



National Offender
Management Service



HM PRISON
SERVICE

Public Sector Prisons

Fair and sustainable

Revision to proposals for working
structures in HM Prison Service following
the consultation with trade unions

9 February 2012

Foreword

This document sets out a revised set of plans following consultation with our trades unions, staff associations and our broader engagement with staff. Since we launched Fair and sustainable in November 2011, we have met with hundreds of staff and received feedback and questions from hundreds more. This process of consultation and listening has been essential in helping us identify gaps and issues in our plans which we have sought to address where possible.

The feedback that you and your union representatives have provided collectively has helped us improve our thinking and clarify our plans. As a result we have made a number of amendments that we believe will enhance the ambitions of these plans to be both sustainable for the future and particularly make our plans even fairer for current staff.

These amendments are set out in the beginning of this document but include: the retention of the non-consolidated payments for Staff Personal Development Record (SPDR) performance for eligible staff remaining on current terms and conditions; an acknowledgement of the impact of the changes to local pay allowances, with the provision of a compensation package on promotion within affected sites; and moving the transition timetable to allow DPSMs to complete their Job Simulation Assessment Centre (JSAC) before selection to roles takes place.

I hope that you are now clear that the plans for new terms and conditions set out in Fair and sustainable only relate to pay arrangements – that is salary, hours, pay point progression allowances, and payments. Unless you opt-in to the new terms and conditions set out in this document, Fair and sustainable makes no changes to your current pay. Nor does Fair and sustainable impact on any other parts of terms and conditions such as leave entitlement, sickness or pensions.

In an environment of increased competition and diverse market for the provision of offender services these plans remain absolutely vital for the ongoing competitiveness of HM Prison Service. The future presents a clear challenge for the Service, and these plans represent the Service's intelligent and necessary response.

It is this fact that has driven a very productive relationship with all trade unions which, for the POA, was validated by a ballot of their members who voted overwhelmingly to endorse Fair and sustainable. In introducing these changes we have been clear that our aim is to avoid compulsory redundancies as far as possible. The transitional measures set out in this document which we have agreed with trade unions, mean that we are now in a good

position to do that.

Preparations are now underway to introduce these plans in establishments. New structures will be in place for April 2013, when staff will all be working in their new roles, to new job descriptions which have all been assessed by the new job evaluation scheme (JES).

To get there we have a clear and structured process to guide all prisons through the transition as smoothly as possible. However, I do not under-estimate the impact that this will have on all of you, and the Service in general. This is not just about structural change but, much more importantly, about moving to a new, and better, way of working. To do this we will need to manage this change in a way that is fair and decent to our staff and protects the spirit, pride and strong delivery that defines HM Prison Service. I am determined that we will achieve this.

A handwritten signature in blue ink that reads "Michael Spurr".

Michael Spurr

Chief Executive Officer

Contents

Summary of major changes	6
Section 1 - Summary of plans	8
What is being introduced and why?	8
Summary of key points	8
What does this mean for you?	9
Table 1 – Current staff who choose to remain on their current terms and conditions from April 2013	11
Table 2 – Current staff who choose to opt in to the new terms and conditions from April 2013	12
Opting in	13
Section 2 – New ways of working: Structures, roles and bands	14
Explaining the differences in bands – assessing the complexity of establishments	15
Table 3: New Operational structure	16
Table 4: New non-operational structure	18
All other roles	19
Table 5: Proposed new regional structures for psychological grades	20
Table 6: Psychologist structure showing new bands and where new grades map to	21
Table 7: Mapping chaplaincy grades to new bands and roles	22
Table 8: Mapping instructional officer grades to new bands and roles	23
Table 9: Mapping, works industrial and agricultural grades to new bands and roles	25
Section 3 – Transitioning to the new structure	26
What will happen when?	26
How will different staff groups be affected?	27
Explaining the need for rotational and non rotational roles	27
Transitioning to the new structure - timeline	29
Table 10: Options available to operational and non operational manager Es and Fs	31
Table 11: Decision options available to DPSMs and Manager Fs	33
Retention of reserved rights for pre fresh start staff	35
Transitional support for staff in new roles	36
Managing staff redeployment	37
Section 4 – Promotion development opportunities	38
Table 12: Future and transitional development opportunities	40
Section 5 – How pay and reward will work	41
The new band structure	41
Allowances and payments	42
Working unsocial hours	42

Overtime/oncall payments	42
Market supplement/recruitment and retention payment	43
Area-based pay structures	44
Calculating pay on opting in to new structures	45
Staff groups with a choice of opting in from April 2012	45
Pay on promotion to new structures	47
Table 13: Local pay allowances compensation	48
Section 6 – Case studies and further information	49
Further information	52
Annexes	53
A – Establishment complexity indicators and list	53
B – Proposed pay ranges for new bands in 2012/13	57
C – NOMS Job Evaluation Scheme	58
D - Fast track schemes and the implementation of Fair & Sustainable	60
E - Non rotational and rotational roles	63

Summary of major changes

Amendment and changes agreed

The launch of Fair and sustainable – the introduction of new working structures in HM Prison Service in November 2011 represented the continued and constructive consultation with our trade unions, staff associations and staff on workforce reform in Her Majesty's Prison Service.

The constructive feedback received from trade unions and staff has allowed us to make a number of amendments and clarifications which has resulted in an enhanced set of proposals.

For ease of reference this section is split into two areas. The first highlights the changes that our trade unions felt were necessary and the second section outlines clarifications to the original version. Together these should assist in gaining a greater understanding of the outcomes from the consultation process.

To help you identify the changes made they are highlighted in orange text throughout this document.

Amendments requested by trade unions:

- Not to enter in to formal Government protocols on redundancy at this stage
- Treat Prison Officers 2s in the same way as all other staff and give them the choice of remaining within PO2 pay arrangements or opting in to the new terms and conditions at Band 3
- No changes will be made at this time to the 1 per cent and 2 per cent non-consolidated payments to eligible staff remaining on current

terms and conditions, Fair and sustainable now entails no changes to the current arrangements

- Allow staff to move voluntarily on redeployment to another role or establishment on a level transfer without their current terms and conditions being affected until at least April 2015 (this has been changed from 2014)
- Continue to provide Additional Committed Hours Pensionable at 39 hours. This is a transitional move on promotions and will last until April 2015 (this has been changed from 2014)
- The definition of rotational and non rotational roles has been provided within this document
- A selection process for Band 8 and Band 7 posts and the agreement to allow up to 25 per cent of vacancies at band 5 Custodial Manager and Hub Manager to be filled at local level through staff re-grading
- The situation for Operational Senior Manager Ds who sit outside the core structure (i.e. are not Deputy Governors) will be managed individually
- With regard to DPSM posts we have expanded and clarified the choices and process for those staff who were previously Principal Officers
- Specialist Administration roles will exist in Band 4 including Litigation and Health

& Safety and intelligence

- To provide additional clarity on the role and mapping of Psychological Services and Managing Chaplain roles
- To provide a new set of job descriptions and mapping guidelines for Instructional Officers
- To provide a new set of job descriptions and mapping guidelines for Works and Industrials
- Trade Union representation will be invited to observe local selection panels
- To provide a list of new job descriptions, listing their band and whether they are operational or non operational and rotational and non rotational

Clarifications made to the original version of this document:

- Restructuring will create some promotion opportunities. These promotions will take effect from April 2013 as the new structures are introduced
- Transitional compensation payments will be offered to staff affected by changes to local pay, to incentivise existing staff on promotion to new structures
- The process for mapping, matching and selection for existing staff to new roles
- The complexity of establishments

and a published list of indicators

- Healthcare Officer (excludes those without relevant training and skills) clarified as Band 4 Specialist Officer
- The introduction of an additional role of Custodial Manager people
- Work is continuing to develop job descriptions for the Young People's Estate
- The introduction of a clearing process for staff who are without a post following closed competition for Band 8 and 7
- Unfilled vacancies left following local closed competition will be advertised through national competition
- Manager Es and Fs who do not secure a post will have three choices available, in order to avoid redundancy - Voluntary Early Departure, Basic PIT or alternatively a re-grade to Custodial/Hub Manager, subject to the availability of posts
- The mapping process for Specialist Senior Officers
- Details of transitional and future training and development routes available
- Details on the continued developmental support for Fast Track scheme graduates
- New case studies added

Section 1 – Summary of plans

What is being introduced and why?

1. This document presents plans that affect all directly employed staff working in public sector prisons. Information on the restructure affecting staff at headquarters has been produced separately and is available on the intranet.
2. It sets out how we will introduce changes to the structure of the workforce in all public sector prisons from:
 - **April 2012 for all new starters and those on promotion** – current terms and conditions will be closed to new staff from this date
 - **April 2013 for all current staff** – who will still have the option of **retaining** their current terms and conditions
3. We have chosen this approach because it is fair to existing staff in that:
 - Existing terms and conditions and pay (and allowances) are unchanged
 - Staff have the choice to opt-in to the new pay arrangements on an annual basis
 - It allows us to introduce a job evaluation scheme (JES)
4. At the same time it also provides the required changes for the whole of the Service that will:
 - Create a clear and fair pay and grading structure
 - Reduce pay inequalities through the introduction of a new JES

- Realise significant savings in the public sector pay bill over a long period (ie over 15 years) and, in doing so
- Enable public sector prisons to remain a competitive force in an increasingly diverse market place

Summary of key points

5. In summary these plans will introduce:
 - A new operating structure for all grades based on 11 separate bands
 - A new job evaluation scheme for all roles in the National Offender Management Service
 - New clear and defined job descriptions for all roles
 - One core prison officer level
 - A new supervisory role above prison officer
 - Three levels of management
 - Custodial Manager (a new uniformed role) **and Hub Manager (for non operational grades)**
 - Head of Function
 - Senior Manager
 - A new approach to administration through the creation of administrative hubs in establishments
 - Open pay ranges for managers in Bands 6-11 (ie there are no fixed **pay** points between the top and the bottom of the pay range)

Maintain:

- Current numbers of OSG and Officers. These plans do not affect current numbers at these grades
- A specialist officer level
- A specialist administrative level
- Pay progression through pay points in Bands 2-5.*
- Clear avenues of promotion to each level of the operational line
- The Bulletin 8 and the Operational Support Grade (OSG) Agreements

Improve:

- The competitiveness of public sector prisons. We anticipate that once all proposals have taken effect, our bids could be over £1m cheaper per year in a large prison
- The fairness and transparency of how roles are assessed
- Fairness of pay

What does this mean for you?

6. From 1 April 2012:

- New terms and conditions for all new starters and promoted staff
- Current staff will remain on their current terms and conditions
- These terms and conditions will no longer be available for new starters or those staff being promoted
- Members of staff who currently earn £21,000 per annum or less can opt into the new arrangements**

- Prison Officer 2s will be treated in line with other existing staff and will be given the choice of retaining their current interim Prison Officer 2 pay points and allowances or opting into the new pay arrangements at Band 3.
- New Prison Officers (including existing PO2s) have the flexibility to choose a working week between 37 and 41 hours under Additional Committed Hours (ACH). Officers can choose to commit to work an additional 1-4 hours in excess of their standard weekly hours. These hours are paid at an enhanced hourly rate.

7. From 1 April 2013:

- All staff directly employed in public sector prisons will be working to their new roles and job descriptions in the new structures outlined in this document
- All jobs will have a job description that will have been evaluated by the new JES
- All existing staff have the choice to stay on current terms and conditions or opt in to new terms and conditions
- There will be some promotion opportunities available through the restructuring exercise. These promotions will take effect from April 2013 at the same point as new structures are introduced.

*Pay progression will be subject to performance, public sector pay policy, affordability and recommendations from the Prison Service Pay Review Body.

** Earnings apply to the national pay for your grade. More information on who these groups are and how this process will work are contained in Section 5 – How pay and reward will work.

8. The **pay** changes only affect new staff or those who opt into the new terms and conditions which relate to pay and allowances for a basic working week of 37 hours.
9. The changes set out in this document do not alter other terms and conditions for existing or new staff, **such as annual leave or pensions.**
10. The two tables overleaf summarise what these plans mean, from April 2013 for:
 - Current staff who choose **to stay** on their current terms and conditions
 - Current staff who **opt in** to the new terms and conditions

Table 1: Current staff who choose to remain on their current terms and conditions from April 2013

Roles and ways of working	All existing roles will be mapped across to the appropriate new role with a detailed job description in the new structure.
	You will be required to work to your new role as part of the new structure from 1 April 2013.
	For some of you, this may mean you will be mapped into roles that will mean a change to the job that you currently do. You will not be required to undertake any formal assessment or development, but you will be offered a short introductory workshop.
	You have the choice to opt-in to the new pay arrangements on an annual basis.
Pay and allowances	Your current pay will not change and you will continue to receive pay progression on the current published pay scales.
	For operational staff, annual pay awards will still be subject to the recommendations of the Prison Service Pay Review Body.
	For administrative, specialist and industrial staff, current arrangements for determining pay will remain unchanged.
	You will continue to retain all allowances and payments that you currently receive. Access to and payment of these allowances in accordance with existing policy criteria will continue until March 2015. From 1 April 2015 access will be restricted to those allowances and payments where they exist in the new pay structure.
	You will be subject to the existing overtime policy and rates.
	The existing non consolidated payments of one per cent for an “exceeded” SPDR marking and two per cent on pay maxima to eligible staff will not now be removed as stated in Fair and sustainable document published in November 2011. However, these payments and policy criteria will be subject to future review in line with wider government proposals and policies.
Promotion	All promotions arising from restructuring will take effect from April 2013. If there is an operational need to fill vacancies at the higher level in 2012 these should be by use of cover as an interim arrangement.
Level transfers	You can move voluntarily or on redeployment to another role or establishment on a level transfer without affecting your current terms and conditions. At some point in the future (and not before April 2015) this arrangement will cease and voluntary moves will require the member of staff to opt-in to the new terms and conditions.
Managed moves	Managed moves ² and compassionate transfers will not affect the current terms and conditions of staff.
Career break	Staff who go on a career break, secondment or maternity/paternity leave, will return on their existing terms and conditions, providing they return to a job at the same band.

1 Eligible staff groups are: Phase One Managers Grades A-G; Non Phase One PCS Administrative, Secretarial and Support Grades; Non Phase One Prospect Professional, Technical and Specialists Grades; and Non Phase One PSJIC Industrial and Agricultural Grades.

2 Managed moves are internal appointments made outside of open and fair competition.

Table 2: Current staff who choose to opt in to the new terms and conditions from April 2013

Roles and ways of working	You will be required to work as part of the new structure with a detailed job description from 1 April 2013.
	Once opted in, you cannot opt-out of these terms and conditions.
Pay	There will be a new 11 Band pay structure.
	Band 1 will have a single pay point.
	Bands 2-5 will have incremental pay points.
	Bands 6-11 will have open pay ranges with no fixed points.
	Pay progression through the bands will be dependent on public sector pay policy, affordability and recommendations from the Prison Service Pay Review Body.
	Pay progression will be subject to performance.
	Enhanced pay ranges for those working in Inner London and Outer London.
	Existing closed officer grades, i.e. appointed before October 2009, (including Prison Officers, Senior Officers and Principal Officers), Operational Support Grades (OSGs) and Industrial grades 2-5 will retain 39 hours pensionable pay (subject to working 39 hours). This will be paid as two Additional Committed Hours above standard 37 hours a week, on a pensionable standard hourly rate (ACHP).
	As a transitional measure for these staff, ACHP will be applicable for promotions effective before April 2015 into the new structure onto Bands 3 to 5.
	In both circumstances, ACHP will remain protected until an individual moves to another role.
Allowances, payments and overtime	The following allowances will be retained: <ul style="list-style-type: none"> • Boot and shoe (specialist elements) • Care and maintenance of dogs allowance • Dirty protest/extraneous duty payment • Tornado payments • Additional committed hours (ACH) – (only at Prison Officer Band 3) • Payment Plus • Unsociable hours working • Cover payments • Required hours allowance (RHA) • Oncall allowance
	A single overtime policy will apply for eligible groups.
	No other allowances or payments will apply under the new structures.
Promotion	If you hold an existing accreditation for promotion, this will still be recognised and will enable you to go for promotion in the new structure.
	As part of the transitional arrangements compensation payments will be offered to those staff affected by the local pay changes in order to incentivise existing staff to move to new structures on promotion. See section 5 - Local pay allowance compensation on promotion.
	Future promotion through the new operational structure is set out in Section 4.
	Pay on promotion will increase base pay (i.e. net of any inclusive unsocial element and additional hours over 37 per week) by at least 5%. This increase in pay may be made up of consolidated and one off non consolidated underpin payments. More information is given in section 5.

Opting in

11. Staff will be opted in to the new terms and conditions, if:
 - You choose to opt-in in the future. There will be an annual process where you can indicate your wish to opt-in. This is likely to occur between April and July.
 - You are successful on promotion and take up the new post. For transition purposes this will be effective from April 2013.
 - You take a voluntary level transfer (but only from April 2015 at the earliest).
 - You are downgraded or re-graded as a result of unsatisfactory performance or disciplinary action in line with existing arrangements for your grade and where the alternative penalty would be dismissal.
 - You voluntarily request a downgrade prior to a capability hearing or for any other reason.
12. You will not be opted in if you:
 - Are subject to a managed move²
 - Take a voluntary level transfer (until at least April 2015).
 - Are on the redeployment register and accept an alternative post (until at least April 2015).
13. From April 2013, after the Government's response to the Prison Service Pay Review Body (PSPRB) recommendations has been published, you will be asked to make a choice as to whether you wish to opt in to the new terms and conditions or remain on your current terms and conditions. You will be required to reply formally and will be supported through that process. If you choose to stay on your current terms and conditions in 2013 there will be an annual opportunity to opt in thereafter.

² Managed moves are internal appointments made outside of open and fair competition.

Section 2 – New ways of working: Structures, roles and bands

14. The changes will introduce a standard structure in all public sector prisons. The level of grades and working methods will be the same for all prisons albeit the actual numbers of staff may vary according to the size and complexity of a prison.
15. The new structure consists of 11 bands. Current grades will map to the new bands as shown in Table 3 - 9.
16. Every role is evaluated to produce a JES score which then places that role within the appropriate band. (Further details on the JES process are given in Annex C). Each band has an associated basic pay range. Any applicable allowances or additional payments (such as unsocial hours payments) will be paid on top of this. For details on this see Section 5.
17. All members of staff in prisons will move to the new bands either by being matched to their equivalent role in the new structure or by being mapped to the family of jobs of which their current job belongs. The band they move to will be on the basis of the JES score for the job description to which they will work. The transition to the new working structures will only take place once the number of posts at each band has been determined by the Governor and agreed by the Deputy Director of Custody or Director of High Security.
18. The process for moving staff to roles in the new structure has been designed to take into account the specialist nature of some job descriptions, and the more flexible nature of others, while being as fair as possible to staff in both types of role. All job descriptions will be listed as either “rotational” or “non-rotational”, based on whether or not a role requires specialist skills, qualifications or experience. This approach will be applied to both Operational and Non-Operational roles.
19. Non-rotational roles are those that require specialist skills or qualifications. Examples of non-rotational roles include Health & Safety Manager, Chaplain and Specialist Officer PEI.
20. Rotational roles are those where the nature of a job is a generic one, or where for operational reasons assigning a role to a specific individual would be impractical. Rotational means the individual could be rotated between a number of different job descriptions, in the same job family (group profile) at the same band. Examples of rotational roles include OSGs, Prison Officers, Business Administration Officers and Operational Heads of Function.

21. Annex E contains a list of all job descriptions in the new establishment structures and whether they are rotational or non-rotational, operational or non-operational and whether a promotion interview is required to fill that post.
22. The process for mapping and selection for each new band in the structure is detailed in Section 3.

Explaining the differences in bands – assessing the complexity of establishments

23. Some roles, such as Governor, Deputy Governor and Head of Function, map into different bands. This is because the complexity, size and scope of an establishment impacts on the JES score of the role. These levels of complexity for establishments have been defined as **Complex and Diverse**, **Complex** and **Standard**.
24. A central panel, chaired by a NOMS Director and comprising job analysts and observed by trade union officials, **decided** the level of each establishment using information provided to them by the Director of High Security and Deputy Directors of Custody against a standard set of indicators. The indicators **used and the complexity list of establishments** are set out in Annex A.

Table 3: New operational structure showing new bands and where current grades will map to

Current grades	Will map to	New structure and band (B)	Key points of roles in the new structure
Senior Manager A		Governor B11	Role for Governor is unchanged. Role will either be in Band 10 or 11 depending on the complexity of the establishment
Senior Manager B			
Senior Manager C		Governor B10	
Senior Manager D (with SOM)		Deputy Governor B9	Role of Deputy Governor will either be in Band 8 or 9 depending on the complexity of the establishment Role of Head of Function will report to Governor or Deputy; directly line manage custodial managers; and will either be in Band 7 or 8 depending on complexity of establishment and role. A Head of Function in Band 8 will not line manage a Head of Function at Band 7 Available options can be found on Table 7 and Table 8.
Manager E		Deputy Governor B8 Head of Function B8	
Manager F		Head of Function B7	
Closed Principal Officer		*Custodial Manager B5	Custodial managers have line management responsibilities for Supervising Officers, Specialist Officers, Prison Officers and OSGs. They will also be the Group Managers for local policy and procedures; they will report directly to Head of Function No line management responsibility; can be deployed into Supervising Officer role (but not vice-versa). Mapping options are explained on page 12 No line management responsibility; supervises the prison regime and activities; reports directly to a Custodial Manager
Senior Officer (Specialist)		Specialist Officer B4	
Senior Officer		Supervising Officer B4	
Closed Prison Officer (Including existing specialist officers see overleaf)		Prison Officer B3	No change to current role
Prison Officer 2			
OSG		OSG B2	No change to current role

* Please see Section 3 for further information on the selection to Custodial Managers, which includes former Principal Officers including Developing Prison Service Managers (DPSMs)

A new non-operational structure

25. The new structures include a new approach to administrative activities by creating hubs that will provide administrative support across the establishment rather than through standalone roles.
26. There will be four types of hub:
 - People Hub – this will pool administration resources to cover activities such as training, staff detail and rostering and HR support
 - Business Hub – this will pool administration resources to cover finance and performance, audits, stores and contract and facilities support
 - Offender Management Hub – this will pool administration resources to be case administrators and move away from the traditional custody office standalone roles such as Discipline Clerk, Parole Clerk and so on
 - Activities Hub – this will pool administration resources to support resettlement and industries and workshop activities including procurement and regime monitoring

Table 4: New non-operational management structure showing new bands and where current grades will map to

Current grades	Will map to	New structure and band (B)	Key points of roles in the new structure
Manager E		Head of Function B8	Head of Function roles will not change – a list of all available options can be found in Table 10
Manager F		Head of Function B7	
Manager G		Advisers B6	Advisers cover roles such as health and safety, fire advisers and occupational health. They will be responsible for local policy and delivery of the relevant specialist service and ensure compliance. Individual job descriptions have been created for the various roles
		Hub Managers B5	Provide a centralised function in areas such as activities, business (finance), people and Offender Management. They will have line manager responsibilities and will report to a Head of Function. This is a new job and will be filled via full open competition.
Executive Officer		Specialist Administrator B4	Specialist Administration roles covering litigation, health, fire and safety and intelligence. They do not have line management responsibilities and report directly to Hub Managers, Advisers or Custodial Managers
Administrative Officer/ Personal Secretaries		Business Administrator B3	All Business Administrator roles within the hubs will be managed by the Hub Manager. The standalone Business Administrator support roles such as equality, programmes, substance misuse, estates, safer custody and residence will be managed from within their specific function. The role has no line management responsibilities.
Administrative Assistant/ Typists/SGB2		Support Services Administrator B2	Provide support in areas such as visits, records, filing and to hubs. They have no line management responsibility and report to a Hub Manager or to their manager within a specific function
Cleaner		Cleaner (spot rate)	The role of cleaner has not changed

All other roles

27. Roles in this section include psychology, chaplaincy, instructional officers, industrial and agricultural grades (ie roles in works, industrial, catering and farms and gardens)
28. Discussions with professional leads and trade unions have led to the following structures being developed. Where possible they mirror the structures and levels designed for other operational and non-operational roles.

Psychological services

29. Trainee and registered psychologists are a specialist professional service. The changes to the psychology service roles aim to reflect this specialism. The job descriptions focus specialist psychology resources towards psychological work, or work where the skills of a psychologist add value.
30. Within regions, psychological services will be delivered through a regionalised operating model, with psychologists being managed as a professional group. To provide this service there will be sufficient cluster managers to line manage

the qualified workforce. Table 5 outlines the proposed new regional structure for psychological grades.

31. We have two bands of registered psychologist; this is to reflect the management responsibility for trainee psychologists as well as the need to retain a group of staff able to deal with more complex needs.
32. Different arrangements will apply in High Security, reflecting differences in the volume and speciality of psychology resources for the five dispersal prisons. The role of Head of Psychology remains in each establishment. There is parity between this role and that of the cluster manager. In the non High Security estate Psychological resource in the three core local establishments will be managed by a Cluster Manager within High Security.
33. Psychological Assistants are employed in a range of roles but will all map against the job descriptions covered by Interventions Facilitator and other duties will be considered within this. Table 6 shows new bands and where grades map to.

Table 5: Proposed new regional structures for psychological grades

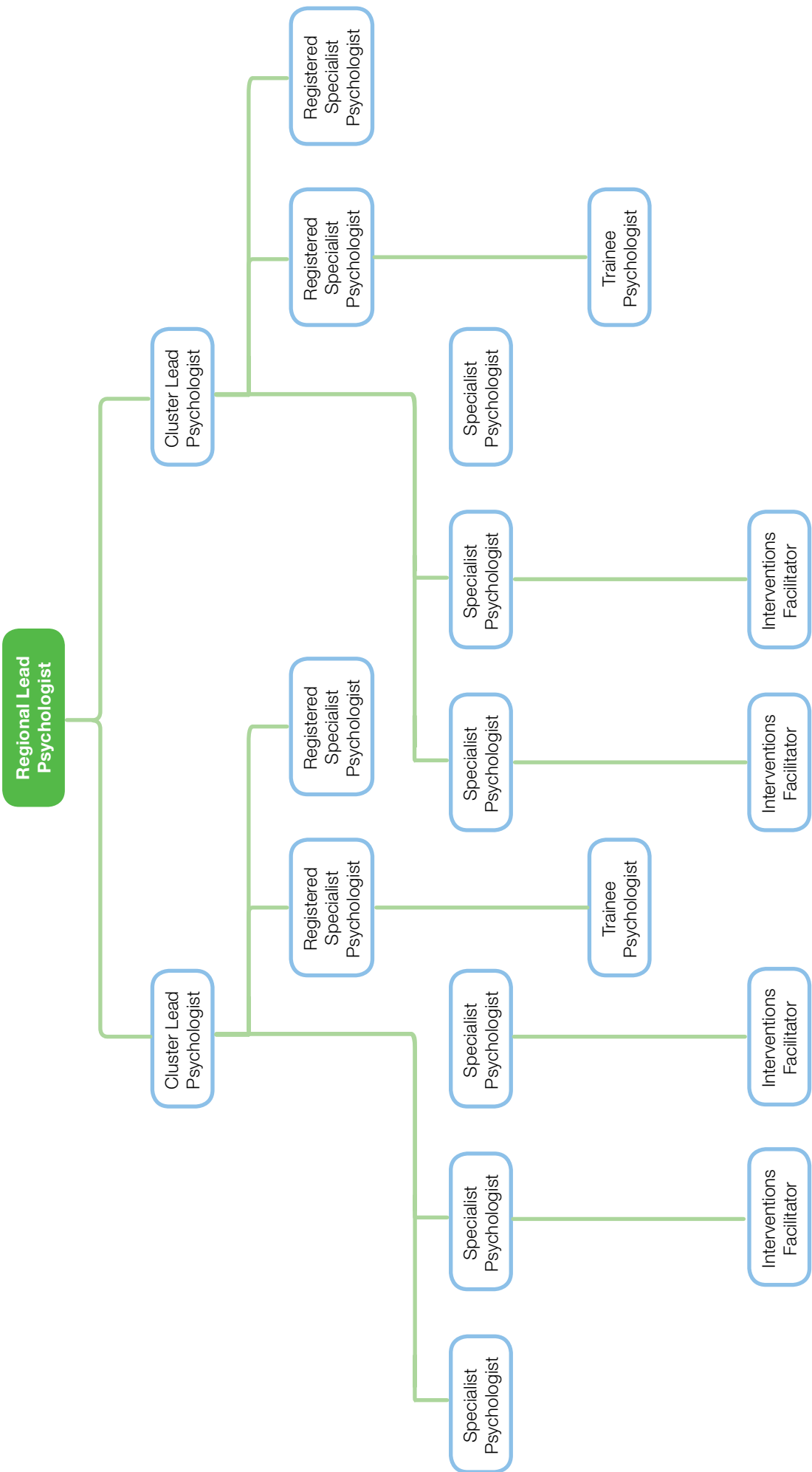


Table 6: Psychologist structure showing new bands and where current grades map to

Current grades	Will map to	New structure and band (B)	Key points of roles in the new structure
Psychologist Senior Manager D Regional Psychologist Clinical Director Senior Manager C HSE/Frankland		Regional Lead Psychologist/ Clinical Director B10	There is no change to the roles of Regional Leads and have been mapped as part of headquarters restructure
Psychologist Senior Manager D		Cluster Lead /Head of Psychology B9	Cluster leads are part of the regional structure and their duties remain unchanged. Establishment roles within the five dispersals remain unchanged at this band
Psychologist Manager E		Specialist Registered Psychologist B8	The Registered Specialist Psychologist role remains unchanged and will be managed within the regional structure, with the exception of High Security where it will remain within the Establishment. Specialist Registered Psychologist at Band 8 will manage the Trainee Psychologists
Psychologist Manager F Registered		Registered Psychologist B7	Registered Psychologist role remains unchanged. This role will be managed within the regional structure, with the exception of High Security where it will remain within the Establishment. Registered Band 7 Psychologist will manage Psychological assistants where appropriate
Trainee Psychologist		Trainee Psychologist B5	There are no changes to the duties of this role and this is managed within the regional structure, with the exception of High Security where it will remain within the establishment set up.
Psychological Assistant		Facilitator Psychological Services B4	This is no change to the existing Psychological Assistant role. Facilitation is expected in all these roles. This is an establishment based role

Chaplaincy

34. There will be two bands of Chaplain - Chaplain and Managing Chaplain. It is anticipated that these will be Bands 6 and 7 though this will be subject to the job evaluation system (JES).
35. The role of Managing Chaplain will be a specialist role equivalent to Head of Function and will oversee all elements of pastoral activity in establishments.– the method of transition from existing Chaplaincy roles is yet to be finalised but any promotion from Band 6 to Band 7 will be through national open competition.
36. The Managing Chaplain role will include line management of the chaplaincy team. All other Chaplains will start on the same band. It is a Governors decision as to whether a managing chaplain is required at their establishment, NOMS recognises the value of faith based services in prisons and we anticipate that managing Chaplains will be in place in the majority of establishments. Chaplains currently in post will have the choice whether to opt in to the new arrangements, or to keep their existing terms and conditions.

Table 7: Mapping chaplaincy grades to new bands and roles

Current grades	Will map to	New structure and band (B)	Key points of roles in the new structure
		Managing Chaplain B7	Responsible for the line management of chaplains and for providing leadership in pastoral care to prisoners and staff in establishments
Chaplain Pay Band 1 (including coordinating Chaplains)		Chaplain B6	Responsible for the delivery of pastoral care and faith specific services to prisoners and staff
Chaplain Pay Band 2			

Instructional Officers

37. Discussions have progressed with our trade unions to establish a new set of Instructional Officer roles. Currently we only have a single Instructional Officer role but as a result of further work a number of new job descriptions have been developed.
38. There are now two roles - Specialist Production Instructor Band 4 and Production Instructor Band 3. The jobs are now workshop specific. Examples include:
 - Specialist Production Instructor: Amenities & Conservation Instructor
 - Specialist Production Instructor: Livestock Control Instructor
 - Specialist Production Instructor: Engineering (Machining)
 - Specialist Production Instructor: Engineering (Sheet Metal Work)
 - Specialist Production Instructor: Engineering (Welding and fabrication)
 - Specialist Production Instructor: Printing (Print Finishing and Binding)
39. Specialist Production Instructor: Engineering (Aluminium Windows Double Glazing)
40. Specialist Production Instructor: Woodwork (Wood Machinist)
41. Specialist Production Instructor: Laundry
39. Instructional Officers will map to either Band 3 or 4 roles depending on the nature of the work and the skills and qualifications required to perform the roles. Rotation between workshops will be restricted due to the specialist nature of each type of workshop.
40. Non vocational Instructors will map to Band 3 Production Instructors and jobs will include Enterprises (Contract Services).
41. Vocational training roles will still exist and jobs will include Prison ICT Academy (PICTA) workshops, Painting & Decorating and Industrial Cleaning amongst others. Work is ongoing to capture these jobs and create the appropriate job descriptions.

Table 8: Mapping Instructional Officer grades to new bands and roles

Current grades	Will map to	New structure and band (B)	Key points of roles in the new structure
Instructional Officer		<div>Specialist Production Instructor B4</div> <div>Production Instructor B3</div>	<p>The higher level role recognises the specialism required to operate in the relevant workshop</p> <p>Work tends to focus on production line activities rather than specialist workshop</p>

Works and Industrials

42. Following the review of estates the recommendation is that regionally Deputy Directors of Custody can decide how they wish to configure their works structures. In Complex and Diverse Prisons a Head of Estates will be a standalone role.
43. Catering Managers F and G will match to a Band 6 Facilities and Services Unit Catering Manager responsible for managing the catering function.
44. Industrial Grades Civilian Caterers (IG2) will map to Facilities and Services Supervisor – Band 4 and are responsible for supervising the chefs and supports who work within the kitchen.
45. Electricians who are High Voltage accredited and plumbers who are gas safe and Legionella accredited will map to Facilities and Services Specialists.

Young People's Estate

46. Work is ongoing with the Young People's Team to review their structure against Fair and sustainable.
47. The Young People's Estate is commissioned by the Youth Justice Board (YJB) and there are a number of areas where the service provided is distinct and different, in order to ensure that establishments are correctly resourced and structured to meet these requirements and deliver the service level agreement between the YJB and NOMS.

Table 9: Mapping, works, industrial and agricultural grades to new bands and roles

Current grades	Will map to	New structure and band (B)	Key points of roles in the new structure
Manager E		Head of Estates B8	Head of Estates roles are unchanged. They will be at Band 7 or 8 depending on the complexity of the establishment.
Manager F		Head of Estates B7	
Manager G		Site Manager B6	The role of Site Manager is unchanged.
		Facilities and Services Manager B5	A new first line manager role to manage trades staff and supervisors. Reports to the Site Manager or Head of Function
Industrial Grade 1 Industrial Grade 2 Caterers/Estates		Facilities and Services Supervisor/Specialist B4	<p>Works within areas such as works departments, kitchens and waste management and land-based activities. They have no line management responsibilities but will be required to supervise members of staff working in their areas. They will report to a Facilities and Services Manager or a unit manager within their specific function.</p> <p>Facilities & Services Supervisors - They have no line management responsibilities but will be required to supervise members of staff working in their area and systems.</p> <p>Facilities & Services Specialist - These will be specialist in systems use, they will have no line management responsibility; can be deployed into Supervising Officer role (but not vice-versa).</p>
Industrial Grade 2 Industrial Grade 3		Skilled Delivery Role B3	<p>Works within areas such as works departments, kitchens and waste management and land-based activities.</p> <p>Reports to a Facilities and Services Manager within their specific function.</p>
Industrial Grade 4 Industrial Grade 5		Facilities and Services Support B2	Provide support in areas such as works departments and gardens. They have no line management responsibilities and will report to a Facilities and Services Manager within their specific function.

Section 3 – Transitioning to the new structure

What will happen when?

48. We will begin to introduce these changes from April 2012, with all staff working in the new structure by April 2013. Staff will not assume their new substantive roles until April 2013.
49. Every establishment will complete their restructure work over 2012/13 as detailed below, but the new structures will not become operational until April 2013. The timeline overleaf shows what will happen when.
50. Governors and Deputy Governors were mapped to their new roles in January 2012 as they will lead the restructuring at their establishments.
51. Once the Governor has determined the number of posts at each band, which has been agreed by the Deputy Director of Custody or Director of High Security, then the process will begin to map or select people to these roles. Mapping will be completed by the end of May 2012. We expect open competition to be completed by the end of December 2012.
52. Staff will either be mapped or matched directly into new roles depending on whether they are undertaking rotational or non rotational roles. The list of jobs in the new structure contained in Annex E shows which roles are rotational and which are non rotational.
53. Those is rotational roles will move in the new structure through mapping on the basis of their existing grade and the job family to which their role belongs. The tables given in Section 2 show which bands current grades will map to.
54. Non rotational roles will be matched according to the role carried out. In some cases a non rotational role may require a closed competition where more than one member of staff in an establishment may match to the job description.
55. All mapping and matching will be based on your substantive grade and will be completed by a local panel chaired by the Governor at each establishment. Trade Union representatives will be invited to attend these sessions.
56. If there are too many people of the same grade who have mapped or matched to a role (for example, Manager Fs to Band 7 roles) then selection will be through a local competition.
57. If there are staff who are left without a post following closed competition, then the clearing process will be used to allow Band 8 and Band 7 staff to move on a level transfer to a vacant post elsewhere.
58. Vacant posts following the clearing process will proceed to a national competition (for example, Supervising Officer and Custodial Manager). This will happen between July and December 2012.

How will different staff groups be affected?

- 59. We expect that current grades will be affected differently by the restructure. For example, the number of OSG and Officer posts will not change as a result of this work. We do not anticipate a reduction in the number of staff in the Administrative Hub but it is likely that the effect of restructuring will be felt more keenly on current operational and non-operational manager E and F grades.
- 60. We expect there to be a number of surplus staff at these levels as a result of the restructure, and we will seek to address this through the use of Voluntary Early Departure, redeployment (basic PIT without Taxable Housing Cost Allowance (THCA) to be considered) and a regrade or any offer of reasonable alternative employment to Band 5.
- 61. It has been agreed that at establishment level a maximum of 25 per cent of Custodial Manager and Hub Manager posts will be available for staff who wish to re-grade.
- 62. Staff wishing to take up the above regrade will be required to operate fully at this grade, subject to new terms and conditions, and with the offer of 2 years' pay protection. Those Operation Manager Es and Fs who grade to Custodial Manager will be required to operate in uniform and will maintain their Operational Manager qualification indefinitely. Staff who regrade either to Custodial or Hub Manager will remain eligible to apply for promotion in the future.

- 63. There will be no surplus OSGs, Prison Officers, Senior Officers or Principal Officers as a direct result of this process.
- 64. Once the initial mapping of people into roles has taken place and we know what vacancies there are, then there will be some promotion opportunities available for current staff - for example at Band 5. These will be appointed through national recruitment.

Explaining the need for rotational and non-rotational roles

- 65. It is important for the organisation to distinguish between jobs that are mapped on grade and those that are matched on specialist requirements. This is because if you are matched to a role this becomes your permanent job and only in exceptional circumstances will you be able to be deployed to another job in the organisation, without going through a recruitment process. If you are mapped by grade you can be deployed to a number of different jobs in the same job family. This is not the same as being operational or non-operational and it does not affect whether or not you are a mobile grade. Rotational jobs will be mapped. Non-rotational jobs will be matched.
- 66. The reason that we are not matching everyone in the organisation is because we would be unable to function operationally without being able to rotate people across different jobs. It also means that individuals who are matched because of their specialist requirements will be allowed to stay in their current post, even if

their current grade is higher than the corresponding band of the role in the new structure. This will ensure that the business can run, and no one else is at a disadvantage because they remain in their individual post. This means that we will now need to define jobs as rotational or non rotational.

How will the selection process happen?

67. Selection will vary slightly depending on the type and band of role you are in. These are listed below.

Non-Rotational roles

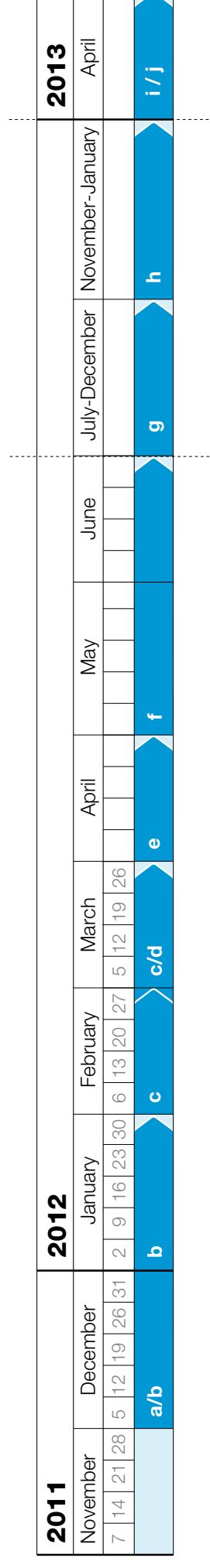
68. Individuals in establishments currently working in non-rotational roles will usually be matched directly to the equivalent role in the new structures and work to the relevant job description.
69. If the role in the new structure has been evaluated as being at a lower band than the current post-holder's grade, the individual will continue in the role on their existing pay level until a suitable role becomes available at their correct band. For example, the Band 6 Catering Manager role is listed as non-rotational. If the current Catering Manager is a Manager F, they will be matched to the Band 6 role, but remain on Manager F terms and conditions.
70. If the role in the new structure has been evaluated as being a higher band than the current post-holder's grade, the role will be advertised through full national competition and the current post-holder would be able to apply as a promotion opportunity. For example, if the Fire Officer role currently performed by an OSG is listed as a Band 3 Skilled Delivery

Fire Technician in the new structures, this would be on promotion for an OSG whos grade equates to Band 2. The role would be advertised through national competition.

Rotational roles

71. Individuals carrying out roles in an establishment which are listed as rotational will initially be mapped across to a generic job description that covers a job family in the new structure on the basis of their grade. They will then be allocated a specific job description.
72. For example, Operational Manager E grades in an establishment will be mapped across to the new structure as a Band 8 Head of Function. Once mapped, they will then be allocated a specific Job Description (For example Head of Security and Intelligence) by the Governor of that establishment.
73. Where there are fewer roles available in the new structure than there are current members of staff at that grade, a closed competition will be held for people to apply to the group profile. Specific Job Descriptions (see para 76 & 83) will then be allocated to the successful candidates.

Transitioning to the new structure – timeline



Key

Establishment announcements

- Completion of job descriptions and testing in establishments
- Mapping and selection of Governors and Deputy Governors
- Restructure establishment workshops and mapping and closed competition (begins February and ends May 2012)
- Appeals on mapping and closed competition (ends 31 May 2012)
- New terms and conditions introduced for new starters (from 1 April 2012)
- Clearing process begins nationally (begins May and end June 2012)
- Open competition commences in establishments (completed by December 2012)
- Appeals process against open competition
- New structures introduced (from 1 April 2013)
- Decision on preference to opt in (from 1 April 2013)

Band 9 Posts (current grade, Senior Manager Ds)

- 74. Operational Senior Manager Ds who are based in establishments but who are not currently Deputy Governors will sit outside of the core structure numbers and will be managed individually by their Deputy Director of Custody/Director of High Security. This is explicitly not to disadvantage individuals at Band 8.
- 75. Non operational Senior Manager Ds will participate in the mapping and matching process for non operational roles within the new structure.

Band 8 posts (current grade Manager E)

- 76. In an establishment where there are more Manager E posts than Band 8 posts available closed competitions will take place within establishments. Where a candidate has not been successful they will be placed into a “clearing” process but will not be made surplus at this stage.
- 77. Once the closed competition stage is complete, any vacancies at this band will be collected and offered to all Band 8 staff in the “clearing” process on level transfer with the offer of restricted PIT (excess fares or house move expenses excluding THCA). Expressions of interest and local interviews will then be held with suitable staff appointed. Unsuccessful staff at this point will be registered on the redeployment list.
- 78. At the end of this process, staff on the redeployment list will be offered VEDS or the opportunity to re-grade with two years’ pay protection to

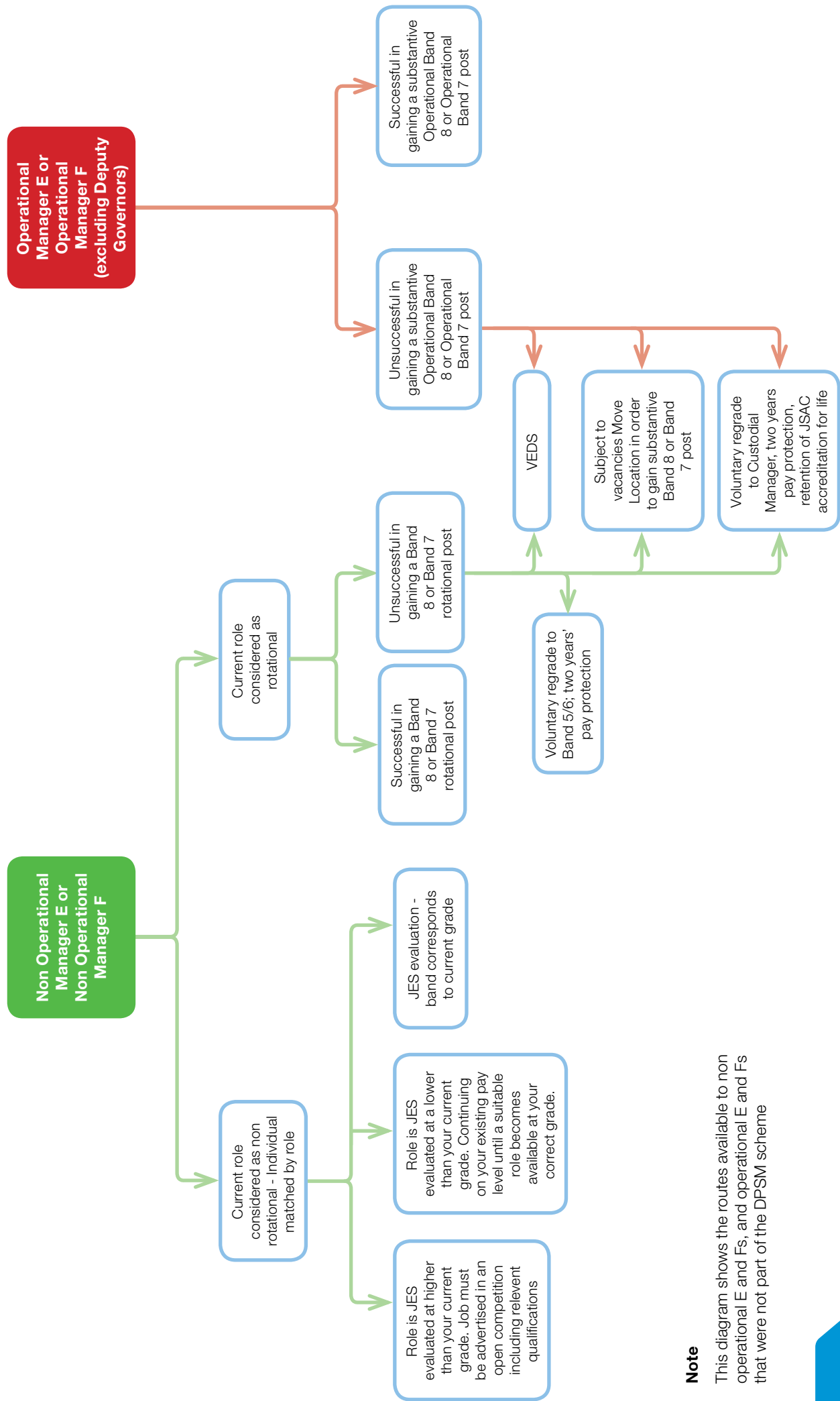
Custodial Manager for operational managers or Hub Manager for non operational managers.

- 79. It has been agreed that at establishment level, up to a maximum of 25 per cent of Custodial Manager and Hub Manager posts will be available for staff who wish to re-grade.

Band 7 posts (current grade Manager F)

- 80. The selection process for Band 7 posts will be the same as for Band 8 above.
- 81. Operational managers wishing to take up the above re-grade will be required to operate fully as a Custodial Manager, subject to new terms and conditions, with the offer of 2 years’ pay protection. Custodial Managers will be required to operate in uniform but would retain their Operational Manager qualification indefinitely and would be able to apply for vacancies at the higher level in the future.
- 82. Non operational staff will be required to operate fully as a Hub Manager subject to new terms and conditions and 2 years’ pay protection. They would be able to apply for vacancies for at a higher level in the future.
- 83. Please see table 10 which illustrates the options available to operational E and F grades and non operational E and F grades.

Table 10: Options available to operational and non operational manager Es and Fs



Note
This diagram shows the routes available to non operational E and Fs, and operational E and Fs that were not part of the DPSM scheme

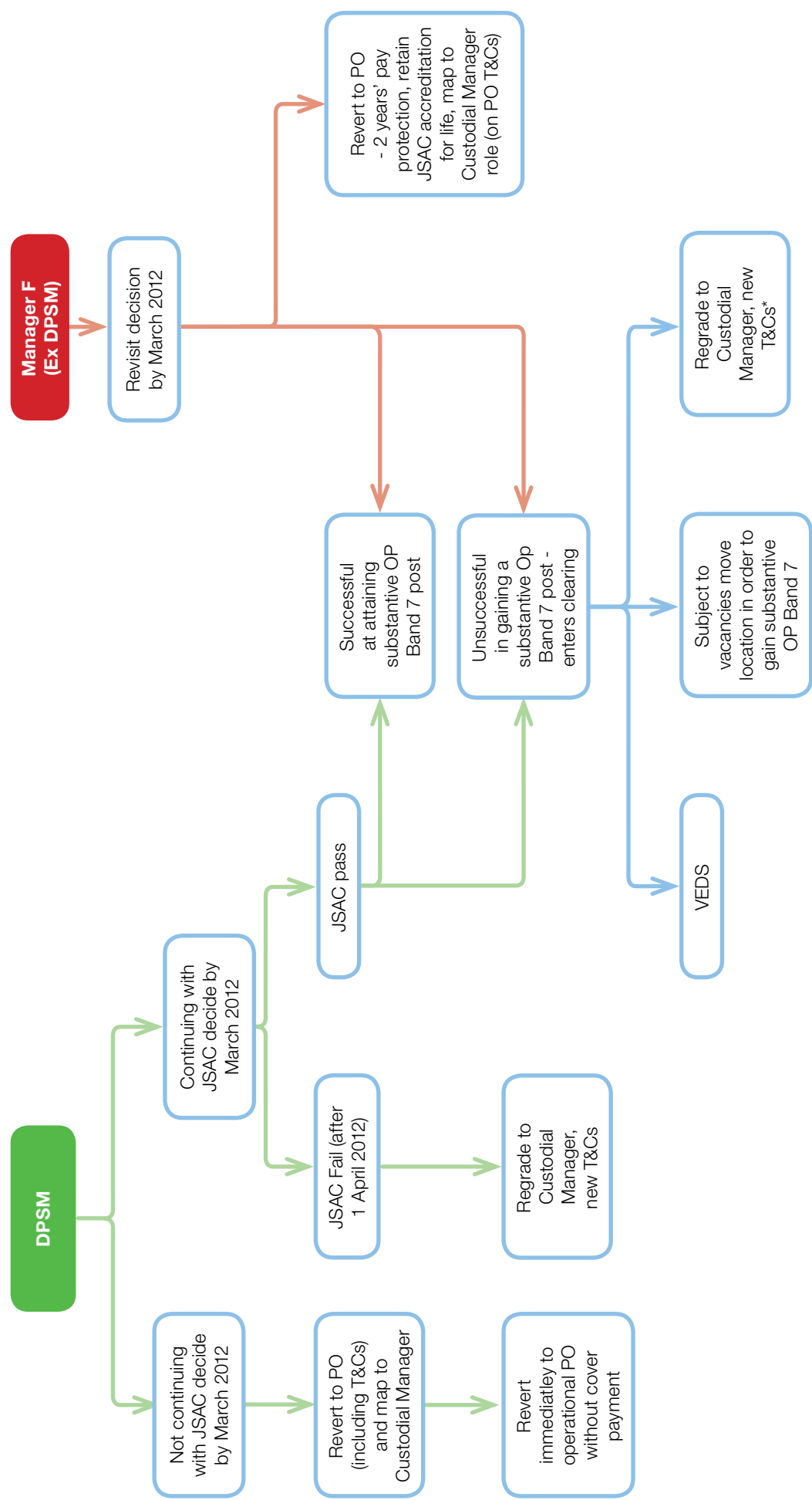
Developing Prison Service Managers (DPSM)

84. DPSMs currently waiting to sit stage 2 or 3 JSAC will be given the option to continue with the JSAC or remain as a PO and map across to Custodial Manager roles on existing PO terms and conditions.
85. DPSMs who choose to continue with the JSAC and are then unsuccessful will automatically map across in 2013 as Custodial Manager on new terms and conditions. Staff who pass the JSAC will become Manager Fs, and will be subject to competitions at their establishments for Band 7 roles along with existing Manager Fs. Table 11 outlines the decisions process involved for this group of staff.
86. DPSMs who sat the stage 3 JSAC in January 2012 will receive their results in March 2012.
87. DPSMs who have already achieved accreditation to Manager F roles can revisit their original decision and choose to revert back to the PO. They would then map over to Custodial Manager roles on existing Principal Officer terms and conditions in April 2013.
88. The DPSM training programme will end on 31 March 2012.
89. Former DPSMs who choose to remain at Manager F grade will map across to Band 7 roles and be included in the competition pool for these roles. Where an establishment has more Manager Fs in post than Band 7 roles in the new structure, the former DPSMs will compete with the other Manager Fs for the positions.
90. Former DPSMs who chose to re-grade to Senior Officer or non Operational Manager G can also revisit their decision and choose to regrade back to a PO, and so in April 2013 map across to the new Custodial Manager roles on PO terms and conditions.
91. If a DPSM wishes to revert immediately and operate as a PO from April 2012 (before mapping to a Custodial Manager role in April 2013), they will revert to PO pay and conditions. After 1 April 2012 the DPSM role will cease.

Band 5, Custodial Managers (existing and former POs and DPSMs)

92. Existing Principal Officers will map to Custodial Manager (Band 5) roles.
93. Former Principal Officers/Developing Prison Service Managers (DPSMs) can revisit their original decision made at the time of the closure of the Principal Officer grade on 20 January 2010 and elect to be mapped to Band 5 Custodial Manager role.
94. All staff who were POs on 20 January 2010 – the date Next Steps for Principal Officers was announced – and who were on 11 November 2011 either:
 - Operational Manager Fs, having previously been DPSMs
 - Principal Officers who chose to become Non-operational Manager Gs on 20 January 2010
 - Senior Officers (other than as a result of a downgrading as a disciplinary or performance/capability measure)

Table 11: Decision options available to DPSMs and Manager Fs



Notes

1) Decision to be requested in March 2012

* Two years' pay protection offered in line with existing Business as Usual policy

- Can choose to return to closed Principal Officer terms and conditions and so map to Band 5 Custodial Manager roles in April 2013. Individuals will need to make this choice in March 2012. They will not be able to revisit this decision after this point.
95. Staff who make that choice would then be ineligible for mapping to, or closed competitions for, roles at any other level in the new structure:
- Including those to which their current grade would normally match (Band 4 Supervising Officer for Senior Officers; Band 6 Advisor for non-operational Manager Gs; Band 7 Functional Head for Operational Manager Fs).
 - Even if considerable numbers take this option, it should not significantly affect the prospects of existing Principal Officers to secure a post in the new structure as there will be more than enough Custodial Manager roles available. Vacant posts will be available for application from Senior Officers and Officers who have the Senior Officer JSAC qualification.
 - The option is not available to those Principal Officers who already possessed Operational Manager accreditation in February 2010, and were therefore automatically promoted to operational Manager F in 2010. Those staff will simply be considered for mapping (and if necessary closed competition) for Band 7 Functional Head roles.

Band 4, Specialist Officer

96. There are currently a number of roles which attract the payment of a specialist allowance. The application of JES will lead to changes in the arrangements for specialisms in the new structure.
97. The following roles will continue to be recognised as specialist under JES and the new pay structures, and will therefore map to Band 4 Specialist Officer:
- Patrol Dog Handler
 - Instructor Industries
 - Physical Education Instructor (PEI)
 - Healthcare Officer (excludes those without relevant training and skills)
 - Prison Officer Specialist Caterer
98. There will also be some further roles identified as Band 4 Specialist Officer by virtue of the additional training and qualifications required to carry out these roles. Individuals will be able to apply for these posts on open competition subject to holding the required qualifications/training for the role.
99. These new specialist roles are:
- Specialist Dog Handler (Search Dog - drugs, explosives, weapons)
 - Programmes Facilitator
 - Offender Supervisor
100. Current Specialist Senior Officers (PE Instructors and Dog Handlers) can:
- Choose to map to a specialist role as a new Specialist Officer

- Opt to be a Supervising Officer without specialism; or alternatively
- Apply for a Custodial Manager role on promotion which would not necessarily be specialist specific

Band 4 Supervising Officer

101. Posts at the level of Supervising Officer (Band 4) will initially be filled at establishment level through direct mapping of existing Senior Officers into posts.
102. Posts remaining unfilled after that process will be filled through open competition from applying current Officers (both Officers and Officer 2s) who have successfully passed their initial officer probation.
103. Officers progressing to Supervising Officer will undertake a structured development programme which includes a Level 2 Diploma qualification. Further details of training and development routes can be found in Section 4 – Table 12.

Band 3 Prison Officer

104. Current Prison Officers (both Officers and Officer 2s) will map to Band 3 Prison Officer roles.
105. These following roles will also map to Band 3 Prison Officer:
 - Works Officer
 - Officer Librarian
106. Although these roles are currently in receipt of a specialist allowance and may involve additional training or qualifications, under JES their overall job weight does not warrant Band 4. We expect that these staff will choose to remain on their

current pay and allowances or apply for Supervising Officer roles.

Band 2 OSG

107. OSGs will map to Band 2 OSG roles

Retention of reserved rights for Pre Fresh Start staff

108. If you held Pre Fresh Start reserved rights, opting into the new terms and conditions does not affect eligibility for reserved rights (to doubling and to retire from the age of 55). Pre Fresh Start staff who have those reserved rights will continue to hold them if they opt in – provided, of course, no other circumstances happen to change at the same time, which would affect eligibility (for example, the individual also moved to a non-qualifying band or location).
109. The rules for reserved rights are set out in Volume 2 of the Civil Service Pensions Manual – which says that reserved rights apply to: “Prison Officer grades” who are “serving in an institution to which the Prison Act 1952 or the Prisons (Scotland) Act 1952 applies.”
110. Under NOMS’ current grading structure, the following are considered to fall within the scope of the term “Prison Officer grades” as used in the Pensions Manual: Prison Officer, Senior Officer, Principal Officer and Operational Manager.
111. Under the new structures, the term will apply equally to the following roles, which are associated with each of those current grades: Prison Officer (Band 3); Supervising Officer and Specialist Officer (Band 4); Custodial Manager (Band 5); and operational

Head of Function (Bands 7 and 8). These grades will retain their reserved rights when they map across to the new structure in April 2013, and will retain them if they later gain promotion up to a Band 8 post. Thereafter promotion to a Band 9 post will mean loss of the reserved rights.

Transitional support for staff in new roles

112. From April 2013, the new structures will be live in every establishment. For some of you, the mapping and selection process may mean that from this date, you will be working in a new role with different responsibilities to those you currently hold. You will not be required to undertake any formal assessment or development but the following support will be available before people take up post:

113. Band 4 – Supervising Officer

- Senior Officers mapped into this role will receive an “Introduction to being a Supervising Officer” workshop. Post holders can also choose to take up the **Diploma 2** qualification that will be available to all new entrants to the role. **Further details of training and development routes can be found in Section 4 – Table 12.**
- Prison Officers on promotion must then undertake a new development course (which includes a **Diploma 2** qualification)

for this role to ensure that they are fully supported in their new role

114. Band 5 – Custodial Manager

- Principal Officers/Developing Prison Service Managers mapped to this role will attend an “Introduction to being a Custodial Manager” workshop
- Senior Officers promoted to this role will need to undertake a structured development programme which will include a number of modules and a self managed learning workbook. This is being trialled at 16 establishments. **Further details of training and development routes can be found in Section 4 – Table 12.**

Staff Communication

115. **All eligible staff will receive a letter detailing your personal circumstances to help you make your decision.**

Managing staff redeployment

116. As a result of consultation on this document, we have agreed with trade unions/associations that we will not enter into formal government protocols on redundancy at this stage.
117. My Services provides information on the arrangements in place to support each individual who has been declared surplus.
118. “Restructuring – support for managers and staff” provides information on further assistance provided to surplus staff – including through the Ministry of Justice’s Career Transition Service, which provides access to Workplace Support, Justice Academy E-learning and face-to-face training; in addition to workbook “Finding your next job” and a set of career transition workshops.
119. Staff made surplus through the prison restructure will be considered for redeployment into any vacant posts for which they are suitable.
120. Surplus staff will be allowed to retain their current terms and conditions when they are redeployed into new posts. This is a transitional measure and at some point in the future (not before April 2015) this arrangement will cease.

Section 4 – Promotion development opportunities

From April 2013, the new structures will be live in every establishment. For some of you the mapping and matching process may mean that from this date you will be working in a new role with different responsibilities to those you currently hold. During this phase of the programme the following arrangements will be put in place for the training and development of all operational grades.

The joint working group with trade unions will consider development opportunities for administrative roles in further detail.

Table 12 highlights the transitioning development opportunities.

The following outlines what each of these training and development opportunities entail:

Workshop Day/s

121. These sessions will provide Band 4 and Band 5 managers with important information about their new roles. These days give staff the opportunity to think through how the new roles differ from their old role and how they can begin to work differently.
122. The workshops will review the new roles in depth and provide support and guidance to be successful in the new roles.
123. All Band 4 staff will attend a one day and Band 5 staff will attend a two day workshop. The workshops will be delivered locally and led by the HR Change Managers and HR Business Partners

Diploma in Team Leading

124. Introduced specifically for newly promoted Band 4 with supervisory responsibilities.
125. This is a nationally recognised qualification that will provide all staff promoted into a Band 4 role with the skills and knowledge to take up their new supervisory role.
126. The qualification is made up of mandatory units and optional units which can be tailored to the development of the individual. Our usual expectation is that if the individual fails to complete the qualification within 18 months they will be regraded to Band 3. Governors will have the power to extend this period where it can be justified, for instance to take account of sickness absence, maternity or other reasonable grounds. The diploma consists of three elements which combine to give a comprehensive qualification:
 - The vocational element: This is the practical part of the qualification and is made up of a number of different units which focus on particular aspects of the Band 4 role
 - The key skill element: Gives the candidate the opportunity to develop Maths, English and IT skills allowing Band 4 staff to work confidently and effectively.
 - The certificate element: Gives the candidate the necessary knowledge and understanding of the underpinning technical aspects and theory behind being a good team supervisor.

127. This development is work place based – there is no classroom delivery. Skilled external assessors will observe and provide immediate feedback to improve the skills of the learner, on average for 1.5 hours every three to four weeks. This meeting is to observe them completing their normal work so it is not 1.5 hours away from the workplace. It is likely that some self study will be needed but should be no more than an hour a week.

Band 5 Managers' Development Pack

128. The Band 5 Managers' Development Pack has been created for newly promoted Custodial Managers, Hub Managers and Facilities and Services Managers.
129. The development pack will help develop leadership and management skills while transitioning into new roles. We are currently working on the design to ensure that it is fit for purpose. This product will then be piloted with those establishments that have moved to the new model and be ready for all establishments by the end of the year. It is likely that there will be modules on how to manage attendance, develop teams, manage performance and manage resources.

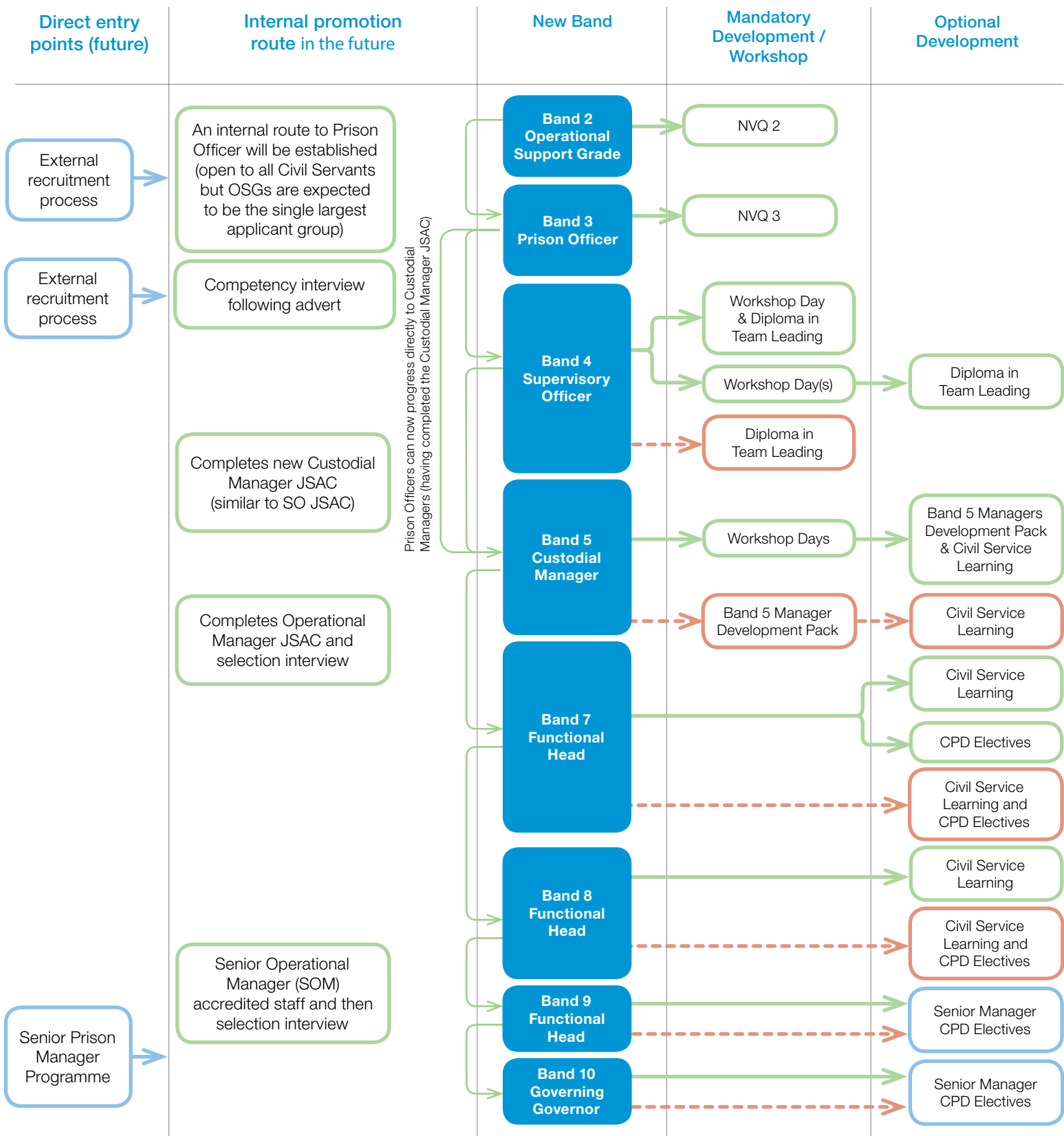
Future Training and Development Arrangements

130. Once the transition phase is complete future development opportunities for all other roles will apply as outlined below.
131. Table 12 highlights Future Development Opportunities.

Staff on Fast track and existing developmental schemes

132. For staff undertaking Fast Track schemes and conversion programmes please see Annex D.

Table 12: Future and transitional development opportunities for operational grades



Key

- Transitional
- Future
- Promotional routes

Note 1: Non - Operational Bands will also be subject to Mandatory and Optional Development

Note 2: All JSAC Accreditation will remain valid indefinitely for the purposes of progression

Note 3: Officers with SO JSAC - Accreditation will remain valid for a period of 5 years from accreditation date

Note 4: Custodial Assessment expected to commence Spring 2013

Section 5 – How pay and reward will work

The new band structure

133. For those who opt-in to the new pay arrangements and for all new starters/promotees from April 2012, there will be a new 11 band structure covering all staff groups based on a standard 37 hour working week. This will consist of basic pay with any applicable allowances or payments paid in addition. The proposed pay ranges for the new bands for 2012/13 are given at Annex B and are part of our proposals for pay to the Prison Service Pay Review Body.

134. Each band has an associated pay range which staff will progress through subject to factors such as, performance and Government pay policy. For now, the current SPDR performance will be retained to assess and record staff performance for the year.

135. *It is our aspiration that staff should move from the minima to the maxima of the pay scale at a pace that reflects the competence, performance, skill and ability in a role.*

Band(s)	Pay structure	Progression
1	Single pay point	Not applicable
2-5	Between 3-5 incremental pay points	<p>Progression through the pay points is subject to receipt of an “achieved” or better performance marking</p> <p>Progression through the published pay points will be dependent on public sector pay policy, affordability and recommendations from the Prison Service Pay Review Body</p> <p>Pay progression will be applied in April salaries based on a notional “achieved” marking unless the line manager advises there is an expected “unacceptable”/“almost achieved” appraisal marking</p> <p>If the appraisal is subsequently found to be “achieved” or better, then progression will be applied retrospectively</p> <p>There are no additional payments at Bands 2-5 for an “exceeded” marking</p>
6-11	These are open pay ranges (ie there are no fixed incremental points between the top and the bottom of the pay range)	<p>Progression is subject to performance marking. Allowing for a three month period for appraisals to be completed, payment will be implemented in July salaries and applied retrospectively</p> <p>There will be no progression for those receiving “unacceptable”/“almost achieved” appraisal markings</p> <p>Progression for “achieved” or “exceeded” appraisal markings will be by means of a percentage progression award. The percentages will vary annually and all progression through the pay range will be dependent on public sector pay policy, affordability and recommendations from the Prison Service Pay Review Body</p> <p>Access to additional non-consolidated payments available for “exceeded” markings will be limited to 20-25 per cent of the cohort</p>

Allowances and payments

136. The following allowances will apply in the new pay structure:
- Unsocial working hours
 - Required hours addition (this includes Chaplain's RHA)
 - Boot and shoe (specialist elements payable to Dog Handlers, PEIs, C&R Instructors and Sports & Games Officers)
 - Care and maintenance of dogs
137. The following payments will apply in the new structure:
- Dirty protest/extraneous duty payment
 - Tornado
 - Additional committed hours (ACH) (only at Prison Officer Band 3)
 - Payment plus
 - Cover payments
 - Overtime
 - On call payments
 - Market supplement/recruitment and retention (new)
138. No other allowances will apply for those staff opting to move to the new pay structure.
139. Staff who choose not to opt in will continue to have access to all allowances and payments that they are eligible to receive now (including Local Pay Addition) until 31 March 2015. From 1 April 2015 new access to these allowances and payments will only continue where the same allowance or payment type is available in the new pay structure, for example

RHA (paid at the current flat rate). Staff can retain allowances and payments that they are in receipt of on 31 March. Access to allowances and payments are subject to policy rules and criteria.

Working unsocial hours

140. Some staff groups regularly have to work unpredictable and unsocial hours as part of the requirements of their role. As shown above there will be additional allowances/payments available for staff in eligible roles.
141. The unsocial working hours payment will be paid at 17 per cent of base pay for eligible staff who are working regular unsocial hours in Bands 2-5. This will typically include operational and industrial staff.
142. Eligible roles in Bands 6-11 will attract a required hours addition, which will be paid at 15 per cent of base pay. This will typically include operational Heads of Function (on the establishment's Duty Governor roster), Deputy Governors and Governing Governors.

Overtime/on call payments

143. A single overtime policy will apply across all roles that are eligible to work overtime (e.g. Prison Officer roles are not eligible for paid overtime.) This will be based on a 37 hour week rate at the following rates of payment:
- Single time for manager roles (Bands 6-8, where not in receipt of RHA)
 - Weekday time for eligible staff on Bands 1-5 will be paid at 1.33 of the hourly rate; and

- Weekend time (including bank and public holidays) for eligible staff in Bands 1-5 will be paid at 1.75 of the hourly rate
144. There will be no overtime ceilings in the new structure.
145. If individuals choose to do so and with management agreement, time off in lieu (TOIL) can be taken (at single time rate) instead of taking payment for overtime hours worked.
146. On call payments will also be available but will be simplified in line with the overtime policy. These will consist of two rates covering all eligible roles:
- Work days;
 - Rest days or weekends and bank or public holidays

Market supplement/recruitment and retention payment (new)

147. It is our intention to introduce a system of non-consolidated payments to provide support with recruitment and/or retention difficulties. These will only be paid where there is clear evidence of necessity and will be used in the following circumstances:
- Market supplements to address recruitment and retention of professional/specialist staff, which will be paid on a reviewable basis
 - To address recruitment issues in specific locations/areas
148. Such payments will not apply to those staff already in post, as market factors affecting the decision to make an exceptional payment would not apply to previous recruitment campaigns.

Area-based pay structures

149. The new structure will introduce a new way of paying for location pay by moving to three area-based pay structures rather than through payment of a separate allowance.

150. The new pay areas consist of:

- Inner London locations (Office for National Statistics defined London boroughs)
- Outer London locations (rest of London boroughs and other areas within M25 boundary)
- National locations

Area	Covering	Establishment/sites	
Inner London	Office for National Statistics defined Inner London boroughs: Camden, Hackney, Hammersmith & Fulham, Haringey, Islington, Kensington & Chelsea, Lambeth, Lewisham, Newham, Southwark, Tower Hamlets, Wandsworth, Westminster	Brixton	
		Holloway	
		HQ Westminster	
		Pentonville	
		Wandsworth	
		Wormwood Scrubs	
Outer London	Rest of the London boroughs and other areas bounded within the M25	Belmarsh	Highdown
		Bronze field	HQ Croydon
		Downview	Isis
		Feltham	
National	All other establishments/sites including existing Local Pay Allowance (LPA) establishments/sites shown to the right	Aylesbury	Littlehey
		Bedford	Long Lartin
		Bristol	Onley
		Bullingdon	Reading
		Bullwood Hall	SE Regional Woking
		Chelmsford	Send
		Coldingley	The Mount
		Grendon/Springhill	Winchester
		Huntercombe	Woodhill
		Lewes	

Calculating pay on opting in to new structures

151. For staff choosing to opt in to new structures pay will be calculated using the following rules:
- Any applicable pay progression and/or pay award will be applied on old structures.
 - Individuals will then move to the next highest pay point (Bands 2-5) or relevant position (Band 6-11) on the grade mapping Band.
152. Assimilations will be applied based on the National Area Band and where applicable (Outer/Inner London locations) individuals will then be moved across to the equivalent position on the relevant area band. All assimilation will be calculated using 37 hour base pay values. We have to await the PSPRB recommendations on Bands 2 and 3 and the Government's response, as these may impact the overall structure, including the indicative minima and maxima levels for Bands 4 and 5. We have also agreed to discuss these with the POA prior to publishing them.
153. For applicable grades (e.g. Prison Officers, Senior Officers and Industrial grades) values are adjusted with the integral shift element and additional hours removed before the opt in is applied. Additional hours and shift elements will be added back where applicable.

154. For manager grades their total pay values inclusive of RHA will be adjusted to provide equivalent base pay prior to opt in.

Staff groups with the choice of opt in from April 2012

155. We are now in the final year of the two year pay freeze (ending March 2013). This means that staff earning £21,000 or less will therefore be eligible for an increase in pay in April 2012. Pay progression on old structures will continue as normal for all grade groups and any pay award will also be applied on old structures for the eligible groups.
156. In addition to this those staff who are on a pay point/pay value of £21,000 or less (as at 31 March 2012) will also have the choice of opting in to the new pay arrangements from April 2012.
157. All staff in Group 1 will be given the choice of opt in from April 2012 (applicable dates shown overleaf).

Group 1: Staff given choice to opt-in from 2012

PSPRB Grade Groups	Timescale
Night Patrol (opt out)	<ul style="list-style-type: none"> • Pay Award (old structures) - April 2012 • Opt in Choice - from May/June 2012 <ul style="list-style-type: none"> – (pay backdated to 1 April 2012)
Operational Support Grade	
Prison Auxiliary Officer (opt out)	
Storeman (opt out)	
Prison Officer 2	

Non PSPRB Grade Groups	Timescale
Administrative Assistant	<ul style="list-style-type: none"> • Pay Award (old structures) - July 2012 • Opt in Choice - from July 2012 <ul style="list-style-type: none"> – (pay backdated to 1 April 2012)
Industrial Grade 2	
Industrial Grade 3	
Industrial Grade 4	
Industrial Grade 5	
Psychological Assistant	
Support Grade Band 1	
Support Grade Band 2 Cleaner	
Support Grade Band 2	
Support Grade Band 2 Senior Cleaner London	
Typist	

158. In Group 2, only those staff with a pay point/value of £21,000 or below (as at 31 March) will be given the choice to opt in from April 2012 (applicable dates shown above).

Group 2: Pay range / scale with a minima of £21,000 or less and a maxima that is higher

Non PSPRB Grade Groups	Timescale
Administrative Officer	<ul style="list-style-type: none"> • Pay Award (old structures) - July 2012 • Opt in Choice - from July 2012 <ul style="list-style-type: none"> – (pay backdated to 1 April 2012)
Assistant Chaplain (opt out)	
Industrial Grade 1	
Personal Secretary	
Psychological Assistant (opt out)	
Psychologist (opt out)	
Psychologist Trainee	
Scientific Officer	
Stores Officer Grade D	
Substance Misuse Worker	
Technical Grade 1	

159. All other staff who are on a pay point / value above £21,000 will be given the choice of opt in from April 2013 along with all staff in other grade groups.

Pay on promotion to new structures

160. Staff will move on to the new pay structures on promotion.
161. Pay on promotion will be calculated in line with existing Phase One promotion rules:
- Individuals will move to the nearest highest pay point on the promotion band.
 - Where the increase is less than the applicable percentage* of base pay, a one off, non pensionable, non consolidated cash underpin will be applied. This payment is prorated for the number of months remaining in the year of the promotion until the next pay progression. (For example, a promotion on 1 April would receive 12 months worth of the cash payment).
162. All increases are calculated from 37 hour base pay values.
163. For applicable grades (eg Prison Officers, Senior Officers and Industrial grades) values are adjusted with the integral shift element and additional hours removed before the promotion is applied. These elements are added back in as separate allowances on movement to new pay structures.
164. For manager grades their total pay values inclusive of RHA will be adjusted to provide equivalent base pay prior to promotion.

165. *Applicable percentages

Promotion to the next band above the grade mapping band	5%
Promotion two bands above the grade mapping band	10%
Promotion three or more bands above the grade mapping band	15%

166. In cases where it is of advantage to the individual (ie it would provide a higher increase on promotion) staff will move across to their grade mapping band before applying the promotion rules within the new pay structure.
167. Cover payments will be paid where an individual takes on responsibilities of a role in a higher Band in accordance with existing policy rules both for staff remaining on old structures and those choosing to opt in. Cover Pay will be calculated on base pay (ie net of any inclusive unsocial element and additional hours over 37 per week).

Local Pay Allowances Compensation on promotion

168. We recognise that the changes to location pay may impact staff on promotion at sites where either there is no longer any location element paid or where the value of this element is reduced. We are therefore offering compensation payments for staff who are moving on promotion within their establishments at these sites. The compensation values and applicable sites are shown in the table below:
169. These payments are one off non consolidated and non pensionable lump sums. For staff working part time the payment will be paid on a pro rata basis. These payments will be available up until April 2015.

Table 13: Local Pay Allowances Compensation

Area Band	Sites	Compensation on Promotion until 31 March 2015
Inner London	Brixton	£900
	Holloway	
	Pentonville	
	Wandsworth	
	Wormwood Scrubs	
	HQ Westminster	£400
Outer London	Feltham	£3,000
	Belmarsh	£1,200
	Bronze field	
	Downview	
	Highdown	
	Isis	
	HQ Croydon	£400
National	Huntercombe	£15,000
	The Mount	£11,000
	Coldingley	
	Send	
	SE Regional Woking	
	Aylesbury	£9,000
	Bedford	
	Bullingdon	
	Bullwood Hall	
	Chelmsford	
	Grendon/Springhill	
	Reading	
	Woodhill	£3,500
	Lewes	
	Winchester	
	Bristol	£750
	Littlehey	
	Long Lartin	
	Onley	

Section 6 – Case studies

Case study – Prison Officer

Kerry works as Prison Officer at a High Security establishment. As part of the workforce changes, she will be mapped across to the Band 3 Prison Officer from April 2013. Kerry will stay on her current terms and conditions. This means her current pay scale, allowances and other payments remain unchanged as do her current duties as Prison Officer. Her future pay rises will continue to be considered by the Prison Service Pay Review Body.

However, Kerry is keen to apply for the new Band 5 Custodial Manager role as it has managerial responsibilities. The new arrangements allow Prison Officers to proceed to this level provided they pass the new Custodial Manager JSAC which Kerry could undertake in 2013. **Kerry successfully passes her JSAC, and as a result is promoted and moves on to new terms and conditions.**

Case study – Operational Support Grade

Henry is an OSG and earns less than £21,000. As part of the workforce changes he will map directly to Band 2 OSG. His job title and duties remain unchanged. However, as he earns less than £21,000 per year he can choose to opt in to the new terms and conditions from April 2012. Henry is not on the maximum of the current OSG pay scale and is not in receipt of local pay allowance, so has chosen to opt into the new terms and conditions as he will benefit financially.

Case study – Senior Officer PE Instructor

Gurpreet is a Senior Officer PE Instructor at a large local prison. As a current Specialist Senior Officer he has a number of options available to him during the mapping process to the new structure. His Governor has explained that there will be a smaller number of the new Specialist Officer Band 4 roles overall. He could be mapped directly to a **Prison Officer Specialist PEI or choose to map to a more general Supervising Officer role also at the new Band 4.**

His other option could be to apply for a Custodial Manager role which would be a promotion to Band 5, with a higher salary. Although, as this is a promotion he would move to new terms and conditions.

However, as Custodial Manager he would take on line management responsibilities for PE but also for a range of other areas in the prison. Gurpreet decides to stay as a specialist grade and as part of the restructure is mapped to the new Prison Officer Specialist Officer PE Band 4 which does not have line management responsibilities. He retains his current duties and terms and conditions.

Case study – Executive Officer

Adam is an EO with responsibilities for the Custody Office. As part of the workforce changes he will map directly to Band 4.

However, the Governor has decided to move to the new administrative model in the establishment which means the creation of four new administrative hubs that will support work across the establishment.

Adam decides to apply for one of the Hub Manager roles at Band 5 and is successful

at interview for the post of Hub Manager for the Offender Management Hub supporting all custody responsibilities. Adam takes up his new role in April 2013 at Band 5 and receives a pay increase on to the next point in the new band salary range. Having been promoted, Adam is automatically opted in to the new terms and conditions.

Case study – Senior Officer

Carol is a Senior Officer in Residence at an inner London prison. From April 2013 she will map directly to the new Supervising Officer role at Band 4 and retains her current salary and terms and conditions.

Carol's job is largely unchanged as she continues to supervise the staffing and regime of the wing. However, she will no longer line manage those staff that she supervises as this responsibility now lies with Sacha her Custodial Manager to whom she also reports. As it is not financially beneficial to opt in to the new pay structures, at this time Carol decides to stay on her existing terms and conditions. She can revisit this decision on an annual basis using the pay calculator to assist her in her decision making.

Case Study – Operational Manager F

Asaf is an Operational Manager F who has achieved accreditation. As part of the workforce changes his new role would map to the Head of Function B7 role which reports to the Governor/Deputy Governor where he will directly line manage Custodial Managers. However, Asaf is not successful in gaining an Operational Band 7 post in his establishment's closed competition, and enters the clearing process. At this stage he can choose to take up any vacant Operational Manager F post elsewhere (on basic Public Interest Transfer terms without Taxable Housing Cost Allowance).

As there is a vacant post elsewhere, Asaf decides to apply for this role, he is successful and retains his current terms and conditions.

Case Study – Developing Prison Service Managers (DPSMs)

Amira is a DPSM who is waiting to sit stage 3 of her JSAC. During the restructuring process Amira has the option to continue with her JSAC or choose to revert back to the Principal Officer grade and map across to Custodial Manager Band 5 on existing Principal Officer terms and conditions.

Amira is attracted by this option due to the limited number of Head of Function roles available. Rather than complete stage 3 of the JSAC she decides to map to the Custodial Manager role. Amira will be able to choose whether to retain her Principal Officer terms and conditions or opt in to the new pay arrangements at Band 5 for Custodial Managers.

Case Study – Manager E

Peter is a Manager E, however as a result of the restructure there are more manager Es than there are Band 8 posts available. During the closed competition stage Peter is unsuccessful in securing a place at his establishment and enters the clearing process.

Peter can choose one of the following:

- Apply for Band 8 vacancies elsewhere with basic PIT
- Voluntary regrade to Custodial Manager; and receive two years pay protection at Operational Manager E level while retaining JSAC accreditation for life or
- Apply for the Voluntary Early Departure Scheme (VEDS)

Peter decides that at this point in this career he wishes to regrade to Custodial Manager and receive two years pay protection at Operational Manager E level.

Case Study – Prison Officer

Bob is a Prison Officer who is currently working as an Offender Supervisor. Under the new structure, this role is a Band 4, which means that Bob will not be mapped into the role. If the role remains vacant after mapping and matching has taken place at his establishment, he could apply for the role on promotion when it is advertised through fair and open competition. If he is successful Bob would take the role on new terms and conditions.

Case Study – Psychology

Ka-Wai is a Psychological Assistant working as a CALM programme facilitator. As she is working in a specialist role, Ka-Wai will be matched to the Band 4 Interventions Facilitator role. Her job is largely unchanged and she will continue to facilitate. Ka-Wai decides that she will be better off under the new terms and conditions because the band that she matches to attracts better pay than the current post and therefore she decides to opt-in in April 2013.

Case Study – Non Op Senior Manager D

Chris is the Head of Finance in a complex prison. As this is a non-rotational role and Chris is the only person in the establishment qualified to perform the role, he will match directly to the post. No other member of staff is affected as a result of Chris matching to this post. Chris can remain in his role on existing terms until a suitable substantive alternative post becomes available. If he does choose to leave the role, the establishment will fill the post at the evaluated band. Chris decides not to opt-in to the new terms and conditions.

Further information

170. Further information including sample job descriptions is available on the [NOMS intranet](#). A range of information will also be available over the next few weeks, namely:

Product	Description	Date available for staff
Establishment JES job descriptions	The full suite of establishment job descriptions will be published on the intranet. These will match the agreed structures that have been developed as part of the Workforce Strategy Structure work which will also be published	February 2012
JES Handbook	This document will outline the rules and policy that underpins job evaluation. It will include the NOMS JES Factor Plan and the rules around how to create a job in the future, what the business as usual process will be, how a job can be evaluated in the future, what the appeals process is, explanation of discrete and flexible roles and when you can have them, plus a list of frequently asked questions and terminology	March 2012
Establishment restructure toolkit	This will be a detailed step-by-step guide for Governors that covers the whole process, including mapping, selection, local requirements for holding interview panels, open competition, treatment of surplus referencing current policy and practice, and then establishment transition arrangements in April 2012/13	February 2012
Pay Policy Manual	The Pay Policy Manual will capture in a single document all the relevant pay and allowances changes that are being introduced as part of the Organisational Review (OR) Programme and wider pay reform for those who opt-into the new arrangements. Will include rules on allowances, RHA, reserved rights etc	By end of March 2012

Annex A – Establishment complexity indicators and list

The complexity, size and scope of an establishment impacts on the JES score of certain roles such as Governor, Deputy Governor and Head of Function, mapping them into different bands.

The following nine indicators, impacting on all or some of the following JES factors: Skills and Knowledge; Problem Solving; Organisation and Planning; People Management; and Influencing and Interaction, were used to determine the level of complexity of establishments without bias.

1. Size of population and churn rate

A greater Operational Capacity increases the number of potential incidents and high turnover will increase the number of risk assessments, therefore impacting on the Organisation and Planning Factor

2. Size of staffing group

Greater staff numbers will increase the people management challenges and impact on the People Management Factor

3. Complexity of population and notoriety

Managing multiple categories of prisoner and challenging prisoners across the estate will impact on both Skills and Knowledge and Organisation and Planning

4. Location (turnover or primary employer)

High levels of turnover, Problem Solving challenges, and being a primary employer within your area increases Influencing and Interaction as there is a wider community responsibility

5. Site logistics (split sites, multiple receptions)

Split sites and clusters increase the demands for Problem Solving and Organisation and Planning

6. Categorisation and risk

Current categorisation guidance is predicated on Risk Management, and an increase in level of categorisation impacts on the Skills and Knowledge factor

7. Political scrutiny

Some sites are subject to greater levels of political scrutiny over sustained periods of time either due to category or location; this impacts on both Skills and Knowledge and Influencing and Interaction

8. Media relations and management

Some sites will also be subject to greater levels of media interest and exposure over sustained periods of time either due to category or location; this also impacts both on Skills and Knowledge and Influencing and Interaction

9. Financial commercial management

More and more establishments are putting in place complex commercial partnerships for delivery or income generation. This impacts on Financial Management and Skills and Knowledge

Process for determining complexity of establishment

1. A standard proforma **was provided** to each Deputy Director of Custody/Director for High Security for them to provide quantitative information against the indicators on their establishments
2. Qualitative data against the indicators **were** completed between **the** Director for High Security/Deputy Directors and their Governors, and returned to the panel with a recommended complexity categorisation
3. NOMS JES Analysts **reviewed** the indicators against all establishments and **assessed the impact** from a NOMS JES perspective
4. A central panel of analysts, chaired by a NOMS Director, observed by union/staff association officials, **reviewed** the data and **ratified** the complexity categorisation
5. **Deputy Directors of Custody**/Director for High Security **notified** establishments of their complexity outcome and the template they will be working to
6. Governors **had the** opportunity to appeal, as set out below

The appeal process

Governors **could** lodge an appeal against their establishment's complexity rating on one ground only:

- Failure to follow the process outlined above

A panel chaired by a different NOMS director considered the appeals and reviewed the decision. The appeal panel's decision was final.

Establishments are listed below according to their complexity rating:

Diverse and Complex establishments

Belmarsh	Liverpool	Wandsworth
Frankland	Long Lartin	Whitemoor
Full Sutton	Manchester	Woodhill
Hewell	Pentonville	Wormwood Scrubs
Isle of Wight	Wakefield	

Complex establishments

Askham Grange & New Hall	High Point	Ranby
Bristol	Hindley	Risley
Brixton	HMP Northumberland (Acklington & Castington)	Sheppey Cluster Elmley
Bullingdon	Holloway	Sheppey Cluster Standford Hill
Cardiff	Holme House	Sheppey Cluster Swaleside
Chelmsford	Hull	Stocken
Durham	Leeds	Stoke Heath
Erlestoke & Shepton Mallet	Lincoln	Styal
Feltham	Lindholme	Wayland
Garth	Littlehey	Wealstun
Gartree	Moorland & Hatfield	Wetherby
Glen Parva	Norwich	Whatton
Grendon Springhill	Nottingham	Wymott
High Down	Preston	

Standard establishments

Aylesbury	Featherstone	North Sea Camp
Bedford	Ford	Northallerton
Blantyre House & East Sutton Park	Foston Hall	Onley
Blundeston	Gloucester	Portland
Brinsford	Guys Marsh	Reading
Buckley Hall	Haslar	Rochester
Bullwood Hall	Haverigg	Send
Bure	Hollesley Bay	Shrewsbury
Canterbury	Huntercombe	Stafford
Channings Wood	Isis	Sudbury
Coldingley	Kennett	Swansea
Cookham Wood/Park	Kingston	Swinfen Hall
Dartmoor	Kirkham	The Mount
Deerbolt	Kirklevington	The Verne
Dorchester	Lancaster Farms	Thorn Cross
Dover	Leicester	Usk/Prescoed
Downview	Lewes	Warren Hill
Drake Hall	Leyhill	Wellingborough
Eastwood Park	Low Newton	Werrington
Everthorpe	Maidstone	Winchester
Exeter	Morton Hall	

Annex B – Proposed pay ranges for new bands in 2012/13

Band	Hours	2012/13 Proposed minima and maxima rates					
		National		Outer London		Inner London	
		Min	Max	Min	Max	Min	Max
1	37	£12,500		£15,00		£16,300	
2	37	£13,740	£15,325	£15,980	£17,825	£17,150	£19,125
	37 incl 17% Unsocial	£16,076	£17,930	£18,697	£20,855	£20,066	£22,376
	39 inc. ACHP x 2 & 17% Unsocial	£16,819	£18,758	£19,561	£21,819	£20,993	£23,410
3	37	£16,000	£19,030	£18,100	£21,530	£19,195	£22,830
	37 incl 17% Unsocial	£18,720	£22,265	£21,177	£25,190	£22,458	£26,711
	39 inc. ACH x 2 & 17% Unsocial	£19,758	£23,499	£22,351	£26,587	£23,703	£28,192
4	37	£18,520	£24,290	£20,425	£26,790	£21,415	£28,090
	37 incl 17% Unsocial	£21,668	£28,419	£23,897	£31,344	£25,056	£32,865
	39 inc. ACHP x 2 & 17% Unsocial	£22,669	£29,732	£25,001	£32,792	£26,214	£34,383
5	37	£24,250	£27,415	£26,455	£29,915	£27,605	£31,215
	37 incl 17% Unsocial	£28,373	£32,076	£30,952	£35,001	£32,298	£36,522
	39 inc. ACHP x 2 & 17% Unsocial	£29,684	£33,558	£32,382	£36,618	£33,790	£38,209
6	37	£25,105	£32,755	£27,020	£35,255	£28,015	£36,555
	37 incl 15% RHA	£28,871	£37,668	£31,073	£40,543	£32,217	£42,038
7	37	£29,685	£39,045	£31,585	£41,545	£32,575	£42,845
	37 incl 15% RHA	£34,138	£44,902	£36,323	£47,777	£37,461	£49,272
8	37	£33,335	£46,100	£35,140	£48,600	£36,080	£49,900
	37 incl 15% RHA	£38,335	£53,015	£40,411	£55,890	£41,492	£57,385
9	37	£44,545	£57,885	£46,470	£60,385	£47,470	£61,685
	37 incl 15% RHA	£51,227	£66,568	£53,441	£69,443	£54,591	£70,938
10	37	£49,495	£65,000	£51,400	£67,500	£52,390	£68,800
	37 incl 15% RHA	£56,919	£74,750	£59,110	£77,625	£60,249	£79,120
11	37	£57,930	£73,045	£59,910	£75,545	£60,940	£76,845
	37 incl 15% RHA	£66,620	£84,002	£68,897	£86,877	£70,081	£88,372

37	this shows the base pay for the standard 37 hour week
37 incl. 17% unsocial	this shows total pay for those in receipt of unsocial hours working
39 incl. ACHP x 2 & 17% unsocial	this shows total pay for those working the protected 39 hour week and in receipt of unsocial hours working
37 incl. 15% RHA	this shows total pay for those in receipt of Required Hours Addition

* Pay ranges are indicative subject to Prison Service Pay Review Body recommendations. Final details will be published in March 2012 after the Government's response to the PSPRB recommendations is known

Annex C – NOMS Job Evaluation Scheme

NOMS is committed to ensuring that as an Agency we have a fair, transparent and effective pay and reward system that reflects the demands of NOMS headquarters and public sector prisons. **Introducing** a single job evaluation scheme (JES) covering all directly employed staff across NOMS will help us do this.

It gives us a fair and objective way to assess the relative size and weight of different jobs so that we can ensure that pay across our organisation is fair, consistent and transparent.

The NOMS JES underpins the changes for public sector prisons outlined in this document. JES will apply to every directly employed role within NOMS and HM Prison Service.

The scheme has undergone rigorous testing across NOMS and has been independently assessed by the Institute for Employment Studies to be fair and fit for purpose.

In public sector prisons, members of staff will work to evaluated job descriptions which will be ready by:

- April 2012 for new staff and those on promotion
- April 2013 for current staff who will map across to the new structures as outlined in pages 11-17

The **original** publication of this document, “Fair and sustainable – **The introduction of new working structures in HM Prison Service**” in November 2011 marked the introduction of NOMS JES within Her Majesty’s Prison Service. **By April 2013 staff throughout the organisation will be working in roles with evaluated job descriptions. As a result of this process** NOMS is committed to ensuring that:

- Staff will have a rational and defensible grading structure based on the JES results
- Staff in post currently employed by NOMS will suffer no detriment to their pay, and all their other existing terms and conditions are protected
- Staff will have the choice to opt in to new terms and conditions
- Pay inequalities will be addressed
- Public sector prisons will remain a competitive force in an increasingly diverse market place

For more detail information please see the JES Handbook which will be available in March 2012.

What is job evaluation?

A transparent way of ensuring that pay and grading between different groups of jobs is fair and objective.

The factor plan lies at the core of our job evaluation scheme. It describes the characteristics and requirements of jobs across the Service. It comprises the nine factors in which all jobs will be evaluated and measured against.

The nine factors are:

1. Skills and knowledge
2. Accountability and decision making
3. Problem solving
4. Resource management and financial impact
5. Organising and planning
6. People management
7. Information management
8. Influencing and interaction
9. Emotional demands and risk

Scoring is simple and transparent. The nine factors measure job demands and are scored over six levels, or in the case of Factor 9, only four levels. All factors are equally weighted and each level is worth 100 points. All jobs score a minimum of 100 points on each factor, so in effect the minimum a job can be scored is 900 points and the maximum is 5,200.

Jobs that score similarly under JES will fall in the same bands in the future, even though they may come from different occupational groupings. This gives us a way of ensuring fairness in pay across our organisation, through a transparent process.

How does job evaluation affect pay?

Job evaluation does not set rates of pay but is a foundation for paying people fairly through its transparent scoring structure. This helps remove existing or potential pay inequalities.

Roles in the new structure are defined and scored under JES, and then placed in the pay band structure. Staff will then be mapped to these roles by matching or competition. Everyone in the NOMS Agency will be placed on this new band structure, but existing staff can choose to retain their current terms and conditions and the pay they currently receive – where this is advantageous to the individual. This position will not change unless staff choose to opt in to the new terms and conditions.

The application of JES **will have no affect on your current terms and conditions.**

Where will my role match or map to?

This is detailed on **Section 2** of this document.

Annex D - Fast Track schemes and the introduction of Fair and sustainable

NOMS is committed to developing our staff through training and development. As we move towards the implementation of Fair and Sustainable the following arrangements have been put in place to ensure the continued developmental support of our staff.

Intensive Development Scheme (IDS)

- All Intensive Development Scheme (IDS) graduates who are accredited Manager Fs (ie. who have completed their management development portfolio (MDP) in full and the assessment process in full) will be invited to apply for the Band 7 posts in their establishment through the closed competition process.
- Any accredited IDS graduates who are unsuccessful at gaining Band 7 roles in their establishment will be placed on the redeployment list and will be able to gain access to other vacancies through the normal process.
- All IDS who are not substantive will remain as Trainee Manager Fs (Trainee Band 7s post-April 2013) and will be supernumerary to the establishment core structure
- The Trainee Band 7 supernumerary posts (this means posts over and above existing staff numbers) in establishments should at a minimum include line management responsibility for Custodial Managers and Duty Governor responsibilities. The role should give the candidate the opportunity to develop skills and knowledge and offer some stretch and challenge
- Any IDS graduates who are unsuccessful more than once, at any stage of the assessment process, will be removed from the scheme and will be placed into a Band 5 Custodial Manager post in their region
- Intensive Development Scheme (IDS) and NOMS Graduates 2010 and 2011 will be given two years post-graduation to find permanent posts. During this period they will be retained in supernumerary Band 7 developmental role and the fast-track team will work closely with Deputy Directors of Custody to find suitable posts for candidates
- Intensive Development Scheme (IDS) students who graduate between the closed competitions and 1st April 2013 will move onto the HR Directorate budget, to bring this group in line with the centrally funded NOMS Graduates. This group of graduates will be centrally funded for up to 12 months, at which point they will then move onto the Directorate of Public Sector Prison's budget and will be funded by the establishment they are in at that time.

Graduates 2010

- This cohort are expected to graduate between Summer 2012 and Spring 2013. They will have two years post-graduation to find permanent roles within their region and will be given support to do this.
- Staff who enrolled in the 2010 Fast Track programme are expected to graduate between Summer 2012 and Spring 2013. This group will have two years post-graduation to find permanent roles within their region and will be given support in order to do this.

Graduates 2011

- This group will move into Trainee supernumerary Band 7 posts in spring 2013. They will be given two years post-graduation to find permanent roles and will be given support to do this.
- Staff who enrolled in the 2011 Fast track scheme will move into Trainee supernumerary Band 7 posts in Spring 2013. Graduates will be given two years post-graduation to find permanent roles and will again be given support to support in order to do this.

Senior Prison Manager Programme (SPMP)

- Graduates of the SPMP will be managed regionally by their Deputy Directors of Custody on an individual basis, in line with all Senior Operational Manager Ds.
- Because staff on SPMP 5 will not be accredited until summer 2012, they will retain supernumerary Head of Function posts during their time on the programme. Staff within this grouping will be given appropriate development opportunities, including line-management of Custodial Managers and Duty Governor experience. They will not be included in the closed competition process for Band 7 and 8 roles.
- Funding for SPMP 5 will be provided by the HR Directorate until September 2013, at which point staff will move onto the Directorate of Public Sector Prison's budget and Deputy Directors of Custody will be responsible for ensuring they are managed into suitable posts which continue their development.

Operational Conversion Programme

- The assessment process for this programme has been paused until after the restructuring process within establishments has taken place.
- Non-operational managers who have already been recommended for the programme, and are in permanent posts following the restructure, will be invited to take the first Head of Function Stage 3 assessment and the top 20 will be invited to join the Pilot Operational Conversion Programme

New Terms and Conditions

- All fast-trackers graduating before April 2012 will move to Manager F and will be given the opportunity to opt in to new pay arrangements at Band 7 or retain their current terms and conditions. They will be expected to take the new terms and conditions on their first voluntary promotion post-graduation (i.e. Band 8 for IDS and Graduates; and Band 10 for SPMP).
- Those graduating post-April 2012 will automatically move onto the new terms & conditions at Band 7s upon graduation

Managed Moves

- On graduation from any of the programmes mentioned above, candidates will have up to 12 months on the central HR Directorate budget before they will automatically move onto the payroll for the establishment they are currently posted in and will become the responsibility of the Deputy Director of Custody for that region.
- Where possible, the expectation remains that candidates are placed into suitable roles that will further their development or as their first permanent non-scheme post. It is the responsibility of the Deputy Director of Custody to ensure that candidates are placed in roles appropriate to their substantive grade and pay band and to further support their continued development.

Opting in to the New Graduate Band

- All staff on the graduate scheme will be given the option to opt in to the new graduate Band or retain existing terms and conditions.
- The new graduate Band will be a separate Band with an open pay range and different rates for National, Inner and Outer London locations. RHA will be payable where staff meet the criteria for payment. Staff will be able to opt in to the new Band from April 2013:

		Min	Max
National		£23,000	£25,000
	(inclusive of RHA)	£26,450	£28,750
Outer London		£25,300	£27,500
	(inclusive of RHA)	£29,095	£31,625
Inner London		£26,495	£28,800
	(inclusive of RHA)	£30,469	£33,120

Annex E: List of Establishment Job Descriptions

Document Reference NOMS-OR-M-18
Document Type Management - Annex to Fair and Sustainable
Version v3.2
Classification
Date of Issue 1 April 2013
Status Fourth issue
Produced by Dave Mann
Authorised by Phil Copple

The complete list of job descriptions can now be found on [MyServices](#).



National Offender
Management Service