



HM Prison &  
Probation Service

**Her Majesty's Prison and Probation Service**

*Executive Director HR's Office*

5<sup>th</sup> Floor

102 Petty France

LONDON

SW1H 9AJ

John Attard  
National Officer, PGA  
[via email]

Email: martin.beecroft@noms.gsi.gov.uk

**Martin Beecroft**  
Executive Director HR

12 May 2017

Dear John,

**DUTY GOVERNOR REVIEW**

Following our recent meeting you have asked us to share the final "Duty Governor Review" report that was carried out in 2016. In response to your request I can confirm that this was a management review and I am content to share the report and it accompanies my letter.

My view is that the management report and outcomes from the review outlines why we were right to support the PGA in seeking an increase in Required Hours Allowance (RHA) through the Pay Review Body process in the 2016/17 pay round.

The duty governor review recognises that the volume of work whilst undertaking the role of duty governor has increased in recent years. The number of operational incidents in prisons over recent years has increased significantly (reportable incidents have more than doubled in the three years to June 2015). At the same time, the number of Operational Managers has reduced by over 200 and the proportion of time spent by Operational Managers on operational / incident-related duties has significantly increased. For this reason we accepted the compelling case to adjust the level of RHA and therefore supported the PGA case through the Pay Review Body Evidence in 2016 that an increase to 17% was appropriate.

Whilst I accept that the duty governor role is not directly associated with RHA, what it does do is provide remuneration for the call outs and out of hours working that is expected of being on call whilst undertaking the duty governor role.

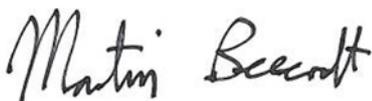
We are now moving towards an operating environment where Governors are able to operate with greater local empowerment and accountability. This means that the staffing benchmarks have been relaxed and additional Custodial Managers will be introduced under the new Offender Management Model. This should add greater resilience and stability within our Establishments and over time reduce the current trend of increased incidents and staff assaults.

Local empowerment means that Governors, whilst remaining within their agreed budget will determine locally the configuration of their staff. This means that they can decide to increase the number of Operational Managers to help spread the volume and frequency of the duty governor work. In line with their empowerment to flex resources, governors may choose to reduce spend in other areas and increase pay budgets to accommodate the increased salary costs. This provides the opportunity to introduce greater resilience into the system and reduce the burden of duty governors on a limited number of Operational Managers per establishment, which was the case when the benchmarks were first introduced.

Governors are also able to provide further reward under the remuneration policy where bonus payments can be awarded to staff on an exceptional basis to recognise and reward the contributions staff make. This facility is available to all Governors to recognise their teams and should be applied appropriately when applicable in a fair and transparent way.

The report concludes that there is minimal impact on the weighting of roles from a job evaluation perspective and as a result we will not be progressing any further work on this. JES measures the level of work being delivered and does not account for the volume increases in the work being undertaken. On that basis I am content that the outcome of the management review does not change the overall bandings of the operational manager roles within our Establishments.

Yours

A handwritten signature in black ink that reads "Martin Beecroft". The signature is written in a cursive, slightly slanted style.

**MARTIN BEECROFT**  
**EXECUTIVE DIRECTOR HR**