁸⁰ The scheme has a normal retirement age of **60** and a normal minimum retirement age of **55**.⁸¹

A5.4 Armed Forces

In this section, we consider the pay of officers covering ranks up to and including the 1-star level (Army Brigadier and equivalent).⁸² More senior roles in the Armed Forces are not included in the list of potential comparators identified, so their pay data is not covered here.

Basic pay

Table 13 shows current basic salary levels for Armed Forces officers. These figures include both core pay and the **X-Factor**, which is a **pensionable** addition to reflect the unique demands of military service compared to civilian employment. The full rate of X-Factor is **14.5%**, tapering by 25% at pay range 5 and by 50% at pay range 6.⁸³ X-Factor was excluded from the 2019 prison pay comparability study.

Direct entry officers, who begin their careers as officers rather than rising through the ranks, start on OF1-01. Upon completion of initial officer training, they automatically progress to OF1-02. Beyond this point, progression generally follows an annual schedule, subject to performance, time served and the specific regulations of their service branch.

Table 13 Officers' basic pay including X-Factor, effective from 1st April 2025

Pay range	Rank	Increment level	Salary
1	Below Lieutenant in the Navy, Below Captain in the Army, Below Flight Lieutenant in the RAF	OF1-01	£34,676
		OF1-02	£41,456
		OF1-03	£42,872
		OF1-04	£44,288
		OF1-05	£45,705
2	Lieutenant in the Navy, Captain in the Army, Flight Lieutenant in the RAF	OF2-01	£52,815
		OF2-02	£52,815
		OF2-03	£54,445
		OF2-04	£56,076
		OF2-05	£56,076

⁷⁸ Home Office (2003) [‘The Police Regulations, Regulation 22, Annex E’](#).

⁷⁹ Police Remuneration Review Body (2025) [‘Eleventh Report: England and Wales 2025’](#).

⁸⁰ Home Office (2024) [‘Amendments to The Police Pension Regulations 2015 \(S.I. 2015/445\)’](#).

⁸¹ Home Office (2017) [‘The police pension scheme 2015, members’ guide’](#).

⁸² Specialist professionals in the Armed Forces (e.g. nurses, veterinarians, medical and dental staff, chaplains or personnel in Special Forces) are not included, as there is pay differentiation by job type, making direct comparison with prison officers pay inappropriate.

⁸³ Armed Forces’ Pay Review Body (2025) [‘Fifty-fourth report 2025’](#); Ministry of Defence (2016) [‘Pay16: the Armed Forces pay model’](#).

Pay range	Rank	Increment level	Salary
		OF2-06	£59,337
		OF2-07	£60,968
		OF2-08	£62,598
3	Lieutenant Commander in the Navy, Major in the Army, Squadron Leader in the RAF	OF3-01	£66,240
		OF3-02	£66,240
		OF3-03	£68,385
		OF3-04	£70,531
		OF3-05	£72,676
		OF3-06	£74,821
		OF3-07	£76,967
		OF3-08	£79,112
		OF3-09	£80,672
		OF3-10	£82,263
		OF3-11	£83,886
		OF3-12	£85,542
		OF3-13	£87,230
4	Commander in the Navy, Lieutenant Colonel in the Army, Wing Commander in the RAF	OF4-01	£92,520
		OF4-02	£92,520
		OF4-03	£94,933
		OF4-04	£97,332
		OF4-05	£99,738
		OF4-06	£102,143
		OF4-07	£104,550
		OF4-08	£106,955
5	Captain in the Navy, Colonel in the Army, Group Captain in the RAF	OF5-01	£111,854
		OF5-02	£111,854
		OF5-03	£113,687
		OF5-04	£115,519
		OF5-05	£117,352
		OF5-06	£119,184
		OF5-07	£121,017
		OF5-08	£122,849
6	1-star ranks: Commodore in the Navy, Brigadier in the Army, Air Commodore in the RAF	OF6-01	£133,083
		OF6-02	£133,083
		OF6-03	£134,418
		OF6-04	£135,753
		OF6-05	£137,088
		OF6-06	£138,423

Source: Armed Forces' Pay Review Body (2025) ['Fifty-fourth report 2025'](#); Ministry of Defence (2016) ['Pay16: the Armed Forces pay model'](#).

Additional pay components

Armed Forces personnel may receive a variety of allowances, which are set out in the [Tri-Service Regulations for Expenses and Allowances \(JSP 752\)](#),⁸⁴ which is divided into 17 chapters, each covering different allowance categories such as deployment, official travel, clothing, food and accommodation. The regulation JSP 752 provides detailed eligibility criteria and sets payment rates, but there is no publicly available data on how common these allowances are, or the average/median amounts paid.

⁸⁴ Ministry of Defence (2025) ['JSP 752 Tri-Service Regulations for Expenses and Allowances v62'](#).

Armed Forces do not have an allowance equivalent to the unsocial hours payments available to prison officers.

Working hours

The Armed Forces do not operate under a standard full-time working week. In 2024/25, trained regular personnel worked an average of **44.1 hours per week** in 2024/25, with notable variation across services: 47.3 in the Navy, 43.4 in the Army and 42.8 in the RAF.⁸⁵

Pension scheme

All members of the Armed Forces are automatically enrolled in the **Armed Forces Pension Scheme 2015 (AFPS 15)**, with a normal retirement age of **60**.⁸⁶ AFPS 15 is a career average revalued earnings (CARE) pension scheme, and unlike other public sector pension schemes, it is **non-contributory**. However, members still have the option to make voluntary contributions through the Added Pension arrangement. The scheme is unfunded and the pension, which is paid directly from the current government spending, is guaranteed by the government. From 1st April 2024, the pension was expected to be worth **71.5% of pensionable pay**.⁸⁷

A5.5 Fire service (England and Wales)

Basic pay

Table 14 presents the national basic pay rates for firefighting roles from 1st July 2025, as agreed by the Fire Brigades Union’s National Joint Council (NJC). In addition, the London Fire Brigade applies different London-adjusted pay rates as London weighting has been consolidated into basic pay since 2019. Advertised salaries for the London Fire Brigade are presented in Table 15, although no official pay scales equivalent to the national pay scales could be identified.

Table 14 Basic pay rates of firefighting roles, effective from 1st July 2025

Pay point/Rank	Firefighter	Crew Manager	Watch Manager	Station Manager	Group Manager	Area Manager
Trainee	£29,169	-	-	-	-	-
Development	£30,384	£41,322	£44,038	£50,135	£57,743	£67,792
Competent	£38,881	£43,104	£45,260	£51,642	£59,476	£69,823
			£48,202	£55,301	£64,013	£74,360

Source: Fire Brigades Union (2025) ‘Pay settlement 2025’.

Table 15 London Fire Brigade basic pay rates

Role	Salary
Trainee apprentice (during 15 weeks training)	£33,572
Trainee apprentice at station	£34,914
Firefighter (Competent)	£44,800
Leading Firefighter	£48,891
Sub Officer	£51,138
Station Officer	£53,831

⁸⁵ Ministry of Defence (2025) ‘Armed forces continuous working patterns survey 2024/25: main report’.

⁸⁶ Ministry of Defence (2023) ‘Armed Forces Pension Scheme 2015: Your pension scheme explained’.

⁸⁷ Government Actuary’s Department (2023) ‘The Armed Forces Pension Scheme valuation results’.

Role	Salary
Station Commander	Approximately £57,000
Group Commander	Approximately £66,000

Source: London Fire Brigade (No date) [‘Is firefighting the right career for you?’](#).

The salaries of **Chief Fire Officers (CFOs)**, **Deputy Chief Fire Officers (DCFOs)** and **Assistant Chief Fire Officers (ACFOs)** are determined through a combination of national and local arrangements. The National Joint Council for Brigade Managers annually sets the minimum pay rates any nationally agreed annual uplifts. Individual fire and rescue authorities then determine how salaries are set within their service using local frameworks. Table 16 lists the nationally determined minimum basic pay rates for CFOs, effective from 1st July 2025, based on the population size of the area for which they are responsible.

Table 16 Minimum basic pay rates for Chief Fire Officers, effective from 1st July 2025

Population band	Population	Salary
1	Up to 500,000	£132,196
2	500,001 - 1,000,000	£132,196
3	1,000,001 - 1,500,000	£137,076
4	1,500,000 and above (except London)	£150,504
London	London	£165,274

Source: Local Government Association (2025) [‘Gold book pay award’](#).

Local arrangements for other senior fire roles vary between fire and rescue authorities. Salary data for senior fire roles included in the 2019 prison pay comparability study came from the NJC for Brigade Managers Salaries and Numbers Survey 2017, published by the Local Government Association. The most recent update to this survey was for 2022/23 and was published in July 2023.⁸⁸ It covered 48 chief fire officers, 43 deputy chief fire officers and 84 assistant chief fire officers in all 48 fire and rescue authorities in the UK. Table 17 shows the average basic and total pay figures from this survey.

Minimum rates shown in Table 14 are up to date, while caution is required when interpreting the average figures provided in Table 17, as they are now outdated.

Table 17 Average basic and total pay for brigade managers in 2022

Role	Assistant Chief Fire Officer		Deputy Chief Fire Officer		Chief Fire Officer	
	Basic pay	Total pay	Basic pay	Total pay	Basic pay	Total pay
1	£93,170	£87,459	£107,504	£112,584	£131,918	£130,956
2	£101,333	£102,804	£111,117	£114,543	£138,623	£139,252
3	£109,198	£111,549	£131,980	£132,193	£153,181	£154,922
4	£115,420	£115,107	£129,847	£130,475	£162,472	£163,840
Average incl. London	£109,865	£110,076	£122,452	£124,744	£149,156	£149,752

Source: Local Government Association (2023) [‘Brigade managers pay survey 2022/23, final report’](#).

⁸⁸ Local Government Association (2023) [‘Brigade managers pay survey 2022/23, final report’](#).

Additional pay components

There are several pay components that may contribute to the total pay of firefighters, although comprehensive data on the full range of allowances, the proportion of staff in receipt, or average/median payment values is not publicly available.

Overtime is typically paid at **1.5 times** the basic hourly rate, though Group Managers and Area Managers are not eligible for overtime. Other additional payments include continual professional development payments, call-out payments per occasion, on-call allowances, and car and mileage allowances. **A 20% pensionable supplement** is paid to officers on the **Flexible Duty System (FDS)**, Station Managers and above, in return for providing 24-hour operational cover.⁸⁹ While this supplement was included in the basic pay plus unsocial hours comparisons in the 2019 prison pay comparability study, it is not applied uniformly across services or within ranks, which may limit comparability. In addition, market supplements may be approved locally where recruitment or retention issues arise.

Working hours

There are no nationally standardised working hours for firefighters, but they typically work **42 hours per week** across 4 shifts, usually two day shifts and two night shifts.⁹⁰ This pattern does not attract separate unsocial hours allowances, as it is considered part of standard duty.

Pension scheme

Firefighters are enrolled in the **Firefighters' Pension Scheme 2015 (FRS 2015)**, which operates on a CARE basis. The normal retirement age is **60** under this scheme, although retirement from age 55 is possible.⁹¹ The employer contribution rate is **37.6%** and employee contributions are tiered according to pensionable pay: **11%** for pay up to £27,818, **12.9%** for pay between £27,819 and £51,515, **13.5%** for pay between £51,516 and £142,500, and **14.5%** for earnings above £142,501.⁹²

A5.6 Border Force

Availability of pay data

For Border Forces, data on pay scale by grade, unit and region are published by the Home Office on their website (latest publication refers to December 2024)⁹³. Starting salaries are also available through job adverts and recruitment campaigns published on the Home Office website.

According to December 2024 data, the pay scale for **Executive Officers** ranges between **£30,000** and **£35,750**, while for **Administrative Officers** the corresponding figures are **£26,750** and **£30,750**. **Higher Executive Officers** have a salary range of **£37,300** to **£44,191**⁹⁴. According to job adverts⁹⁵, London based roles are at the higher end of the scale.

All of these roles may be eligible for the **Annualised Hours Allowance (AHA)**. AHA is paid in addition to basic salary to compensate for working shift patterns including night shifts, early morning starts,

⁸⁹ Fire Brigades Union (2022) '[Contents of Grey Book](#)'.

⁹⁰ North Wales Fire and Rescue Services (no date) '[Full time firefighters - Hours and pay](#)'.

⁹¹ Local Government (no date) '[Firefighters' Pension Scheme 2015](#)'.

⁹² Firefighters' Pensions Scheme Advisory Board (2025) '[FPS contribution rates 2025-26](#)'.

⁹³ Home Office [Home Office: structure and salaries, 2024 - GOV.UK](#)

⁹⁴ Home Office (June 2025) '[We're recruiting Border Force High Officers – Campaign closed](#)'.

⁹⁵ Home Office (November 2024) '[We're recruiting Border Force Officers and Assistant Officers – Campaign Closed](#)'.

late night finishes, weekends, and public holidays. Shifts can vary in length and can be up to 12 hours and can be varied according to business need. The AHA rate paid also reflects the flexibility associated with the role (the higher the rate the more flexible the role is) and it is dependent on location.⁹⁶

As AHA rates vary significantly depending on role and location, it is not possible to derive a 'standard' package, but current posts being advertised can provide an indication of the range of AHA rates being paid (data on AHA for current staff is not published by the Home Office). Jobs being advertised also vary in terms of arrangements, covering for example part-time full-year or full-time part-year arrangements, (also with focus on summer or winter), and a varying number of annual hours and shift patterns (e.g. early and late shifts, night shifts, weekends only).⁹⁷ AHA rates found on the Home Office website⁹⁸ varied between 14% and 77%. However, these rates are also subject to change (i.e. they are not fixed over time by role or location)⁹⁹.

Additional specialist payments may be made through Capability and Skills Allowances, which include Pay Framework Allowances (PFA), Recruitment and Retention Allowances (RRA) and other supplements for specialist skills.

Information received from the Home Office Reward Team confirmed that AHA rates may vary significantly depending on a range of factors and that the average rates for employees in receipt of AHA typically range between 35% and 40%¹⁰⁰. These figures will be used as working assumption for the comparison, noting the wide range of AHA rates.¹⁰¹

Pension scheme

Border Force staff are enrolled into the **Alpha scheme of the Civil Service Pension Scheme**, so their pension arrangement mirrors that of prison staff

⁹⁶ Home Office (no date) '[Allowances - Home Office Careers](#)'

⁹⁷ It should be noted that many of these positions are advertised with a pro-rata salary as they are not full-time full-year (but either part-time full year or full-time part-year).

⁹⁸ Home Office (no date) '<https://homeofficejobs-sscl.co.uk/bf-role-overview.html>'

⁹⁹ The allowance is not fully pensionable, and it is tied to a specific role and location (not the individual).

¹⁰⁰ Communication from the Home Office HR Reward team to OPRB

¹⁰¹ The 2019 pay comparability study used salary figures from job advertisements and applied a 30% addition to create a basic pay plus unsocial hours estimate. PSPRB, on the other hand, uses unpublished Home Office payroll data in its annual reports and includes an estimate of unsocial hours based on IDR's analysis

Annex 6 Job capsule template

Role: [Enter Role Title] / [Grade/Band]	Date: [DD-MM-YYYY]	Reviewer
Sources: [e.g., JD Ref]		
1. Role Snapshot & Key Accountabilities:		
<ul style="list-style-type: none"> • Purpose: [1-sentence summary of the role's core objective.] 		
<ul style="list-style-type: none"> • Key Accountabilities: <ul style="list-style-type: none"> ○ [Brief description of Accountabilities] 		
2. Core Demands Profile:		
<ul style="list-style-type: none"> • A. KSE (Knowledge, Skills & Experience): <ul style="list-style-type: none"> ○ <i>Essentials:</i> [Required qualifications/experience] ○ <i>Expertise:</i> [Key specialist knowledge/skills] 		
<ul style="list-style-type: none"> • B. C&PS (Complexity & Problem Solving): <ul style="list-style-type: none"> ○ <i>Challenges:</i> [Nature of typical problems/complexity] ○ <i>Judgement:</i> [Level of autonomy/initiative required] 		
<ul style="list-style-type: none"> • C. A&I (Accountability & Impact): <ul style="list-style-type: none"> ○ <i>Scope:</i> [Scale of responsibility, e.g., team size, budget, nature of establishment] ○ <i>Impact:</i> [Nature of impact, e.g., on safety, well-being, operations] 		
<ul style="list-style-type: none"> • D. EDC (Emotional Demands & Context): <ul style="list-style-type: none"> ○ <i>Stressors:</i> [Nature of key emotional demands, e.g., conflict, trauma, pressure] ○ <i>Load:</i> [Typical intensity and frequency of stressors] 		
<ul style="list-style-type: none"> • E. WC (Physical/Environmental Context): <ul style="list-style-type: none"> ○ <i>Environment:</i> [Primary physical setting, e.g., operational wing, warehouse or office] ○ <i>Demands:</i> [Key hazards, unsocial hours, other physical conditions] 		

Source: *Beamans*



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