

THE GOOD BOOK OF PRISONS



THE BUTLER TRUST



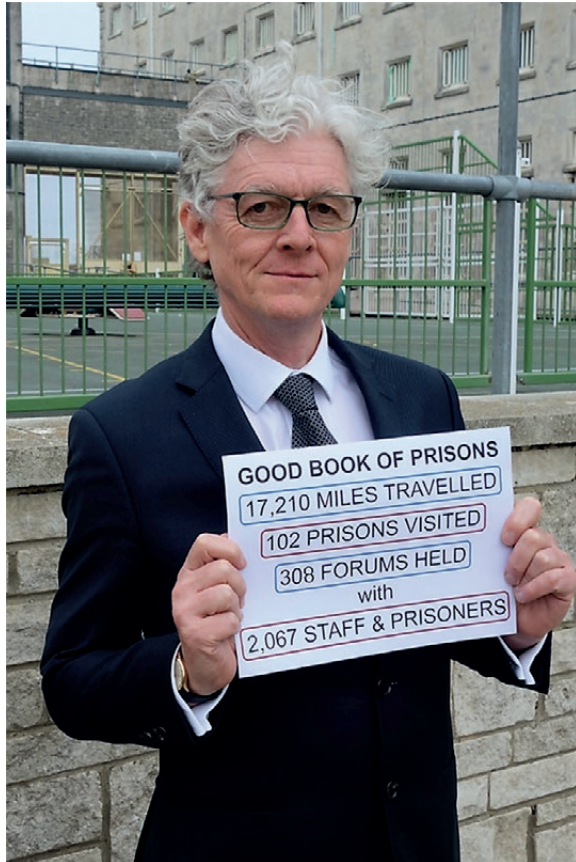
THE GOOD BOOK OF PRISONS

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Thank you to all the Prison Governors in the 'closed' estate for allowing me into their establishments, and (in spite of all the pressures on their time) for making their staff available to speak to me. Thank you also to the over 2,000 managers, Officers and prisoners who, in spite of some wry smiles and raised eyebrows to begin with, embraced the process and shared their observations with me. And thanks too to Andrew Skilton, back in the office, who kept the Butler Trust going so ably while I was off gallivanting around the country.

Prison aerial images courtesy Google, except as follows:

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[The book's contents can be searched online at www.GoodBookofPrisons.com]

THE INTRODUCTION

Introduction



Having run the independent awards for prison staff (and their probation colleagues) since 1985, the Butler Trust know that in spite of the many challenges facing our prisons, particularly in recent years, there are lots of good things going on in our jails too. We also believe that while it's important to highlight where things go wrong, it's important to recognise the good stuff as well, and share it more widely. So we decided I should visit every jail in England & Wales, starting with the 102 'closed' establishments, to find out about the good things in each prison – and write a book about it.

Over a period of 17 months, from December 2017 to April 2019, I travelled more than 17,000 miles, asking over 2,000 prisoners, frontline staff and managers, in more than 300 separate meetings, one simple question: *"What's good about this jail?"*.

I can't pretend it was an entirely scientific enquiry. For the purposes of this project, for instance, I asked to meet only those prepared and able to engage positively with it. A number of initiatives brought in to improve our prisons, such as the 'Keywork' programme and the additional staff recruited to underpin it, were being rolled out *during* my tour, and some of the prisons, especially later on in the process, were further along in their implementation than others at the time of my visit. And while I spent up to an hour with each group, there are bound to be many positives that did not come up in our discussions, and so are missing from my findings.

These, and no doubt other, shortcomings notwithstanding, I hope the reader will find what I discovered as interesting and informative as I did.

THE OVERALL FINDINGS

After speaking to more than 2,000 prisoners, frontline staff and managers across the ‘closed’ estate, three things became clear: there really were good things in every jail; there was widespread optimism that, after a very difficult few years, things were beginning to improve again; and at the heart of everything that’s good in our jails are the Prison Officers.

THE BASICS

Safety

While violence in prisons had increased substantially in the five years prior to my tour, most of the managers, staff and prisoners I spoke to felt that things were beginning to improve, a feeling that seemed to grow stronger over the period. In many cases, especially later in my tour, all three groups described their jail as ‘safe’, and most of the prisoners, in most of the prisons, said it was possible to remain safe provided ‘you stay away from trouble’.



Officer and prisoner at Bullingdon.

Credit: Alex Simpson

It was generally agreed that the extra staff being brought in during my tour to underpin the new Keywork arrangements had had a significant impact on safety.

Keywork itself, which was being rolled out nationally, was described as a ‘game changer’ with regard to safety: helping to improve relationships between prisoners and staff; helping staff to better manage more challenging prisoners, support those at risk, and deal with some of the challenges and frustrations prisoners

experience before they develop in to more serious issues; and enabling staff to get better intelligence about potential problems and threats.

In-cell phones, in those prisons which had them, were also felt to have made a significant difference here – with queuing for the phone, and having to ‘bang up’ before being able to make a call, common triggers for conflict in those prisons that did not have them.

In many of the prisons, the introduction of prisoner Violence Reduction (VR) 'reps' was also singled out. In some cases their roles included mediating, on a confidential basis, between prisoners e.g. at Elmley, Rochester, Bronzefield and Highpoint, as well as Littlehey, where mediators worked on wings other than their own, to avoid becoming embroiled in other peoples' disputes, and Garth, where they received Level 2 training in their role.

With debt a common cause of victimisation, the men at Humber highlighted a peer-led debt avoidance workshop, while Ranby had an 'essentials' shop on reception so men were able to manage to their first canteen without needing to borrow from anyone else, and Wayland's on-wing prescribing was seen as helping to reduce the problems of prisoners being bullied for their medications on their way back from healthcare.

Gangs were another factor in a number of prisons, and Thameside and Wormwood Scrubs, among others, had brought in outside agencies to help them deal with the problem, while managers at Oakwood noted the positive impact of their gang strategy.

Behaviour management interventions focused on challenging prisoners, and those at risk of violence, were highlighted as another positive in a number of jails (see under 'behaviour management' in 'regarding prisoners' for more details).



On the wing at Altcourse. Credit: G4S

Some other initiatives noted included: allocating CMs to each wing at Nottingham and Wandsworth; managers on the route during movements at Nottingham and Pentonville; SOs on the landings at unlock at Wandsworth; an amnesty for weapons (as well as drugs and phones) at Channings Wood; allowing prisoners to have razors only while they're shaving at Belmarsh and Bedford; and a weekly multidisciplinary Safety, Order & Control (SOC) meeting at Lincoln. Staff at Wayland and Portland noted the positive impact of CCTV, and those at Wealstun, one of four pilot sites for its roll-out nationally, felt issuing them with PAVA (synthetic pepper spray) had enhanced staff confidence and safety.

Drugs, in particular new psychoactive substances (NPS) like Spice, have had a major adverse effect on safety while positive relationships between staff and prisoners have

the opposite effect. As with safety itself, I found signs of improvement in both areas – as set out below.

Drugs

Drugs, especially Spice, were seen to be a major issue in many of the prisons I visited – with impacts on the health of ‘users’ themselves, and on the safety of those around them. Here too, however, there was a general feeling that progress was being made.

Steps taken to reduce supply varied across the estate; however, photocopying of all mail, scanning possessions brought in to the jail, body scanners and enhanced searching of staff, visitors and new receptions, dedicated search teams, ‘passive’ (sniffer) dogs, and random checks on staff and support for staff under threat (at Belmarsh) were all among initiatives felt to have had a significant impact – while Whitemoor had set up a joint staff-prisoner Spice Action Committee, and Channings Wood’s ‘amnesty’ on drugs (as well as weapons and phones) was highlighted by managers there.

Substance misuse services, for those with drug problems, are common across the estate, and were singled out in a number of establishments including Nottingham, Altcourse, Portland, and Durham, as were drug recovery wings, including at Buckley Hall, Hull, Eastwood Park and Lindholme, while Wymott had a four-week ‘Robust Recovery’ programme for prolific Spice users.

Staff-prisoner relations

Relationships between staff and prisoners were rated positively in most prisons, and most of the people I spoke to felt relationships were improving even where they still felt there was some way to go.

The use of first name terms, for both prisoners and staff, was common and widely seen as a positive (e.g. at Buckley Hall, Guys Marsh, Long Lartin and Swaleside), while in a number of jails, including Berwyn, Bronzefield, Bure, Stafford and Warren Hill, prisoners were referred to as ‘residents’, something which most, though not all, also valued.

As with safety, Keywork was consistently noted as a major factor in improving relationships, as were the extra staff *per se* – by enabling greater consistency of staffing on the wings, and giving staff more time to spend with prisoners.

In those jails that had them, touch-screen 'Kiosk' facilities on the wings, enabling prisoners to carry out many routine 'domestic' tasks for themselves, like submitting applications and ordering canteen (see under 'regarding prisoners – domestics') were commonly highlighted as another factor in improving relationships, by taking pressure off staff, and reducing prisoners' reliance on already-busy officers to get things done.



*Building relationships at Guys Marsh.
Credit: Penal Reform Solutions*

A number of prisons held joint activities for both prisoners and staff, including: sporting events at Wymott, Deerbolt, Usk and Moorland; charity events at Channings Wood, Buckley Hall, Coldingley, Lancaster Farms and Stocken; well-being events and 'community meals' at Coldingley; 'quiz and curry' nights at Ranby; and joint 'celebration of success events' including at Bure, Portland and Ranby; among many others – while the 'narrowing the gap' programme at Guys Marsh saw prisoners taking a number of initiatives to bring staff and prisoners together.

Although managers, staff and prisoners all gave positive ratings to relationships in the largest prison in the estate (Oakwood), smaller prisons, and smaller wings in prisons, were often seen as having an advantage here, facilitating consistency of contact and making it easier for prisoners and staff to get to know one another.

Environment

While prisons are, by design, austere places, and far from the 'holiday camps' of tabloid myth, the impact of the conditions in which prisoners live, and staff work, was commonly highlighted.

I heard of a number of initiatives to improve cleanliness and decency, including: wastebins in cells at Manchester, and around the grounds at Highpoint;



Grounds at Brinsford. Credit: Andrew Skilton



Gardens at Stafford. Credit: HMPPS

On the environment:

“It’s clean and green and that makes all the difference”

“I like the quiet here – I got my first good night’s sleep in two years”

“The greenery and the grounds are good for everyone”

inter-wing competitions on cleanliness and decency at Aylesbury and Pentonville; regular inspections by managers (in a number of jails); a prisoner-led ‘decency audit’ at Stocken; and parties of prisoners and staff carrying out minor repairs and maintenance, including at Brinsford, Highpoint, Stafford, and the award-winning ‘Q Branch’ at Leeds.

Noise, including loud music and shouting between cells, is a common bugbear among prisoners, especially at night. However, some jails were notably quieter than others (e.g. Highpoint, Wakefield, Elmley and the Isle of Wight – where managers reported a zero tolerance approach to noise), and this was seen as a positive for both prisoners and staff – with a prisoner in one jail telling me he had his first full night’s sleep in two years when he arrived there, and both prisoners and staff saying that a lack of noise created a greater sense of safety and control too.

Single cells, and showers in cells, where applicable, were widely appreciated by prisoners, while proper curtains on the windows were noted at Belmarsh and The Verne, as well as carpets in cells at Ashfield, with the latter seen as also helping to reduce noise.

The psychological benefits, for both prisoners and staff, of green space and gardens, as well as wildlife in the grounds (including the duck ponds at Styal, Send and Woodhill, and the animal sanctuary at Foston Hall), were widely noted; while hanging baskets at Bristol, fish tanks and planters on the wings at Long Lartin, and colour and artwork on the walls at Stocken, were among other initiatives aimed at improving the working and living environment, and prisoners at Stocken liked having ‘buskers’ on the route to work, which ‘help brighten our day’.

REGARDING STAFF

Management & leadership

Staff across the estate told me about the pivotal importance of the leadership provided by managers in general, and Governors in particular.

Some of the qualities staff valued in their Governors were: ‘visibility’ (frequently being seen around the establishment); ‘mucking in’ (helping out at unlock, for example); listening to staff, giving praise where it’s due, and thanking them for a job well done; supporting staff (including following up anyone who’s been assaulted and visiting them if they’ve been hospitalised, and sending flowers after a bereavement); and personal touches like knowing staff members’ names and sending them personalised Xmas and birthday cards. They valued similar qualities in other managers too, and highly rated ‘back to the floor’ days at Aylesbury and High Down.

Relationships with colleagues

Throughout my travels I was told about the strength of relationships among staff, and among Officers (both new and more experienced) in particular – and activities like Xmas events and summer BBQs, as well as more formal team building initiatives (e.g. at Exeter, Swansea, Humber and Lowdham Grange), were mentioned as positives in this regard.

Communication & consultation

The importance of effective communications and consultation with staff was stressed by many of the Officers I spoke to – with Northumberland, Hindley, Forest Bank, Risley and Send among those receiving positive reports from staff in this regard, and Brinsford having a dedicated communications manager.

Monthly full staff meetings, fronted by the Governor, were widely appreciated. Regular newsletters were valued too, especially where they were in hardcopy (rather than digital) and when they included ‘thank you’s and lighter stories, alongside news and briefings – with those at Leicester, Northumberland, Bristol and Humber among examples rated by staff.

Staff on Senior Management:

“One of the best Governors I’ve had in thirty years – he’ll muck in and he gets out and about, too”

“She regularly walks the prison and is good at making you feel valued”

“He’s visible, supportive – he knows everyone’s names – and encourages innovation”

“He’s quick to praise and approachable”

“He’s good at explaining things and gives clear direction”

“She’s not risk averse, and is inspirational”

“He’s a straight talker who follows through”

Morning briefings for operational staff were also highly valued, and the Governor-led, prison-wide ‘breakfast briefings’ at Swansea, Birmingham, Bristol and Winchester, with coffee and snacks provided, were particularly popular – weekly team meetings (e.g. at Altcourse, Forest Bank and Peterborough) were valued too.

A number of prisons held regular staff surveys and forums (e.g. Bronzefield, Lincoln and Moorland). Some had formal consultative committees for staff – including a ‘people committee’ at Belmarsh, ‘people first’ committee at Forest Bank, and staff engagement committee at Wakefield – while staff ‘ideas’ schemes were noted at Forest Bank and (open to prisoners too) at Onley.

Staff also valued the less formal communication and consultation opportunities provided by ‘visible’

managers who regularly tour the jail, while a number of prisons (including Hindley, Lindholme, Dovegate, Usk and Onley) held a monthly ‘breakfast (or lunch) with the Governor’.

Staff recognition

Staff in many of the prisons I visited told me how important it was to feel their efforts were valued by their managers – from the No. 1 down.

Most prisons had some form of staff award scheme – in some cases, such as Erlestoke, Warren Hill and Portland, including nominations from prisoners, and the ‘Amends People Awards’ at Highpoint covering both prisoners and staff – and these were generally appreciated, provided Officers felt their efforts were as well recognised as those of their non-operational colleagues. Schemes involving more instant recognition

from managers for a job well done, including ‘on the spot’ awards at Lancaster Farms, Woodhill, Northumberland and Forest Bank, and the similar ‘caught doing good’ initiative at Berwyn, were generally well received too, especially those where recipients were then entered in to a prize draw.

One Officer told me ‘a simple thank you means the world’, a sentiment echoed by many of her colleagues. A ‘shoutouts’ board at Bullingdon, and ‘thank you’ pads and postcards at Durham and Low Newton, respectively, used by colleagues, managers and prisoners to thank a member of staff for something, were highlighted among many initiatives – and staff valued Governors and line managers who regularly gave thanks and praise, including in staff meetings and newsletters, as well as on a less formal, more *ad hoc* basis.

Support & well-being

Well-being days for staff were common across the estate and widely valued by staff. Access to the gym (including at lunchtime) was another widely rated positive, while yoga, meditation and mindfulness sessions for staff were noted at Isle of Wight, Styal and Parc.

In a number of jails staff noted, and highly appreciated, the Governor personally contacting any staff member who’d been assaulted, and visiting them in hospital where applicable, as well as ensuring that any assaults on staff were followed up by the police.

Ready access to shower packs and clean clothes following potting incidents were highlighted at Manchester and Woodhill.

The support provided by care teams was frequently highlighted, with those at Woodhill, Eastwood Park and Brixton among many singled out by staff. Staff counselling was a positive in a number of jails, including (among others) at The Mount, Ashfield and High Down, while the full-time staff welfare officers at Wayland were highlighted by staff there. Personal touches, like a Governor who sends flowers to staff after a bereavement, were much valued too.

The positive impact of good working conditions was highlighted too (see under ‘the basics – environment’ above).

Staff on Staff:

"We're like a big family in here and there's a real passion for what we do here"

"We're very tight, we're a good team"

"We're more of a community, and to be honest, I think we're second to none"

"We're all proud of what we do as well as our 'can do' attitude"

"There's a family atmosphere here. It's the kind of camaraderie that contributes to us being resilient, too"

"The new staff are a breath of fresh air"

New staff

The additional Officers brought in to underpin the new Keywork arrangements were, like the Keywork arrangements themselves, being rolled out during my tour, with some prisons further down the line at the time of my visits than others, but the increased capacity provided by the new staff was welcomed universally.

I was told of a range of initiatives to support new Officers during their first few months in the role. The impact of post-training shadowing and mentoring was highlighted across the estate, and extended periods of shadowing were noted and valued in a number of jails, including Hindley, Isis, Maidstone

and Norwich, while managers at Garth reported that the introduction of two 'supernumerary' SOs to provide advice and support to new staff had had a significant impact. The new staff were given additional 'jailcraft' training at Brixton, Hull, Leeds and Wayland, among others, with Wayland also offering daily lunchtime mentor-led 'drop ins'; and 'buddy' arrangements, to complement more formal mentoring arrangements, were highlighted at Brixton, Cardiff, Lindholme and Portland. Managers at Wakefield noted the formal involvement of prisoners in their staff induction programme.

At Wormwood Scrubs new recruits also had a week of shadowing before they started their training, and staff at Wakefield highlighted similar arrangements there – while managers at High Down, Manchester, Northumberland and Wormwood Scrubs rated the benefits of local recruitment in their jails.

Detailing

Many staff told me of the importance of effective detailing in helping maximise continuity of staffing, and ensuring (where possible) an appropriate balance of experienced staff with newer recruits – and the benefits of operational experience in

the detailing office were highlighted at Bedford, Long Lartin and Manchester. Self-rostering arrangements at Bure, Dartmoor, Stoke Heath and Eastwood Park were seen as positives too.

Facilities

Many jails had staff messes, some of them (re-)introduced in recent years, and these were often highlighted as positives by staff. Breakfasts at Long Lartin and New Hall, and 7-day opening at Moorland, were especially popular. Staff rest rooms at Moorland and Onley, and the catering facilities at the latter, were highlighted too.

Families

A number of jails held regular ‘family open days’ which were widely appreciated by staff, including at Dartmoor, Foston Hall, Lindholme and Ranby, and seen as helpful in reassuring potentially anxious family members about their loved ones’ safety. Family fun days and other events to which families were invited, like annual Xmas parties, were valued too.

REGARDING PRISONERS

Reception & induction

As was frequently noted during my tour, the early days in any jail are a high risk time for self-harm, and for prisoners getting into debt (with all the consequences that can have); but they are also an opportunity to ‘set the tone of a jail’, shape prisoners’ expectations (including what’s expected of them), identify their needs (including any healthcare issues), and generally help them settle in and prepare for their time in the prison.



Cell at Brinsford. Credit: Andrew Skilton

The value of peer mentors, and a comfortable and welcoming feel, on both reception and induction, were commonly highlighted. The managers at Berwyn were proud of their newly built reception area, which they felt was ‘second to none’. Rye Hill’s

reception, with its 'relaxed 'open' feel', alongside a 3-month peer-led induction, were singled out by both prisoners and staff. Staff at Wayland praised the 'great' First Night Centre, with its induction mentors and Listeners, and emergency credit for prisoners to call home on arrival, while the peer-led support for 'first timers' was praised at Elmley and Dovegate.

Ranby's 'essentials' shop in reception was among initiatives to ensure prisoners had the basics on arrival, and help prevent them getting in to debt. New Hall's 40 minute 'bus to bed' reception process was praised too, as were the 'distraction packs' (including reading materials and puzzle books) provided to women on reception at Drake Hall. Managers at Lincoln praised the briefings and psychological assessments provided by a partner agency, Spark Plus, before prisoners leave court.

Domestics (phones, food etc)

Prisoners, staff and managers all saw in-cell phones, where they had them, as a significant positive: helping prisoners to maintain family relations; reducing a potential source of conflict with staff and peers; and providing access to outside helplines, such as Samaritans, and in-house services, like the peer-run advice lines at Doncaster, Dovegate, Lowdham Grange and Lincoln. In some prisons, phones were also used to contact prisoners in their cells, including to remind them about forthcoming appointments.



Catering at Feltham. Credit: HMPPS

Prisoner Information Desk mentors (PIDs) and their equivalents elsewhere, including 'Signposters' at Nottingham, and the centrally-located 'community hub' team at Swaleside, were widely rated for their roles in providing information to their peers and signposting them to services etc, as was the peer-produced guide for prisoners at Hewell, while in-house TV channels were highlighted in similar vein in a number of establishments, including Lowdham Grange, Hewell, Ranby and Maidstone.

'Kiosks' – touch-screen terminals on the wings which allow prisoners to deal with many 'domestic' issues (like putting in applications to see a doctor, booking visits, buying phone credit and sorting their canteen) – were rated in all the prisons that had

them for taking pressure off staff and the relationships between prisoners and staff, and for giving prisoners back some responsibility and control. At Berwyn and Wayland, Kiosk services were accessible via tablets issued to prisoners, and these were viewed as a significant further enhancement.

In the absence of Kiosks, prisoner ‘app reps’, who help log and process applications, were highlighted at Exeter, Wormwood Scrubs and Swansea, with the rep at Swansea, described as a ‘human Kiosk’, working closely with a member of the admin team – while PIDs (and their equivalents) performed a similar (and equally valued) role in many other prisons.

Although daily food budgets are limited to just over £2 per prisoner, the quality of the food was praised in a number of jails, including Ashfield, Bedford, Buckley Hall, Drake Hall, Lancaster Farms, Parc and The Verne, while two hot meals a day and a cooked breakfast were highlighted by prisoners at Leicester and Swansea, respectively. Prisoners appreciated the opportunity to cook for themselves, including (among others) at Frankland, Warren Hill, Styal and Stocken, while Full Sutton’s ‘opt out’ arrangements (allowing prisoners to use their budget allocation to purchase their own food) were highly valued.

A coffee shop, where they were able to meet friends in their spare time, was singled out by the women at Drake Hall. The ‘Glad Rags’ shop, allowing the women to buy clothes and make-up at affordable prices, and providing three free outfits to those women arriving without their own clothes, was highlighted at Downview, as were the charity clothes shops at Drake Hall and New Hall. And the shop at Warren Hill, where the men could buy their canteen instead of ordering it from catalogues or via Kiosks, was valued as ‘normalising’ by prisoners there.



In-cell phone at Liverpool. Credit: HMPPS



Kiosk at Liverpool. Credit: HMPPS

Consultation & engagement

Most of the prisons I visited had some form of wing-based prisoner consultation, with prisoner-reps meeting regularly with managers to raise issues of relevance to themselves and their peers.

Prisoners on Staff:

“The staff here are a different breed”

“We hold joint events with the staff and they’re really good”

“The staff inspire hope and everyone gets treated as a human being”

“There’s a mutual respect and doing events together makes a huge difference”

“They focus more on encouraging and praising than shouting and criticising”

“There’s a culture of respect and an underlying honest conversation”

“The staff are fantastic – they really care”

Many establishments had widely valued Prisoner Councils (and equivalents), with those at Buckley Hall, Gartree, Humber, Oakwood and Ranby (with its full-time engagement manager) among those receiving particular praise from prisoners. Diversity reps – covering each of the ‘protected characteristics’ – were also widespread and highlighted as positives in many prisons. And at Swaleside, prisoners helped audit the prison’s performance against the HMIP inspection standards, reporting back to the Governor on their findings – while Onley’s ‘Change Request’ (ideas) scheme was open to prisoners as well as staff.

Prisoners also had a widespread and widely valued role, across the estate, in supporting and mentoring their peers, from VR reps, reception and induction mentors, and PIDs (and their equivalents)

noted in previous sections, to Samaritan-trained Listeners, healthcare and mental health mentors, ‘buddies’ (for those with social care needs), reading mentors and (at Oakwood) legal advice mentors, among many others. And at Wakefield, for instance, prisoners gave out canteen to their peers, freeing up staff for other tasks.

Behaviour management

The positive impact of multi-disciplinary, individualised case management of the most challenging prisoners – along the lines of the CSIP (Challenge, Support and Intervention Plan) model being rolled out during my tour – was noted in many of

the jails, and in a number of cases (including Brinsford, Coldingley and Foston Hall) prisoners' families were involved in the process – while Swaleside had an 'SOS team' of Officers and psychologists providing an outreach and drop-in service to the most difficult prisoners there.

A number of jails had wings or spurs for 'non-compliers' and prisoners on Basic, focused on helping to address their behaviour and (re-)engage them in the regime, including at Altcourse, Leicester, Moorland, Nottingham and Parc, while managers at Wakefield pointed to their CSC's Enabling Environment status.

Many prisons also had Enhanced, or so-called 'super-Enhanced', wings and spurs, and these were widely seen as a positive reward for the best behaved prisoners and an effective incentive to others.

Health & well-being

The prisoners singled out healthcare for praise at a number of establishments, including Deerbolt, Lancaster Farms, Humber, Littlehey and Eastwood Park. Managers at Berwyn reported that a wide range of services, including the pharmacy's 'meds-optimisation' programme, had reduced the need for outside hospital visits. Full health screening, including for Blood Borne Viruses, on the day after reception, was described as best practice by managers at Wandsworth.

In many prisons, including Erlestoke, Swaleside, Stafford, Oakwood and The Mount, trained prisoners acted as health & well-being champions, and these were widely seen to be effective. 'Buddies' helping prisoners with disabilities and complex social needs were also common and widely valued, including at Dartmoor, Holme House, Isle of Wight and The Verne. A number of prisons held well-being days for prisoners – in some cases jointly with staff – and this was something singled out by prisoners at Bure.

A number of jails had supported living units, like those at Wymott, Bure and Oakwood, for prisoners with complex needs. Staff, managers and prisoners at Whatton all highlighted the prison's support for prisoners with dementia, including widespread training for prisoners and staff, while managers at Drake Hall noted the prison's 'Dementia Friendly' accreditation.

End of life care, including their dedicated palliative care suites, was highlighted at Exeter, Holme House, Hull, Norwich and Wakefield.

On Chaplaincies:

“The Chaplains are at the heart of everything here”

“The Chaplain team are just fantastic”

“He’s an amazing human being, the Chaplain”

Mental health

Mental health care got positive ratings in many of the jails I visited, with those singled out by prisoners including (among others) Durham, Dovegate, Feltham B, Stafford and Eastwood Park.

A number of initiatives highlighted during my tour include: trauma training for staff at Parc, Whitemoor, Peterborough, Styal and

Send (where the training is run by prisoners); a trained trauma peer-champion for the women at Peterborough; a trauma-focused counselling psychologist at Eastwood Park; a ‘healing trauma’ course at New Hall; counselling for victims of abuse at Low Newton, New Hall and Peterborough; mindfulness courses at Parc; ‘mental health first aid’ training for all staff and mental health peer-mentors, at Birmingham and Ranby; ‘emotional well-being’ mentors at Swaleside; counselling services at Bedford, Rye Hill, Low Newton and Drake Hall; drop-in services for more vulnerable prisoners and self-isolators at Drake Hall and Humber; and Andy’s Man Club at Humber and Erlestoke. And the pastoral care provided by Chaplaincy staff was widely praised across the estate.



Peer mentor at Swaleside.

Credit: Prisoners Education Trust

Wandsworth’s and Durham’s specialist in-patient mental health units, and Hull’s unit for prisoners ‘in crisis’, were also highlighted, and the Rowan House day care centre for women who were ‘struggling to cope’ was praised by the prisoners at New Hall – while the use of pat dogs and birds of prey with prisoners with mental health issues were noted at Long Lartin and Altcourse, respectively. Drake Hall’s managers highlighted the jail’s whole-prison Enabling Environment (EE) status as a real positive for the mental health of the

women there, with EE wings at Ranby and Littlehey noted by the managers there too.

Samaritan-trained peer Listeners can be found in almost every prison, and received widespread praise for their role in helping to support those at risk of suicide and self-

harm. Other initiatives highlighted in this regard include restrictions on the possession of razors at Belmarsh and Bedford (as detailed under ‘the basics – safety’ above) and engaging prisoner’s families in supporting those on ACCTs, including at Aylesbury, Brinsford, Forest Bank, Lancaster Farms, Low Newton and Rochester.

Equalities & diversity

Throughout my tour I was told about the important role played by diversity and equality peer-reps in supporting prisoners with protected characteristics, and working with managers to ensure their needs are met.

With an increasing number of older prisoners in the system, support for the over-50s, often in conjunction with Age UK, was highlighted in many jails, including Whatton (and its OPAL drop-in centre), Elmley, Erlestoke, Frankland, Ranby and Wakefield. Support for trans prisoners, another growing group, was highlighted as a strength by prisoners in Belmarsh (including being able to purchase make-up through canteen), as well as by the managers at Frankland – while Lewes and Foston Hall both ran trans-awareness training for staff (in the latter case, run by the women there). Support for prisoners with learning disabilities was noted as a positive at Parc and Whatton, while Whatton was also rated for the support offered to prisoners with autism (including autism awareness training for prisoners and staff), and Feltham B had achieved ‘autism accreditation’ status.

Support for care leavers was highlighted at Portland, Swinfen Hall, Low Newton, New Hall and Peterborough; while support for veterans was singled out by prisoners at Cardiff, Parc and Winchester; and the prisoners at Ranby highlighted the involvement of both staff and prisoners in the support provided to minority groups there.

Children & families

Support for maintaining family relations has grown across the estate following the Lord Farmer Review of 2017, and was singled out for praise by prisoners in a number of jails including Buckley Hall, Doncaster, Parc, Thameside, Warren Hill and Winchester.

Phones in cells, where available, were universally seen as a positive in this regard (see also under ‘domestics’ above).

Family visits, allowing prisoners to interact and play with their children, were widespread and widely praised, especially when they extend across a whole day (like at Dartmoor, Full

On family support:

"The mother and baby unit is amazing"

"Having staff in civvies for visits is great"

"The facilities – and the fudge cake – are fantastic"



Family day at Doncaster. Credit: Serco

Sutton, Highpoint and Hull) and where staff are dressed in civilian clothes instead of uniforms (like at Maidstone, Wandsworth, Drake Hall and Send), while managers at Foston Hall noted that prisoners' families were allowed to tour the grounds during family days there. Special visits for lifers and IPPs were widely valued too – as were normal visits where (as in many cases) they lasted two hours or more.

Also highlighted were: 'homework clubs' (including at Berwyn, High Down, Lindholme and Low Newton); 'kids clubs' (e.g. at Exeter, Oakwood, Rye Hill and Winchester); private visits with children at Brixton; Mother and Baby' visits (e.g. at Eastwood Park and New Hall); 'breakfast visits' at Hull; 'coffee mornings' at Elmley; evening visits at Brixton, Low Newton and Winchester; weekend visits at Low Newton, Winchester and Doncaster; 'baby

bonding' and 'toddler time' sessions at Thameside; adults only visits at Send and Full Sutton; and an annual Xmas party for children at Bedford.

Prisoners at Berwyn and Buckley Hall praised being able to sit next to their visitors, rather than opposite them. The men at Berwyn also valued being allowed to wear their own clothes with no 'bibs' to identify them as prisoners, prisoners at Forest Bank liked a creche on visits, and the men at Hewell and Dovegate singled out the opportunity to spend time with their children outside. Prisoners at Highpoint and Erlestoke highlighted free transport for visitors from the local train station, provided by the prison (out of canteen profits) and a local charity (Friends of Erlestoke), respectively.

Storybook Dads, and Storybook Mums in the female estate, allowing prisoners to record themselves reading a bedtime story and send it to their children, was common and universally praised, including at Lowdham Grange and Buckley Hall, where their stories were recorded on video. And the men at Lowdham valued an information video for families about life in prison which their peers had produced.

Inviting families to join their loved ones at ‘celebration of achievement’ events was highlighted at Bullingdon, Channings Wood, Featherstone, Forest Bank and Drake Hall, while Forest Bank, Lancaster Farms and Manchester held forums for family members with prison managers.

The Mother and Baby’ units at Eastwood Park, New Hall and Styal all received praise. The ‘family bonding unit’ at Foston Hall, where the women could have whole-day, private visits with their families, was highlighted too, as was the option for pregnant women there to have a ‘companion’ with them when giving birth. And parenting courses were noted as a positive by the men at Buckley Hall, Humber, Parc and Winchester.

Purposeful activities

Education and skills training received positive ratings in many of the prisons I visited, especially where there was a clear link with employment opportunities on release.

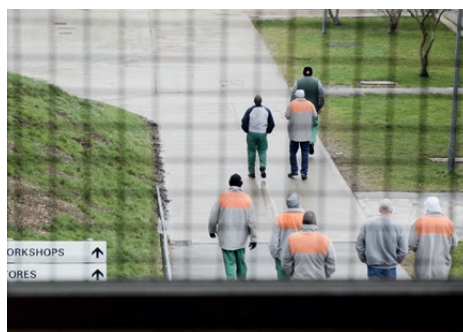
Programmes which prepared prisoners to gain a Construction Skills Certification Scheme (CSCS) card – like at Bedford, Brixton, Brinsford, Dartmoor and Ranby – were highly prized. The Network Rail Track Induction Course was among positives noted at Featherstone, Swinfen Hall and Cardiff. The PICTA IT training was singled out at Coldingley, Moorland and Wandsworth, as were: the coding course run by Code4000 at Humber; business courses at Birmingham, Bronzefield, Usk and Whatton; and gym instructor courses offered at Doncaster, Isis, Lewes and Ranby (among others). Other programmes singled out include: the Halfords Academy at Drake Hall; hair and beauty courses at Styal and Downview; and horticulture courses at Downview and Haverigg. Recycling Lives, who help prisoners find employment on release, as

On education & training:

“The education in here is the best I’ve ever come across”

“You can do all the building trades, the CSCS, that’s really good”

“The business courses, they’re great”



Off to work at Bullingdon. Credit: Alex Simpson



Park Run at Haverigg. Credit: HMPPS

On libraries:

“The library’s great – they get outside authors in, teach reading, all sorts”

“The library here is just like one on the out”

“The library is fantastic, the best”

On the gym:

“The gym is just amazing, they’re brilliant, always help you out”

“The gym guys are incredible and help you do qualifications, too”

“The PEIs are a total credit to this place”

well as housing for those who need it, was highlighted at Styal, Lincoln, Dovegate and Buckley Hall; while managers at Ranby reported that workshop contracts there were conditional on providers offering employment to prisoners on release.

Prisoners at Lindholme, Moorland and Cardiff highlighted rapid, post-induction, allocation to work and education as a positive for them.

The Learning Together initiative, which brought university students in to study together with prisoners, was both widespread and widely praised (e.g. Erlestoke, Haverigg, Chelmsford, Feltham and Whitemoor). Distance learning opportunities were widely valued as well.

Libraries also received widespread praise, including from prisoners at Deerbolt, Thameside, Downview, Erlestoke, Haverigg and Whitemoor, and events organised with visiting authors and other outside speakers, such as Erlestoke’s annual ‘Arts and Literature’ festival, were highly appreciated. Peer-led help with learning to read, through the Shannon Trust, was highlighted as a positive in many establishments too.

The gym and gym staff were also highly valued and widely praised. Prison Park Run, which started off at Haverigg and was beginning to be adopted elsewhere (including Buckley Hall and Channings Wood), received positive ratings. Links with local sports teams were noted and praised in a number of prisons too, while prisoners at Stocken played football in their local Sunday league (home games only!).

Rehabilitation & preparation for release

Encouraging prisoners to engage with the opportunities available to them, to assist their rehabilitation and help prepare them for release, is a key focus of the new Keyword scheme being rolled out during my tour and widely welcomed by prisoners, staff and managers (see ‘the basics – safety’ for more details).



Vocational training at Coldingley. Credit: HMPPS

A range of Offending Behaviour Programmes (OBPs) designed to target specific risk factors for re-offending are offered across the estate, and these were highlighted on a number of my visits, as were the Pathways, Kainos and Cameo personality disorder programmes at Aylesbury, Haverigg and Foston Hall, respectively. Substance misuse services were widespread and highlighted in a number of establishments (as outlined in ‘the basics – drugs’).

A number of prisons had specialist PIPE units, PD units and Therapeutic Communities (TCs), all aimed at aiding the rehabilitation of those with especially complex needs, and these were highly rated, as was Grendon, the only whole-prison TC in the estate.

The ‘Building Hope’ unit at Garth, IPP unit at Humber, and whole-prison ‘progression regime’ at Warren Hill, which were aimed at helping those on indeterminate sentences to progress through the system, were also highlighted.

The resettlement support provided by local probation services at Bedford, Bristol, Dovegate, Lewes and Ranby, among others, as well as a dedicated resettlement wing at Onley, were rated in helping to prepare prisoners for release. Other ‘positives’ noted in this regard were: resettlement fairs at Northumberland; job fairs, including at Bure, Lewes, Norwich, Ranby and Wandsworth; job interview training at Drake Hall and Peterborough; help preparing CVs at Send and Peterborough; housing support at Drake Hall and Exeter (see also ‘Recycling Lives’ in the previous section); pre-release courses, including at Hindley, Liverpool, Wandsworth and Whatton; and the ‘Departure Lounge’ at Lincoln (where prisoners can charge mobiles, make calls, liaise with probation, and get transport to the rail station).

THE PRISONS

ALTCOURSE

Location: Merseyside

Date of visit: 22 Feb 2018

Visit number: 8

Prison type: Category B Local

Capacity: 1164

Opened: 1997

Operator: G4S



OFFICERS

Staff rated relationships with prisoners as excellent and characterised by ‘mutual respect’. They highlighted the specialist family interventions unit and support for family ties, including family days, extended visit length, Storybook Dads, and in-cell phones. They rated the education and training opportunities for prisoners, mental health provision and substance misuse services as positives. They also highlighted the specialist unit aimed at reintegrating prisoners on Basic regime, and the on-wing Kiosk system which benefited both prisoners and staff. They valued the weekly team meetings and monthly training afternoon for staff, and felt that a period of shadowing for new staff helped them settle in to their roles. They also appreciated the employee of the month staff recognition scheme.

PRISONERS

The prisoners described the prison as ‘safe’ and praised staff-prisoner relationships. Like staff, they highly rated the family interventions unit and support for families. The prisoner-led radio station, which helped keep prisoners informed and entertained, was also praised, as were the ‘extensive’ peer support and mentoring programmes, and approach to prisoner consultation. They too highlighted the education and training opportunities in the prison and substance misuse services, as well as the mental health provision, including the use of birds of prey and dogs, and the specialist unit for prisoners on Basic.

MANAGERS

Senior managers rated many of the same things as both frontline staff and prisoners, including: staff-prisoner relationships; prisoner engagement and consultation; education and training opportunities; the family interventions unit and support for families; substance misuse services; mental health provision; and the unit for those on Basic. They also highlighted safety, staff recognition, and staff training and development as positives.

ASHFIELD

Location: Gloucestershire

Date of visit: 4 September 2018

Visit number: 45

Prison type: Category C

Capacity: 416

Opened: 1999

Operator: Serco



PRISONERS

The prisoners described a safe jail with good staff-prisoner relations. They rated the range of reps & mentors and the 'excellent' consultation, via an elected Prisoner Council, alongside regular meetings with Residential governors and relevant managers, a monthly SMT meeting, and regular forum meetings between reps and managers across a range of issues (e.g. race, faith, disability, etc). Education was 'excellent' and the library and gym 'brilliant'. They praised the food, green spaces, cell fittings (including showers), quarterly family visits, in-cell phones and Kiosks on the wings.

OFFICERS

The staff thought the prison safe, and praised a 'very' visible management, 'excellent' staff-prisoner relations (e.g. on first name terms), and a culture of mutual respect. They liked the full staff briefings each morning, a fortnightly 'shut down' for a full staff meeting and training, and the staff counselling service. The staff mess was 'great' and 'well used', and they also enjoyed good staff access to the gym. Regarding prisoners, they valued strong engagement and consultation, phones and Kiosks, a good physical environment, the gym and sports facilities, as well as their 'excellent' food ('better than elsewhere'). Education & training, alongside support to aid self-employment, was 'excellent'.

MANAGERS

The Director and Deputy described a 'calm' and 'safe' prison, where a culture of decency and respect 'permeates everything', inc. relations at all levels among staff and with prisoners. They said the SMT was 'visible' and had an 'open door' policy. They highlighted consultation (forums, etc), extending to both staff and prisoners. As elsewhere, prisoner phones and Kiosks were highly valued. They rated Ashfield's cleanliness and noted cell carpeting, for both the decency agenda and in helping reduce noise. They said there was full prisoner employment, with 'very good' education & training. The staff mess also won praise.

AYLESBURY

Location: Buckinghamshire
Date of visit: 13 September 2018
Visit number: 46
Prison type: Young Adults
Capacity: 410
Opened: 1847
Operator: HMPS



OFFICERS

The Officers said staff across all disciplines worked well as a team, and there was a good rapport with prisoners. They rated 'visible management', the Governor's weekly rounds, and frequent 'back to the floor' days, and also liked staff briefings, by area, every morning. The gym and chaplaincy were 'excellent'. As elsewhere in the estate, in-cell phones had made 'a big difference'. The Redemption Roasters coffee makers training program was praised as 'excellent' and had helped numerous prisoners get jobs.

MANAGERS

The senior managers had fulsome praise for the staff's 'courage', 'resilience', and 'excellent' camaraderie. They noted good support for detached staff (many 'want to stay'), and liked regular staff well-being days and the monthly training shut down. They cited a good range of OBPs, 'excellent' drug services and mental health support, and a (unique) 'Pathways' daycare programme for prisoners with PD, alongside training all staff in managing PD and complex needs. They also rated healthcare's complex care (inc. weekly case reviews). They praised family support, inc. monthly family visits, 'Fathers & Children' days every few months, annual 'Lifer Days' (run by Pact), Storybook Dads, and quarterly 'celebrations of achievement' with families invited in. Redemption Roasters, the Chaplaincy, and gym staff and facilities all got the thumbs up, as did a dedicated local police team for suspected crimes in prison. The safer custody team was 'very strong', with families brought in on ACCTs to provide support, and Listeners invited to regular safer custody meetings. They also liked the Prisoner Council, monthly meetings with governors and department heads, and the 'Best Kept Wing' Competition.

PRISONERS

The prisoners also said the gym, its staff, and Prisoner Council were very good. In-cell phones (inc. access to Samaritans 24/7) were 'excellent', as were single cells. They also liked the good educational and personal development opportunities.

BEDFORD

Location: Bedfordshire

Date of visit: 22 November 2018

Visit number: 64

Prison type: Category B Local

Capacity: 411

Opened: 1801

Operator: HMPS



PRISONERS

The prisoners thought staff good ('some great') and said peer mentors (inc. Information, Advice & Guidance workers) made 'a real difference'. They praised the food ('best I've come across'), the gym and its staff, the library ('like a library on the out'), drug & alcohol services, and visits inc. hot food, family visits – and the Christmas party for kids.

OFFICERS

The Officers highlighted staff camaraderie and Officers' flexibility in supporting the regime. They valued 'good detailing', helped by the involvement of a former Officer. They noted 'good' prisoner rapport, healthcare, a 'very good' Chaplaincy (putting on many events inc. outside speakers) and a 'great' library. They, too, rated the food, and highly praised Reactiv8's training & employment support (inc. CSCS training). The gym was 'excellent' and its staff 'great', and Christmas events, football tournaments, and staff well-being days were highlighted. They valued daily wing operational and monthly full staff meetings, staff recognition (Team and Employee of the Month) and a fortnightly training shutdown to develop new staff's jailcraft.

MANAGERS

The managers said staff-prisoner relations were better than most Cat Bs and praised their 'committed' staff's 'resilience', and the 'incredible' CMs ('central to everything'). They, too, rated staff recognition, training, the kitchen and the gym. They highlighted 2 full-time mentors giving extra training to POELTS, an OMU fully staffed by non-operational staff (ensuring no cross-deployment), resettlement support from the CRC and partners, monthly wing forums (with prisoners and the Head of Residential), and a 'culture change' forum with prisoner reps (which the No. 1 chairs). Self-harm was noted as low due to staff-prisoner relations, outside agency support, prisoner counselling, and individual multi-disciplinary case management – which 'also helps' with challenging behaviours.

BELMARSH

Location: Greater London
Date of visit: 28 March 2019
Visit number: 94
Prison type: High Security Local
Capacity: 906
Opened: 1991
Operator: HMPS



PRISONERS

Prisoners felt staff were good at dealing with incidents and said they could keep safe if they stayed away from trouble. They noted recent improvements and praised the No. 1 as 'visible', 'open' & 'progressive'. They rated the Prison Council, with monthly SMT meetings ('makes a difference'), as well as a range of peer mentors, inc. PID workers, Listeners and care & support workers (for older prisoners) on each houseblock. They noted good support for trans prisoners, including access to make-up etc through canteen, and valued curtains in every cell.

OFFICERS

The Officers felt relations with prisoners were generally good, and said the jail was safe and controlled, highlighting a whole-prison approach to security, and the courage, skill and teamwork of staff ('we're a family'). They rated suicide & self-harm prevention, noting a low number of ACCTs, the commitment & care of staff, and multidisciplinary case management & support. Reception & induction were another positive, with good support from peer mentors. The No. 1 was 'inspirational', 'visible', 'knows our names', 'supports us, listens & gives praise', and 'sends us all birthday & Xmas cards!'.

MANAGERS

Managers agreed about safety, security and staff-prisoner relations, praised staff and teamwork across disciplines, and also rated suicide & self-harm prevention. They highlighted managing challenging prisoners and mental health support, too. Allowing prisoners razors only when shaving, and staging Officers at fixed points on free flow while managers walked the route aided safety, and said having oranges & juice to administer for 'Spice attacks' reduced 'code blues'. A full body scanner in reception, scanning all mail, random checks on staff, and support for staff under threat, had reduced smuggling. Staff recognition, 'people committee' consultation meetings, and well-being days were positives, and the Governor was 'outstanding'.

BERWYN

Location: Clwyd

Date of visit: 7 August 2018

Visit number: 37

Prison type: Category B Local

Capacity: 1300

Opened: 2017

Operator: HMPS



MANAGERS

Managers praised the jail's 'rehabilitation culture' and the attitudes of staff & managers. They rated a 'strong' Prisoner Council and wide range of peer mentors, as well as 'excellent' visit facilities, extended family visits, a homework club etc. Reception was 'the best you'll find', offering a warm and comfortable welcome, and together with a week-long induction 'set the tone' for the prison. Healthcare was 'excellent', and a wide range of services, inc. the pharmacy's 'meds-optimisation' programme, reduced the need for outside hospital visits. They rated education & training, the older prisoner unit, and facilities including showers, phones and Kiosk-type facilities (via tablets) in cells. The gardens and grounds were a positive for all, and the mess was valued by staff.

OFFICERS

The Officers praised the attitude of staff, noted a 'very strong' bond (helped by outside socialising) between staff, and said relationships with prisoners (referred to as 'residents'), based on first-name terms, were 'excellent'. CMs and the SMT were praised as 'highly supportive' and 'visible'. They valued monthly full staff meetings and staff recognition (including a 'caught doing good' scheme), as well as the staff mess. They also rated the range of peer mentors and the 'strong' and 'well embedded' Prisoner Council.

PRISONERS

The prisoners called staff-prisoner relations 'excellent', valued being called 'residents' and the use of first names, and felt 'very safe'. They highlighted visits, and extended family visits in particular, as 'fantastic', noting 'comfy side-by-side seating' and the right to 'wear your own clothes: with no bibs'. They rated the range of peer mentors and the Prisoner Council, while VR reps, who had a mediation role here, were 'key to safety'. They liked in-cell showers, phones and laptop-based Kiosk facilities ('better than on the wing', 'no queues', 'do it in your time'), and said the gardens and green spaces made a real difference, too.

BIRMINGHAM

Location: West Midlands

Date of visit: 2 April 2019

Visit number: 95

Prison type: Category B Local

Capacity: 1099

Opened: 1849

Operator: HMPS



PRISONERS

Prisoners said staff-prisoner relations were generally good, safety and cleanliness were improving, and Keywork was 'great'. They valued phones in cells and Kiosks, and a wider range of TV channels than most jails. They highlighted visits (including evening visits and 'fantastic' family days), the gym ('staff are excellent'), Prison Council, and KPMG-run 'Restart' business course, and said photocopying all mail had helped tackle Spice. They praised the 'very good' No. 1 as someone who was 'visible', 'gets things done', 'is a straight talker' and 'follows through'.

OFFICERS

The Officers agreed about staff-prisoner relations, safety and cleanliness, as well as the impact of phones and Kiosks, Keywork and photocopying the mail. They described the Governor as 'inspirational' and someone who was 'first in and last out', listened to and supported staff, gave praise where it's due, and was very visible across the jail. They highly valued the No. 1's full staff morning briefing (with tea and coffee!), commitment to ensuring infractions were punished and all assaults reported to police, and support for staff who had been assaulted, and said staff morale had improved significantly of late.

MANAGERS

Managers too agreed with staff & prisoners about relationships, safety and cleanliness, phones & Kiosks, Keywork and photocopying the mail; they also shared their assessments of the No. 1 and agreed about the morning meeting (including tea & coffee) which 'sets the tone for the day'. They said a CM on each wing, and daily inspections by SMs, also improved control, decency and staff morale. Prisoner engagement and consultation, including wing forums, a Prison Council, and a good range of peer mentors, were also highlighted, as was a multi-disciplinary individualised approach to managing vulnerable and challenging prisoners, and 'mental health first aid' training for all staff and relevant prisoner mentors. The staff recognition scheme was another positive.

BRINSFORD

Location: Staffordshire

Date of visit: 8 June 2018

Visit number: 19

Prison type: Young Adults

Capacity: 577

Opened: 1991

Operator: HMPS



PRISONERS

The prisoners praised relations with staff, and visible governors who ‘listened’ and ‘explained’. The regime for well-behaved prisoners was ‘excellent’ as were healthcare and the gym, its staff, and visits from outside sports teams. They valued education and vocational training (inc. CSCS training) and appreciated the ‘clean grounds’ and ‘flowers’.

OFFICERS

Officers said the prison was safe and praised the VR and Safety Teams who debrief prisoners after incidents and oversee VR plans. They rated relations among staff and with prisoners highly, and said the No. 1 was ‘excellent’: visible, ‘knows all the staff’, and ‘has time for us’. They valued regular staff training days, the Care Team, and mentoring support for new staff. They also admired education & training and noted the positive impact of the Keyworker scheme.

MANAGERS

The SMT described management, from the No. 1 down, as ‘very visible’ and praised the prison’s communications, led by a dedicated comms manager, inc. twice daily team briefings and regular staff consultation forums. They too thought staff-prisoner relations were very good and noted the benefits brought by Keyworking. They found the prison ‘safe’ – highlighting the VR and Safety teams – and said family involvement with self-harmers & violent prisoners ‘really helped’, as did a wing for troublesome prisoners. They, too, rated education & training, adding praise for the Prisoner (‘Residents’) Council, and for Environmental Services who kept the place ‘clean, green and bright’.

GOVERNOR

The Governor noted many of the positives identified by others and highlighted in particular: the quality and skills of staff; the prison’s commitment to decency; the VR and Safety Teams; the Residents’ Council; and Environmental Services.

BRISTOL

Location: Bristol

Date of visit: 26 February 2019

Visit number: 84

Prison type: Category B Local

Capacity: 520

Opened: 1883

Operator: HMPS



OFFICERS

The Officers highlighted violence reduction work, Keywork, phones in cells, hanging baskets, and a decency & cleanliness drive, as contributing to significant improvements in safety, quality of life and staff-prisoner relations. They said staff took time to help prisoners, and noted strong relationships among staff. They felt the Governor & Dep were visible, approachable, supportive of staff, ready to 'muck-in' and quick to give praise. They appreciated the weekly newsletter (which includes thanks and messages of support) and especially the morning briefings for operational staff by the Gov/Dep, with tea and croissants!

PRISONERS

The prisoners highlighted the recent introduction of phones in cells as a real positive in supporting family relations and, by alleviating stress on prisoners, in reducing violence and self-harm too. They rated the gym facilities and access highly, and praised gym staff for 'going the extra mile' (including coming in on rest days to ensure the gym remained open). NVQs in catering for prisoners working in the kitchens and the staff mess were another positive, as were the role of peer mentors in supporting and advising prisoners on reception.

MANAGERS

Managers praised the resilience and skill of staff, agreed gym staff were 'superb' and noted strong relations across disciplines. They too highlighted the impact of decency, Keywork and phones in cells, and valued weekly multi-disciplinary Safety Intervention Meetings on very challenging prisoners. On resettlement, they highlighted the role of the CRC and partners, and through-the-gate mentoring. They noted additional training and an extended role for SOs, freeing-up managers, and providing better progression opportunities for Band 3s. The No. 1 was praised for staff consultation and communication, empowering and inspiring managers and staff, supporting staff development, and creating a 'We are Bristol' ethos. They too valued the daily staff briefing (and the croissants!).

BRIXTON

Location: Greater London
Date of visit: 14 June 2018
Visit number: 24
Prison type: Category C
Capacity: 789
Opened: 1819
Operator: HMPS



PRISONERS

The prisoners said staff-prisoner relationships were good, and thought that safety and drugs issues were ‘much better’ since staff numbers had increased. They praised the wide range of peer mentors, and the PID workers, VR reps and family pathways reps in particular got an ‘excellent’ rating. They called the Prisoner Council ‘helpful’ and liked the weekly ‘surgery’ with residential governors. They also valued regular extended visits, as well as occasional evening visits, which helped maintain family ties.

STAFF

The staff group said relations among staff were good and noted a diverse workforce reflecting the wider population. The Staff Care team was rated as ‘very good’, as were staff well-being days. They liked the ongoing post-graduation training in the use of authority for newer staff, by more experienced staff, and said it helped with relationships as well as building skills and confidence. They described the jail as ‘safer now’, with less drugs, and praised suicide prevention. They called staff-prisoner relations ‘humane’ and praised the peer mentors, with the PIDs, VR and Induction reps in particular getting a thumbs up. They highlighted how using the prison’s own transportation instead of taxis for escorts had saved both time and money.

MANAGERS

Managers felt familiarisation visits for potential applicants, as well as two dedicated mentors, a buddies scheme, ‘practice support’ provided by HR, an extra training week, and ‘use of authority’ sessions for POELTS had contributed to high retention and helped develop new staff’s jailcraft. They praised family support, inc. homework clubs, family days and extended visits, a private room for fathers with young children, and Storybook Dads. They had positive words, too, for the Prisoner Council and the Bounce Back charity who helped prisoners get their CSCS card and supported them in finding work on release.

BRONZEFIELD

Location: Surrey

Date of visit: 12 February 2019

Visit number: 79

Prison type: Female

Capacity: 557

Opened: 2004

Operator: Sodexo



MANAGERS

Managers described staff-prisoner relationships as ‘truly outstanding’. They rated the local, strengths-based, approach to recruitment, and said retention was high. They highlighted a strong focus on staff – well-being days, staff recognition, weekly newsletter (inc. ‘thank you’s and human interest stories), monthly ‘breakfasts with the Director’, personalised Christmas/birthday cards, and regular staff forums – and noted the Director toured the prison every day. Phones and Kiosks were positives, likewise learning and skills training, with a focus on market-entry qualifications (inc. hair & beauty, and business enterprise), visits facilities, and support for families. The range of peer workers and their integration in to the regime were also positives, as was the Prison Council, which met regularly with the Director and was elected by both prisoners and staff.

PRISONERS

The prisoners praised the staff, and relations with them, and valued being referred to as ‘residents’. Phones in cells, and Kiosks on the wings, were highly valued. The Prison Council was also valued and seen as active and effective, as was the wide range of peer mentors and supporters. The facilities on visits, and the staff (‘warm and welcoming’), were especially highly praised; and education and training opportunities were also seen as a positive.

OFFICERS

The Officers felt the prison was safe, with ‘excellent’ staff-prisoner relations, and noted strong, supportive relationships among staff across the jail. They highlighted phones and Kiosks as significant positives for both prisoners and staff, and rated the induction process, employment opportunities, and ‘through the gate’ support for the women. The wide range of peer mentors and support workers were also rated, as was the Prison Council. The Director was seen as visible, supportive and approachable; and staff communications & consultation, Christmas & birthday cards, and staff recognition were also much valued.

BUCKLEY HALL

Location: Greater Manchester
Date of visit: 18 September 2018
Visit number: 48
Prison type: Category C
Capacity: 447
Opened: 1995
Operator: HMPS



MANAGERS

The managers praised 'can do' staff and staff-prisoner relations, based on first-name terms, that the No. 1 called 'better than any other jail I've worked in'; and noted a 'No decision about me without me' consultative approach to prisoners. Keywork was 'the biggest positive in many years'. Healthcare, catering and gym 'worked closely' to support healthy living – and the catering was 'excellent'. Family support was 'strong' (inc. parental contact visits, parenting courses etc). Drug recovery services were praised, as was education & training with its strong employer links (e.g. Recycling Lives which offers a job and accommodation on release). Allowing POELTS families to visit helped reassure them about their loved ones' safety, while the staff mess was 'well-used' and 'valued', and the gardens and green areas made 'a big difference' for all. Charity events involving both prisoners and staff were positives too.

PRISONERS

The prisoners felt 'very safe', and agreed there was an 'excellent' rapport with staff ('who really want to help'), liked the use of first names, and said the No. 1 was 'very good', highly visible, and approachable. They were consulted 'on everything' and the 'very good' Prison Council had quarterly meetings with the Deputy Governor and regular department meetings. Family support was 'the best' (inc. family and parental contact visits, 'sitting next to' partners, Storybook Dads with video, and parenting courses). They liked the charity 'fun' days and events, called the healthy food 'phenomenal', and praised the healthy living focus (inc. the prison Park Run) and 'excellent' gym staff and drug rehab support.

OFFICERS

The Officers said the prison was 'safe', with 'very supportive' managers (including a visible and approachable No. 1), and supportive staff ('lots of social events') with 'very good' de-escalation skills, who had made POELTS very welcome. Staff-prisoner relations were 'excellent' and 'informal but respectful'.

BULLINGDON

Location: Oxfordshire

Date of visit: 4 December 2017

Visit number: 1

Prison type: Category B Local

Capacity: 1114

Opened: 1992

Operator: HMPS



MANAGERS

The Governor and members of his senior team emphasised prisoner engagement, and an extensive range of prisoner representation schemes, as a key positive. They also highlighted the range of vocational training opportunities, and links with outside employers, which had recently been greatly expanded. Another area highlighted was extended family visits and the opportunity for family members to celebrate prisoners' achievements. The Governor also highlighted staff recognition and events for staff friends and families as positives, and underlined the importance of visible management and support for staff.

PRISONERS

Prisoners praised the violence-reduction rep system and 'well-supported' Listeners, as well as the quality and range of vocational training opportunities, and the gym facilities and training offered there. The 'honest conversation' underlying staff-prisoner communications was rated positively, as was staff commitment to 'help (and) nurture you'. Prisoner achievement awards and 'Family Celebrations' were highlighted. The accessibility and responsiveness of prison management were also praised.

OFFICERS

Frontline staff praised the Governor's visible management style, and appreciated his support for staff, including visiting any staff member who has been assaulted. Staff recognition, both individually and as teams, was described as excellent and the 'shoutout' boards, where messages of thanks and praise for staff from colleagues and prisoners are displayed, were highly appreciated. Officers agreed that staff were strongly supportive of one another, including offering a 'listening ear' in difficult times, whether on duty or outside of work. Staff also noted the quality and range of training opportunities for prisoners, and relationships between prisoners and staff were described as positive and constructive.

BURE

Location: Norfolk

Date of visit: 28 August 2018

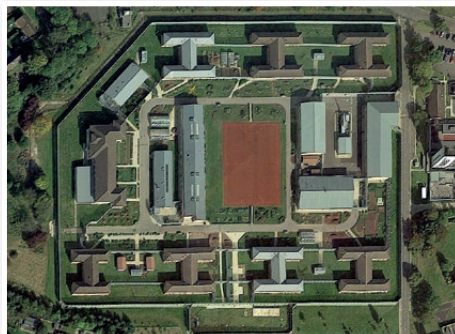
Visit number: 42

Prison type: Category C

Capacity: 656

Opened: 2009

Operator: HMPS



PRISONERS

The prisoners praised a culture of mutual respect and trust across an establishment described as 'safe', rated relations with staff as 'excellent', and highly valued being referred to as 'residents'. The gardens made a huge difference to everyone's well-being, and education & training, the gym, and Chaplaincy were all singled out for praise. They highlighted the extensive range of peer support mentors and praised management's commitment to prisoner consultation and communication, and to a rehabilitative culture. They liked the annual 'well-being day' for staff and prisoners, and 'really great' jobs fairs.

OFFICERS

Staff concurred about Bure's safety, the culture of 'humanity and rehabilitation', staff-prisoner relations, the environment, and the 'great' gym (especially 'for older prisoners'). They highlighted care for prisoners with complex needs and dementia, including a specialist unit and trained peer mentors, and noted low levels of self-harm and drug use. They praised management support and communication with staff (including daily wing briefings), prized the use of self-rostering, and noted 'excellent' teamwork, high morale and low levels of sickness among staff.

MANAGERS

Managers described Bure as 'happy' and 'safe', and highlighted its culture of humanity, decency and rehabilitation, and relations between prisoners and staff. They noted the central role of peer mentors and regular consultation and communication with both staff and prisoners. They rated the management and care of prisoners with complex needs, and those with challenging behaviours, noted the commitment to helping IPP prisoners progress, and praised the range and quality of offending behaviour programmes. They too noted the gym, Chaplaincy and gardens as key positives. Staff retention, and extended mentoring & shadowing for new staff, were 'very good', as were well-being days and 'celebration of success' events run jointly by, and for, both prisoners and staff.

CARDIFF

Location: South Glamorgan

Date of visit: 22 May 2018

Visit number: 10

Prison type: Category B Local

Capacity: 779

Opened: 1832

Operator: HMPS



OFFICERS

The Officers described a real ‘sense of camaraderie’ at Cardiff, and said they were ‘like a family here’. They called staff-prisoner relationships ‘excellent’ – and said they were better than other jails they had worked in. They added that Cardiff was much safer than comparable prisons.

PRISONERS

The prisoners described relationships with staff as ‘good’. They praised the range of peer mentors in the jail. They particularly rated the Home Detention Curfew (HDC) mentor scheme, which was set up and run by prisoners to help improve access to HDC; this involved re-designing application forms and helping prisoners to complete their submissions, which they said had made ‘a real difference’. They also praised the level of support for veterans in the prison. They felt there was a good range of training opportunities too, including the Railtrack course (which guarantees prisoners an interview on release), and they also valued the rapid allocation to suitable work and training opportunities.

MANAGERS

Like the Officers, the managers and Governor said that staff-prisoner relationships were particularly good at Cardiff, and they also talked about a strong ‘family’ environment. They rated a ‘buddy’ scheme for POELTS, which they felt helped support new staff in the early stages of their career, as well as gym access and courses open to both staff and their families. They also highlighted the range of vocational training, including the Railtrack programme, and noted their strong links with local employers. As with the prisoners, they valued the activities hub which ensured fast allocation to appropriate activities. The HDC scheme also got a special mention, along with the support available for veterans. The prison’s work on safer custody and suicide prevention work was particularly valued, and the managers said there were low levels of serious self-harm and violence compared to similar establishments elsewhere.

CHANNINGS WOOD

Location: Devon

Date of visit: 15 August 2018

Visit number: 40

Prison type: Category C

Capacity: 724

Opened: 1974

Operator: HMPS



PRISONERS

The prisoners praised education and vocational courses, including the involvement of prisoners in training their peers, and valued links with local employers, including regular 'job fairs', which helped ensure courses were relevant and improved job prospects on release. They liked two-hour visits 'as standard' and praised all-day family visits. They said the gym worked very well, and liked the range of courses and circuits for different fitness levels, as well as the Park Run, football competitions, and a prisoner & staff triathlon charity event. They also rated the strong focus on equality and diversity, and said staff were very supportive of members of minority groups.

OFFICERS

The Officers said staff were very supportive of each other. They praised Senior Managers and Residential Governors, as well as a 'highly visible' and 'approachable' No. 1, 'who knows everyone's names', as 'very supportive' of staff and 'careful to give thanks where it's due', and they found the daily full staff briefing 'extremely valuable'. They, too, praised education, training, and links with outside employers. They said prisoner progression pathways, from induction to resettlement, and with 'good' ROTL opportunities, were positives, also.

MANAGERS

The managers too noted the supportive relationships among staff. They also valued the full staff briefing each morning and praised the Governor's visibility and support for staff. They highlighted a strong focus on recognising staff's good work, from the Governor down, including in the daily briefing and Governor's weekly blog. They noted the involvement of outside 'partner agencies' across the regime, echoed the prisoners' views on education & training, job fairs & employer links, as well as visits, and rated regular 'celebration of success' events, to which families were invited. They also highlighted occasional amnesties for weapons, drugs and phones, which had worked 'very well'.

CHELMSFORD

Location: Essex

Date of visit: 1 June 2018

Visit number: 16

Prison type: Category B Local

Capacity: 700

Opened: 1830

Operator: HMPS



MANAGERS

SOs & CMs said the resilience of the staff team ‘shone through’, and praised the staff group for being cohesive and mutually supportive. They praised staffs’ skills at de-escalating challenging situations. Staff-prisoner relationships were described as ‘good’. They described a good working relationship with the local CRC, who were praised for ensuring sentence plans were on time. The Dep also commended staff-prisoner relationships, and noted the good facilities inc. the gym, football pitch, and workshops. There were positive words, too, for the fact that staff ‘wanted to learn’, and for Chelmsford’s ‘welcoming’ reception, and the ‘good first impression’ it gave.

OFFICERS

The Officers and OSGs also noted the cohesiveness of staff. They praised SOs & CMs as ‘approachable’ and ‘supportive’, and for their role in ‘bringing the team together’. They felt that the commitment and flexibility of managers and staff had helped maintain a regime in challenging times. They said staff-prisoner relations were ‘good’ and said staff were ‘very approachable’. They praised the Keywork scheme which was being introduced and felt it had helped improve relationships and safety.

PRISONERS

The prisoners described a strong sense of safety in the jail, and said that violence levels were ‘quite low’ when compared to other jails. They highlighted staff-prisoner relationships as ‘good’, and said staff were ‘helpful’. They valued the range of mentors and peer support workers, including Listeners, and the wing rep scheme which they felt was well supported by staff and management. They had high praise for the ‘great’ gym and sporting facilities, including the football field. They were also positive about in-cell phones, as well as the personal development courses, and the courses tailored to short-term prisoners’ needs – and they too felt Keywork was having a significant positive impact.

COLDINGLEY

Location: Surrey

Date of visit: 19 March 2019

Visit number: 93

Prison type: Category C

Capacity: 493

Opened: 1969

Operator: HMPS



OFFICERS

The Officers noted a safe jail with good staff-prisoner relations, and felt Keywork had had a significant impact on this and behaviour generally. They highlighted: a full working day; work, education & training opportunities; offending behaviour programmes; reliable regime; time out of cell; good food; the gym (7-day access, inc. weekday evenings, and part-time qualifications); and visits, inc. Pact-run family, listener, lifer & adult-only days. Staff valued joint activities with prisoners, inc. sports, charity events & well-being days (run by the gym), as well as 'community meals', with staff as prisoners' guests. They also rated the No. 1, and relations between staff across disciplines, with plenty of socialising out of work.

PRISONERS

Prisoners agreed about safety, relations with staff and the impact of Keywork, and praised caring staff and progressive management, inc. the No. 1. They too valued education & training (inc. the PICTA course), gym, visits, the food, and joint activities with staff (inc. 'community meals'). Out-of-work activities (inc. chess club, bee keeping, talks & debates), and the Chaplaincy, were also highlighted, along with the Prison Council, meeting monthly with the Dep & SMT, and a wide range of reps & mentors. Support for lifers, inc. peer mentors, lifer days & information days, and regular lifer-SMT forum was another positive.

MANAGERS

Managers too rated safety, staff-prisoner relations and the impact of Keywork, as well as work, education & training; OBPs; visits; the gym; joint prisoner-staff activities; Prison Council; range of reps & mentors; and support for lifers. They highlighted regular case reviews, consistent case managers and involvement of families with complex & challenging prisoners, and those at risk of self-harm, and an RJ mediation programme run by prisoners and staff. They said photocopying all mail, and drug recovery support (inc. AA, NA & 'stepping stones'), had led to low drug use, and noted good ROTL opportunities 'for a Cat C jail'.

DARTMOOR

Location: Devon

Date of visit: 14 August 2018

Visit number: 39

Prison type: Category C

Capacity: 640

Opened: 1809

Operator: HMPS



PRISONERS

The prisoners said they felt ‘safe’ (more than they did in similar prisons) and thought staff relations were good. They liked the two-week, peer-led ‘new prisoner induction’, thought ‘peer buddies’ for prisoners with disabilities and social care needs ‘excellent’, and said integrating VPs into main location worked ‘very well’. They praised education & training (including C^{SCS} training) and the ‘brilliant’ prison choir project. They liked all day family visits, and single cells ‘make a big difference’.

OFFICERS

The Officers called the jail ‘calm’, with a staff ‘family’ valued by managers and a ‘very’ visible and supportive No. 1 who ‘knows everyone’s names’ (and sends them all Christmas cards). They also liked Staff Recognition, a monthly training shutdown, wing staff rooms, gym use, an annual well-being day, outside family social events, and ‘family & friends’ open days. Team-based self-rostering was ‘brilliant’ (‘really helps family life’), and communications (including daily briefings and the No. 1’s blog) were ‘very good’. They rated the integrated regime, and agreed with prisoners on staff-prisoner relations, education, training, the C^{SCS} course, and single cells.

MANAGERS

The managers had fulsome praise for the ‘sense of identity’, ‘pride’ and ‘resilience’ of a staff group with a ‘team spirit second to none’, and for the Governor (who, with the Dep, walks the prison weekly, and sees every part of it monthly). They also rated the Staff Recognition scheme, as well as well-being and training days, and the popular outreach activities for staff families and friends. They said staff retention was ‘very good’, and agreed with the others in rating the induction process, peer buddies, and education & training (with ‘98%’ attendance). They also rated the detailed care and management plans, with multi-disciplinary strategy review meetings, for very challenging prisoners.

DEERBOLT

Location: County Durham

Date of visit: 19 July 2018

Visit number: 32

Prison type: Young Adults

Capacity: 513

Opened: 1973

Operator: HMPS



PRISONERS

The prisoners rated the staff, and said relations between prisoners and staff were ‘good’. They liked the amount of time out of cell, and valued the sporting opportunities in the jail, highlighting gym, the playing pitches and the annual sports day. They thought education and vocational training was ‘good’, and gave special mention to the bike shop. The library was ‘excellent’ – they particularly welcomed the regular talks organised for visiting authors. They also praised the healthcare team, mental health support, and drug services. They described visits, including family and parent/child visits, as ‘very good’, liked the ‘2 hours as standard’ length, and rated catering in visits too.

OFFICERS

The Officers described ‘really good’ relationships between prisoners and staff, based on the approach and ‘excellent’ jailcraft skills of staff. They agreed with the prisoners about the quality of education and training on offer, and also praised the library and the talks given by visiting authors. Mental health support and drug services were other positives mentioned by staff.

MANAGERS

The managers praised staff, who ‘really cared’, as ‘excellent’. They highlighted the decency agenda ‘embedded in everything’ – and noted the Governor’s monthly ‘decency walkabout’ to monitor this. They said the prison was ‘safe’ with comparatively ‘very low’ levels of violence and self-harm, and felt mediation offered to prisoners after violent incidents played a role in this, while photocopying all mail had helped reduce NPS levels. They, too, rated sporting activities, and singled out the annual sports day, and like prisoners thought visits another positive. They rated healthcare and mental health provision as ‘fantastic’. They also valued the range of reps and mentors, and monthly prisoner consultative committee meetings with the Governor and Head of Res. The ‘well used’ staff mess and staff family open days were seen as positives for staff.

DONCASTER

Location: South Yorkshire

Date of visit: 26 September 2018

Visit number: 51

Prison type: Category B Local

Capacity: 1145

Opened: 1994

Operator: Serco



OFFICERS

The Officers described a good rapport with prisoners ('they don't want to move'), a culture of 'thank you's (read aloud at monthly full staff meetings), and Serco's 'strong' staff recognition (locally and nationally). They praised staff communication and consultation by the Director – including monthly meetings of staff reps from every area. They liked the annual staff family 'fun day' and 'good training opportunities for a local'. Keywork had just started and was 'excellent'. They said there was 'good time out of cell' for a local, and rated regular job fairs bringing in employers from outside. The 'Families First' programme supporting prisoners and their families was 'excellent'. Visits (7 days a week, weekly family visits, hot food etc) were highlighted, as was gym access and links to Doncaster Rovers (who came in monthly), as well as prisoners training as personal trainers. In-cell phones and Kiosks were valued, as was the PAL (Prisoner Advice Line).

MANAGERS

The managers agreed about the 'strong sense of community', and said staff were 'very' supportive of each other. They, too, valued staff recognition and 'thank you's, staff communications & consultation, and staff training & development. They highlighted the family 'fun day', the staff mess, and the staff Christmas Dinner (and vouchers). Green areas and flowers etc were 'good for everyone's mental health'. They also rated staff-prisoner relations, in-cell phones & Kiosks and the PAL advice line.

PRISONERS

The prisoners also valued Kiosks and in-cell phones and the PAL advice line, and called work around families, and the visits, 'outstanding' and 'better than anywhere else'. The gym and its staff were 'brilliant' (including good access and facilities and the Doncaster Rovers' Football Academy). They rated the range of peer support workers – and picked out violence reduction reps, who they said 'help calm down' situations and reduced bullying, for extra praise.

DOVEGATE

Location: Staffordshire

Date of visit: 4 October 2018

Visit number: 52

Prison type: Category B Local

Capacity: 1160

Opened: 2001

Operator: Serco



PRISONERS

The prisoners described a 'good jail' and the 'safest' any of them had been to. They praised peers & mentors including peer-led induction, a 'first timers' support network, 'very effective' VR reps (who formally mediate), the PAL advice line, 'excellent' healthcare champions, and Listeners for those with self-harm & mental health issues. Phones & Kiosks were highly valued, food was 'good' and visits were 'brilliant' (inc. availability of hot food, family visits, and chance to play with their children in the open air). They also rated prisoner consultation, inc. regular meetings with wing and senior managers.

OFFICERS

The Officers said prisoner relations were 'good' and 'informal' (with first names used). They praised communications & consultation, inc the 'highly visible' Director's 'open door policy', consultation breakfasts with staff (in their birthday month) and regular full staff briefings. They valued a strong culture of giving credit where due, which 'shows you're appreciated', inc. managers regularly thanking staff, 'thank yous' in the weekly newsletter, and more formal staff recognition (Employee/Team of the month, and certificates of achievement). They also rated twice-yearly staff parties, and annual family day when friends and family can tour the jail and see where they work.

MANAGERS

The managers highlighted a safe prison and 'a culture of respect' towards prisoners. Induction, VR reps, healthcare champions, family support (including family reps on wings & Storybook Dads), and phones & kiosks, were all positives, as was the 'excellent' resettlement work by the CRC, the 'fantastic' Recycling Lives charity, and the highly praised TC. Managers also valued an 'open', visible and supportive No. 1, and the 'can do attitude', and strong camaraderie & teamwork, among staff. They also rated staff communications and consultation, staff recognition, family days and social events for staff, and 'family friendly' shift patterns.

DOWNVIEW

Location: Surrey

Date of visit: 30 January 2019

Visit number: 76

Prison type: Female

Capacity: 293

Opened: 1989

Operator: HMPS



MANAGERS

Managers praised staff-prisoner relationships, and relationships among staff of all disciplines, and noted a strong multi-disciplinary approach to working with the women, and supporting those with complex needs. They noted a strong focus on progression and preparing prisoners for life after release, and a wide range of quality education & training opportunities, inc. the Max Spielmann reprographics shop, Clink food production facility, and courses run by London College of Fashion. There were also good ROTL opportunities with local partners, and more than 20 outside agencies working with the prison in support of the women. The 'Glad Rags' shop allowed prisoners to buy clothes and make-up at affordable prices, and those women who had no 'own clothes' were able to choose three sets from the shop on reception. The Managers also highlighted a wide range of peer support workers and a WI group as positives.

OFFICERS

The Officers also rated staff-prisoner relations, based on mutual respect, and the caring approach and listening skills of staff. They agreed with managers about training opportunities and also highlighted cookery courses, the beauty salon and access to OU. They rated the regular, 5-hour, family days, when staff wear their own clothes, and highlighted mental health support. Relations among staff were very strong, with regular social events out of work. The staff mess was a positive.

PRISONERS

The prisoners described staff as 'brilliant', praising their caring and supportive approach, and relations between prisoners and staff were rated 'excellent'. Education was highly rated, inc. access to distance learning courses, as was vocational training, with the Max Spielmann, Clink and London College of Fashion courses, as well as business enterprise, beauty and horticultural courses all highlighted. The library was also singled out for praise ('it's fantastic') for its support for reading, as well as bringing in outside speakers.

DRAKE HALL

Location: Staffordshire

Date of visit: 21 February 2019

Visit number: 82

Prison type: Female

Capacity: 340

Opened: 1960s

Operator: HMPS



MANAGERS

Managers highlighted low violence & self-harm, and staff-prisoner relationships. They rated mental health care, and said it was the first whole prison and public-sector jail to attain Enabling Environment and 'Dementia-Friendly' status, respectively. They noted free-movement from 7am-8pm, and strong prisoner engagement and consultation. They rated education and training, inc. Halfords Academy and others providing employment post-release, and extensive ROTL opportunities. The food was 'excellent' with two hot meals a day. Family support and engagement, regular family days and lifer days, quarterly 'celebration of success' days to which families were invited, a charity clothes shop and WI group were all seen as positives, as was the annual Xmas party for staff families.

OFFICERS

The Officers also highlighted safety and good staff-prisoner relationships, and highly rated self-harm prevention, the mental health team, and counselling provision for the women. Employment training and links with local employers were again a positive. The charity Pact and local CRC were singled out for family and housing support. The Chaplaincy's support for both staff and prisoners was 'bang on', and the Governor was seen as highly supportive towards staff.

PRISONERS

The women too praised staff-prisoner relationships, the supportive approach of staff and Enabling Environment. They highly valued the 'open' regime, and the freedom and responsibility it provided. They also rated a wide range of training & employment opportunities, inc. interview-training by 'Smart works', and highlighted OMU's 7-day 'drop-in' service. Support for families (inc. 'fantastic' family days, with staff in 'civvies' and plenty of activities, and lifer & long-termers days) were highlighted too. The charity clothes shop, quality of the food, coffee shop (where they can meet friends in their spare time), and greenery and cleanliness of their living environment were also positives.

DURHAM

Location: County Durham
Date of visit: 18 July 2018
Visit number: 30
Prison type: Category B Local
Capacity: 996
Opened: 1819
Operator: HMPS



PRISONERS

The prisoners thought staff-prisoner relations were generally good, with approachable senior managers and decent levels of consultation (including weekly wing reps meetings). They called the mental health team and its specialist unit 'excellent', and said the substance misuse services were 'very good', too. They were also positive about support for older prisoners. They valued the prison being 'clean' and the role of PIDS workers in supporting peers. In-cell phones were 'game changing', and Kiosks 'a big help', bringing benefits to both prisoners and staff.

OFFICERS

The Officers, like the prisoners, said relationships between them were generally positive. They agreed with prisoners about the impact of phones in cells and Kiosks on the wings, which they felt had improved safety and relations with staff. They felt that their jailcraft, and especially their de-escalation skills, helped to maintain control within the jail. They also rated relations between staff and the support they provide to one another, adding that new staff were 'made to feel very welcome' and supported by their more experienced peers.

MANAGERS

Senior managers thought staff-prisoner relations were good, and also highlighted mental health support, support for older prisoners, and the impact of in-cell phones and Kiosks. They added praise for the management of difficult prisoners, and said photocopying mail and a designated search team had 'really helped' to start to reduce Spice. They, too, were enthusiastic about the 'really good' PIDS workers and their role as wing reps and in supporting their peers, and noted that outside agencies came in to keep them up to date on housing, benefits and other issues. They noted their role in 'decent' prisoner consultation (and said they were 'better than in a lot of other Cat B locals'), and pointed out that outside agencies came in to keep them up to date on housing, benefits and other issues. The new Keyworker scheme pilot was 'working really well', and they also praised the 'Thank you pads', used by staff and prisoners to thank staff for their good work.

EASTWOOD PARK

Location: Gloucestershire

Date of visit: 26 February 2019

Visit number: 85

Prison type: Female

Capacity: 436

Opened: 1996

Operator: HMPS



PRISONERS

The women said the prison was safe, staff were 'brilliant', and the Chaplaincy were 'amazing'. They rated healthcare, a full-time trauma-focused counselling psychologist, Drug Recovery Community (DRC) and 12-step programme, and 'Stepping Stones' mental health courses. Family support, inc. mother & baby, and all day family visits run by Pact, were another positive, as were mentors on reception & induction, trained safer custody mentors, Listeners and Toe-by-Toe mentors. Access to distance learning and phones in cells were also valued highly, and the grounds were seen as a positive for both prisoners and staff.

OFFICERS

The Officers described a strong sense of community and excellent relations between staff & prisoners. They too highlighted healthcare, the DRC, peer support mentors, and Pact-led family and mother & baby visits. They also highly rated the mother & baby unit, and felt education was a particular strength, including access to distance learning and 'outstanding' art classes. They agreed with the women about the impact of the grounds, and also noted the use of pastel shades throughout the prison, and the role of the 'housekeeping' work party in keeping the prison clean and preparing cells for new receptions.

MANAGERS

Managers agreed the prison was safe with excellent staff-prisoner relationships, and praised the positive attitudes and caring approach of staff. They singled out reception & induction and the role of peer mentors there, the personality disorder and mental health units, and the role of peer mentors in safer custody. They also rated education and the gym (with up to 13 sessions a week), as well as support for children and families provided by Pact. The gardens, cleanliness and low rise buildings were positives too. They felt staff were well supported by managers and the 'excellent' care team, said self-rostering worked well and was widely valued, and highlighted the availability of parking for staff!

ELMLEY

Location: Kent

Date of visit: 23 April 2019

Visit number: 98

Prison type: Category B Local

Capacity: 1232

Opened: 1992

Operator: HMPS



OFFICERS

The Officers said relations between staff and prisoners were good, and reported strong bonds among staff (on which detached duty staff often remarked). They said Keywork was having a positive impact, and valued the dedicated Keywork room, with computer facilities. Phones in cells were highlighted too, while the gardens, greenery and quiet, were a positive for both staff and prisoners.

PRISONERS

The prisoners agreed staff-prisoner relations were good, with ‘lots of banter’ between them. They too valued Keywork for improving relationships as well as helping address their needs, while trained VR mediators had helped improve safety. Reception and induction, with strong peer involvement, were highlighted, in particular for the support and advice given to first-timers. They valued a wide range of peer mentors generally, including PID workers, Insiders, Shannon Trust and diversity reps. The gym was rated by one as ‘the best I’ve seen’, and the support given to over 50’s there was also highlighted. Family visits and ‘coffee mornings’ were positives too, along with the gardens, greenery and quiet.

MANAGERS

Managers agreed that staff-prisoner relationships in the prison were good. They also noted the positive impact of Keywork on relationships and prisoners’ behaviour, and highlighted the dedicated Keywork room mentioned by staff. They said the staff here were ‘exceptional’, ‘they really care’ and ‘want to make a difference’, and noted their pride in the jail, jailcraft, and support for one another; relationships across disciplines and grades were good too. The grounds, quiet and cleanliness were highlighted, and seen as a positive for all. They also rated the level of prisoner engagement and consultation (including a range of peer mentors and a Prison Council), ‘especially for a core local’; while working with challenging prisoners, based on individualised, multi-disciplinary management and care, was seen as a particular strength.

ERLESTOKE

Location: Wiltshire

Date of visit: 14 February 2019

Visit number: 80

Prison type: Category C

Capacity: 524

Opened: 1960

Operator: HMPS



OFFICERS

The Officers described a safe and calm prison, with very good staff-prisoner relations and a culture of trust, to which prisoners responded positively. Keywork was a positive for everyone, as were the gardens and grounds, and cleanliness. They rated the wide range of work and training opportunities, and rapid allocation to them. They valued the daily briefing for operational staff, visibility of management and a ‘culture of thanks’, as well as the formal staff recognition scheme, with nominations from both prisoners and staff. They noted strong camaraderie and support among staff, and appreciated the annual Christmas party and summer barbeque, which were well attended by staff.

MANAGERS

Managers also noted a safe and calm jail, with good staff-prisoner relationships. They too highlighted the physical environment and contribution of staff and prisoners to it. They noted a strong, individualised focus on safer custody, and commitment to equalities. They valued the quarterly Prison Council and monthly wing forums, and range of peer mentors and support workers – and highlighted the prisoner ‘public health trainers’ (supported by the local authority), patient health forum, and Andy’s Man Club. Probation, healthcare, and education (inc. Learn Together with Bath Spa Uni.) and ‘Arts & Lit festival’, were singled out, as were the quarterly magazine by and for prisoners, and staff recognition.

PRISONERS

The prisoners praised education (‘best I’ve ever seen’), library (‘exceptional’), ‘Arts & Lit festival’ and ‘Learn Together’ initiative. The farms and gardens were highly rated, as was the approach to diversity and support for over 50’s. They valued the prison magazine, Prison Council, and range of peer mentors and support workers. Family visits were another positive, as was a relatively relaxed regime. The ‘Friends of Erlestoke’ charity, which provided a range of services to prisoners and help with transport for families, was also singled out.

EXETER

Location: Devon

Date of visit: 15 August 2018

Visit number: 41

Prison type: Category B Local

Capacity: 545

Opened: 1853

Operator: HMPS



PRISONERS

The prisoners said most staff were ‘very good’, many ‘brilliant’, and the gym staff ‘fantastic’. In-cell phones ‘transformed things’, helped family relations and reduced arguments on the wings. They liked standard two-hour visits and full day child-centred visits. The Apps Rep was ‘very helpful’ in logging applications and ‘sign-posting’ prisoners. They valued ‘buddies’ peer supporters for those with health & social care needs, and the Zero Tolerance Reps and Time Wise programme were felt to be helpful in addressing challenging behaviour.

STAFF

The staff noted ‘excellent team work’ in a fully staffed jail (with safety ‘much improved’), where new staff were welcomed and supported. The SMT won praise as ‘hardworking’, ‘effective’, ‘very visible’, ‘supportive’, and for giving thanks where due (‘a simple thing which means a lot’). SOs were similarly valued for their supportiveness and regularly giving praise. The morning full staff briefing was ‘excellent’, and ‘effective’ annual team-building days highly valued, as was the ‘employee of the month’ scheme. They also rated the ‘excellent’ ‘rapid response’ to incidents, and the ‘very good’ Keyworker scheme.

MANAGERS

Managers highlighted the approach to tackling disruptive behaviour, inc. the ‘Zero Tolerance’ programme & ‘Time Wise’ course, and, through links with local police and the CPS, ensuring crimes committed in jail are prosecuted. Keywork was ‘fantastic’ and in-cell phones a ‘real boon’. They rated the support from prisoner ‘buddies’ and staff, for those with complex needs, and praised the palliative care suite and end-of-life family support. The gym, and staff & prisoner-led sessions for local children with learning disabilities, were also praised, as was the ‘excellent’ support provided by local organisations in helping prisoners find housing and employment on release. Annual open days for staff families were valued for helping reduce family members’ anxiety about their loved ones.

FEATHERSTONE

Location: Staffordshire

Date of visit: 7 June 2018

Visit number: 17

Prison type: Category C

Capacity: 671

Opened: 1976

Operator: HMPS



PRISONERS

The prisoners pointed to good prisoner consultation and communications, including the Prisoner Council, as well as various prisoner committees. They also highlighted the wide range of mentors, and added fulsome praise for the drugs mentors and Listeners scheme. They said there was an 'excellent' range of work and training opportunities, and made special mention of the Railtrack course. They also valued the quality of sports and gym activities, as well as the presence of outside teams coming in to play, and appreciated 'celebration of success' events to which family members are invited.

STAFF

The staff talked about the strong camaraderie among the staff group, and said they liked the full staff briefing every morning. They also spoke warmly of the Staff's Summer Barbecue and Christmas Party. They felt there was 'a good rapport' with prisoners. They, too, noted the 'excellent' range of work and training opportunities, and again mentioned the Railtrack course. They also valued the Prisoner Council, as well as the other prisoner committees.

MANAGERS

The managers also praised the staff briefing every morning, and the Staff's Summer Barbecue and Christmas Party. They were positive about staff recognition and the staff engagement policy, which they said included regular consultation. They also highlighted a monthly 'Training Afternoon', as well as monthly meetings with OSGs, and liked a 'buddy scheme' and second week of post-training shadowing, for POELTS. They said there were very low levels of staff sick leave, and felt retention levels were improving. As with the other groups, the Prisoner Council and committees were praised, alongside the extensive range of mentors – with the Listener scheme once more highlighted. They were also positive about both employment and training opportunities, as well as the jail's links with external employers and agencies. They too liked the 'celebration of success events' for prisoners, and the opportunity for families to join in with them.

FELTHAM B

Location: Greater London

Date of visit: 29 January 2019

Visit number: 75

Prison type: Young Adults

Capacity: 360

Opened: 1988

Operator: HMPS



MANAGERS

Managers felt staff-prisoner relationships were positive and had improved after the introduction of Keywork. The prison was especially good at managing challenging prisoners, with Violence Reduction peer mentors, individualised action planning and staff de-escalation skills all playing a role – and it was the ‘first in the world’ to be ‘autism accredited’. The Chaplaincy (‘at the heart of everything’) was praised, as were the gym and gym staff, and links with outside sports teams. The Duke of Edinburgh scheme and outward-bound courses – involving both staff & prisoners – were highlighted, as was Learning Together (with Royal Holloway Uni) and a life skills course run by London Fire Brigade.

PRISONERS

The prisoners said the majority of staff were positive and respectful towards prisoners, and did their best to make a difference, and they felt the jail was generally safe (‘if you keep away from trouble’). They rated Keywork positively. Healthcare and the mental health & well-being team were praised. They valued the Prisoner Council, which met regularly with senior managers. The library was another positive. They rated the range of practical courses on offer and outward-bound opportunities, including Duke of Edinburgh. They particularly valued the gym and sporting opportunities, including the links with outside teams. Celebration of achievement events for prisoners were also seen as a positive.

OFFICERS

The Officers said that relations between them were particularly strong (and commented on by visiting staff), with strong team work across disciplines and regular social events outside work – and new staff were welcomed and supported by colleagues. They felt safe and said relations with prisoners were good. They felt staff really cared about, and listened to, prisoners, and the introduction of Keywork had been a real positive. Thank you letters to staff from the Governor for a job well done were much appreciated.

FOREST BANK

Location: Greater Manchester
Date of visit: 18 September 2018
Visit number: 47
Prison type: Category B Local
Capacity: 1460
Opened: 2000
Operator: Sodexo



MANAGERS

Senior managers said 'a strong culture' of respect and rehabilitation forged a staff-prisoner rapport that 'visitors often commented on'. They highlighted staff communication (inc. weekly manager newsletters cascaded via 'huddle' team briefings, quarterly full staff meetings, and monthly Director-led 'People First' meetings), and a 'bright ideas' scheme. Staff recognition (inc. peer-voted 'Star' & 'Team' of the Month, and 'on the spot' thank you cards used by staff & prisoners and entered in prize draws) was emphasised, as were focus groups and surveys of prisoners & families. 'Excellent' education & training had a 'strong' vocational focus with qualifications 'attached to all jobs' and links to employers. They rated the range of OBPs, the prison's cleanliness & furnishings etc, and in-cell phones & Kiosks. They also emphasised family involvement in 'Celebration of Achievement' events, and ACCT and challenging prisoner reviews. The weekly reviewed, multi-disciplinary action plans for the 10 most challenging prisoners were a 'real positive'. They also praised the gym and its links to local sports teams, and the Prison Council, wing reps, and monthly meetings with Head of Residence.

PRISONERS

The prisoners agreed with managers about the notable staff-prisoner rapport, prisoner consultation, phones & Kiosks, and OBPs (and 'rehabilitation support generally'). They praised family support and the 'very good' visits, including family days and a creche. The drug services and recovery wing were 'fantastic' and 'brilliant'.

OFFICERS

The Officers praised the No. 1 as 'very visible' & 'approachable', and also valued staff communication & recognition (inc. 'on the spot' thank you cards), the 'good quality' and 'wide range' of OBPs, education & vocational training, and the 'excellent' drug services and recovery wing. They also liked the local 'strengths based' recruitment approach, which they felt had led to better and 'more resilient' staff coming on board.

FOSTON HALL

Location: Derbyshire

Date of visit: 21 February 2019

Visit number: 83

Prison type: Female

Capacity: 302

Opened: 1953

Operator: HMPS



OFFICERS

The Officers described the jail as safe and ‘more of a community rather than a prison’, noting good relationships with the women and among staff. They described staff as ‘very caring’, with especially strong de-escalation skills. The family bonding unit, affording full-day visits, facilitated by a family engagement worker, was ‘great’, and the physical environment (large, open grounds, greenery, and animals) was a positive for both staff and prisoners. Open days for staff families, summer BBQ and staff well-being days were widely valued.

MANAGERS

Managers described caring staff with good relationships with the women. They rated the management of complex & challenging women, based on a multi-disciplinary approach and involving families; also, support for women with children, birthing companions, family bonding unit, family days including tours of the grounds, and a visitors centre run by ROTL’d prisoners. They highlighted trained health & well-being peer champions, a ‘healing trauma’ course and transgender training for staff run by prisoners, and monthly Prison Council meetings with the No. 1. ‘Distraction packs’ on reception, medication in possession, basic education, and two social workers for the women, were all positives; as were the grounds and animals, well-being days for prisoners & staff, events for staff & families, and a staff counsellor.

PRISONERS

The women rated relationships with staff and their caring approach, and the prison’s rehabilitative culture. They valued the ‘semi-open’ regime and said the grounds were ‘amazing’. They highlighted the range of peer mentors, and the vocational qualifications they could achieve, and noted their involvement on induction. They rated the ‘Cameo’ programme for women with personality disorders, and the ‘super-Enhanced’ wing. Support for families, including family visits and the family bonding unit were particular positives, as were the gym (accessible daily), in-reach mental health services, and the animal sanctuary.

FRANKLAND

Location: County Durham
Date of visit: 16 January 2019
Visit number: 72
Prison type: High Security
Capacity: 852
Opened: 1980
Operator: HMPS



PRISONERS

Prisoners described Frankland as safe, and saw few problems with Spice. Staff were described as 'brilliant' and relations with them were very positive, as was the Keywork scheme. Prisoners rated the wide range of peer mentors, highlighting in particular PID workers, programmes 'ambassadors' and buddies for older prisoners. A psychology drop-in on the wings, and weekly Age UK drop-in in the gym, were praised, as was the Inside Out learning partnership with Durham University. Prisoners also highlighted the gym and the range of courses on offer there, as well as the opportunity to cook their own food on the wings.

MANAGERS

Managers described the prison as very safe. They said relationships between staff and prisoners were very good, and built on patience and tolerance. They noted the prison's low use of force, and said that Frankland was particularly good at managing especially challenging prisoners. The PIPE unit aimed at helping Cat A prisoners to progress through the system, and the separation unit for extremists ('the first of its kind') were highlighted, and staff were praised for their skill and sensitivity in dealing with trans prisoners. Managers also noted the Prison Council and range of consultative forums, and the range and effectiveness of peer mentoring & support.

OFFICERS

The Officers felt the prison was safe and noted low levels of NPS in the jail. They described good relations with prisoners, and felt they were good at managing particularly challenging inmates. They noted time out of cell, family visits, gym facilities and access, the range of workshops, and cooking facilities as positives for prisoners, and Keywork was well received by both staff and prisoners. Relations between staff were 'great' and new staff were well supported by more experienced colleagues. Managers were good at saying 'thank you' to staff, Xmas vouchers were widely appreciated, and the staff mess was valued.

FULL SUTTON

Location: East Riding of Yorks

Date of visit: 15 January 2019

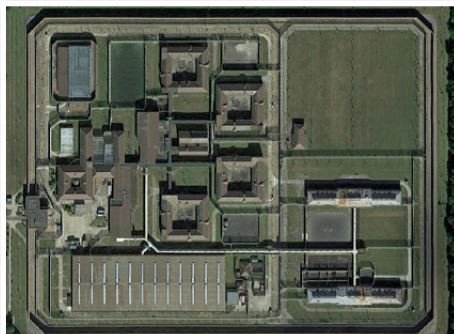
Visit number: 71

Prison type: High Security

Capacity: 594

Opened: 1987

Operator: HMPS



PRISONERS

Prisoners described staff-prisoner relationships at Full Sutton as good and praised the approach and style of staff. The PEIs were singled out for particular praise, as was the gym, and access to it (5 sessions a week over 7 days). They felt the prison was generally safe and had few problems with Spice. The Prison Council and other consultation forums were valued, and the wide range of peer mentors was highlighted. The 'Opt Out' self-catering scheme (allowing Enhanced prisoners to cater and budget for themselves) was widely praised, along with a cookery class and wing-based cooking facilities. The extended working day and amount of association were also valued, as were whole-day family and adult-only visits.

OFFICERS

Frontline staff cited the 'Opt Out' scheme, whole-day family visits, and extended working day as key positives, as well as the gym facilities and access, for both prisoners and staff. They also noted the reliability of the regime and time out of cell. They highlighted the quality of relationships among staff, and the welcome extended to new staff, as well as relations between staff and prisoners, and their colleagues' jailcraft. Like the prisoners, they felt the prison was generally safe, and they too reported few problems with NPS (like Spice).

MANAGERS

Managers described the prison as safe, attributing that to 'a bedrock of good jailcraft' and strong relationships between staff and prisoners, which they felt were better than in many other jails. They also highlighted positive relationships among staff – and likewise, between management and staff – with daily wing briefings for staff, weekly email newsletter to staff (which includes 'thank you's, and good news stories, as well as other information) and monthly staff council, all seen as contributory factors. Managers also rated the mentoring and support for new staff, provided in part by a full-time SO and OSG, and noted the prison's high rate of retention for new Officers.

GARTH

Location: Lancashire

Date of visit: 4 March 2019

Visit number: 87

Prison type: Long Term Category B

Capacity: 845

Opened: 1988

Operator: HMPS



MANAGERS

Managers noted strong relationships between staff and prisoners, and among staff across disciplines, and praised the commitment and caring approach of staff. They felt Keywork; a multi-disciplinary, individualised approach to drug use, self-harm, complex needs & challenging behaviours; and the introduction of two supernumerary SOs to support and advise staff; had had significant impacts. The Prison Council and wide range of Level 2 qualified peer mentors, including trained mediators, were highlighted, as were equalities, education, and specialist units, including the EE-accredited PD unit, Drug TC, ‘Building hope’ unit for long-tariff lifers, and residential support unit for more vulnerable prisoners. Staff support and recognition (twice yearly formal awards & ‘instant recognition’), weekly bulletin (including ‘thank you’s & staff news), ‘breakfast with the Governor’, staff-family events, and personalised Xmas cards from the No. 1 were positives too.

OFFICERS

The Officers highlighted good relationships between staff and prisoners, and among Officers across the establishment – they appreciated low levels of cross deployment of staff and felt that played a significant role in this. As with the managers, they saw education and the range of specialist units for prisoners as key positives. They also valued the staff mess, which was well used.

PRISONERS

The prisoners highlighted the role of the Prison Council, which they felt was well supported and effective, and valued the wide range of peer mentors and the support they received, singling out PID workers in particular. They noted significant recent improvements in progression opportunities for prisoners, and in drug use, security and safety across the jail, and valued the introduction of enhanced cooking facilities on the wings – much of this was attributed to the Governor, who they felt provided strong leadership, was approachable and responsive, and was committed to promoting a strong rehabilitative culture.

GARTREE

Location: Leicestershire

Date of visit: 22 January 2019

Visit number: 73

Prison type: Long Term Category B

Capacity: 708

Opened: 1965

Operator: HMPS



OFFICERS

Officers felt the prison was safe and settled with good staff-prisoner relationships ('better than most'), and attributed much of this to staff management and de-escalation skills. They noted a wide range of opportunities for prisoners, including offending behaviour programmes, the PIPE unit, Gartree TC ('GTC') and TC+ for those with learning disabilities. They praised education and training, singling out the Sue Ryder bike repair shop, and family visits. The staff recognition scheme, and two monthly shutdowns for training and staff briefings were positives, and new staff were welcomed and well supported by more experienced colleagues.

MANAGERS

Managers agreed staff-prisoner relationships and safety were good and praised the prisoner management skills of staff. They also noted a wide range of opportunities for prisoners, highlighting in particular education ('excellent staff and courses'), workshops (inc. Sue Ryder shop), PIPE, GTC and TC+. The dedicated Listeners cell, monthly family visits, and gift-giving scheme (allowing men to spend extra private cash on gifts at Christmas and Valentines) were all highlighted, as was the Prisoner Council. The layout of the prison, the grounds ('lots of greenery and trees', 'good for staff and prisoners'), as well as estates management and gardens party, were all praised.

PRISONERS

Prisoners too noted good staff-prisoner relationships and safety, and rated the specialist PIPE, TC and TC+ units. They also praised education and workshops, again singling out the Sue Ryder bike shop. They said family visits were 'excellent', and that prisoners could attend up to four a year. They highlighted in particular the Prisoner Council – a 7-member elected body meeting monthly with the Governor – which was 'highly effective', gave prisoners a voice, helped improve relations between prisoners and staff, and reduced tensions between prisoners. They also valued the wide range of prisoner reps and mentors.

GRENDON

Location: Buckinghamshire

Date of visit: 4 December 2017

Visit number: 2

Prison type: Long Term Category B

Capacity: 238

Opened: 1962

Operator: HMPS



GOVERNOR

The Governor noted that the prison managed a challenging population yet levels of indiscipline and self-harm were ‘low’, and staff-prisoner relationships ‘excellent’. He stressed, among other factors: the collaborative approach taken by prisoners and staff; the level of responsibility given to prisoners and consultation with them; engagement with outside agencies; and a focus on maintaining strong family links. He also highlighted: support and recognition for staff; mutual support among staff and strong dialogue within staff teams; and training and development opportunities for staff. While he acknowledged that Grendon was very different to other jails, he stressed that many of the same principles and approaches could be taken in other establishments.

OFFICERS

Staff emphasised communication and relationships between prisoners and staff as key positives, as well as the approach to handling and responding to challenging behaviours, with a focus on de-escalation and avoiding disciplinary sanctions where possible. Involving families and outside agencies as ‘part of the journey’ for prisoners was seen as important. Ongoing opportunities for staff training and development, as well as mutual support among staff, and staff recognition were all valued, as were events to enhance and share good practice.

PRISONERS

Prisoners described Grendon in very positive terms. They particularly stressed relationships between prisoners and staff and the support provided to them by staff. They also highlighted the level of responsibility given to prisoners, with most domestic tasks devolved to them, with a range of elected ‘reps’ leading on particular areas. Prisoner representation & consultation was another area rated positively, as was the opportunity to engage with outside organisations, including through prisoner-led events and open days, as well as the opportunities for extended visits with their families.

GUYS MARSH

Location: Dorset

Date of visit: 6 November 2018

Visit number: 58

Prison type: Category C

Capacity: 518

Opened: 1960

Operator: HMPS



MANAGERS

The CMs and SOs thought the jail ‘safer’ than similar prisons, with ‘very caring’ staff and ‘very good’ relations with prisoners. They noted a strong focus on ‘encouragement and praise, not shouting and criticising’. Joint staff-prisoner events, inc. a community fair, coffee morning and sport, made ‘a huge difference’. Staff management of complex, challenging and vulnerable prisoners was ‘better than other jails’, and they highlighted families’ involvement in planning and support. Keywork was ‘working really well’ and in-cell phones praised. They liked monthly prisoner-manager wing forums, and thought staff-manager relations good (with a ‘highly visible’, ‘proactive’ and ‘supportive’ Governor). They rated the daily full staff briefing attended by the No. 1 and Deputy, and liked the ‘strong culture’ of giving thanks and due credit to staff for work well done.

PRISONERS

The prisoners said it was ‘the best Cat C in the country’ with ‘great’ staff who ‘really care’ and used their first names. They praised the prison’s ‘Growth Project’ which fostered the active engagement of prisoners in whole-prison improvement, including building relationships between staff and prisoners, and even training new staff on effective jailcraft! They agreed on the in-cell phones and top management, and liked monthly wing prisoner-manager meetings, informal visits and regular family days, and a ‘Friends of Guys Marsh’ rail-prison bus for visitors.

OFFICERS

The Officers rated the ‘very close knit’ supportive staff (and staff care team who ‘really go out of their way’), ‘plenty of informal socials’ out of work, and the daily full staff briefing attended by the ‘very good’ and ‘highly visible’ Governor, who was ‘approachable’, ‘listens’ and ‘supports staff’. They valued the annual staff well-being days, and annual award and celebration events for staff held outside the jail. They, too, rated the prisoners’ family visits and in-cell phones.

HAVERIGG

Location: Cumbria

Date of visit: 24 July 2018

Visit number: 33

Prison type: Category C

Capacity: 622

Opened: 1967

Operator: HMPS



PRISONERS

The prisoners said the staff were ‘great’, described staff-prisoner relationships as ‘very good’, and said they felt ‘safe’. They valued the Prisoner Council, and said the wing reps and monthly meeting with the Governor and other senior managers ‘really worked’. They called time out of cell ‘very good’, and described family day visits as ‘fantastic’. They said the reception and induction of new prisoners was ‘excellent’. They also rated Learning Together, where prisoners study alongside local students, and singled out the Kainos ‘Challenge to Change’ programme (see managers comments) as ‘really good’.

OFFICERS

The Officers agreed staff-prisoner relationships were good, and thought the prison ‘generally safe’, and said staff took ‘a de-escalating role’ to potential conflict. They said staff supported each other very well (including SO and CM support for frontline staff). New staff were described as ‘excellent’. They agreed with the prisoners’ high rating for visits, and called the prison’s weekly ‘Park Run’, with 30-40 prisoners, staff and outside runners, which Haverigg pioneered, ‘really good’.

MANAGERS

Managers praised committed, ‘very caring’ staff, and ‘excellent’ staff-staff relations, reflected ‘in the way the regime kept going’ despite staff shortages. They rated staff development & training, including monthly training days. They said the ‘approachable’ No. 1 encouraged innovation and creativity. The ‘outstanding’ staff-prisoner relations ‘were often remarked upon’, including in inspection reports. They praised staff allotments and outside staff gym facilities. They also rated the Prisoner Council, farms & industries, vocational training, and a ‘fantastic’ library, also used by staff, offering prisoners driving theory tests and, ‘uniquely’, a dedicated seg-section. They also rated Learning Together, the 6-month Kainos programme, and the Park Run.

HEWELL

Location: Worcestershire

Date of visit: 30 October 2018

Visit number: 57

Prison type: Category B Local

Capacity: 1115

Opened: 2008

Operator: HMPS



OFFICERS

The Officers and CMs said staff were ‘great’, ‘really support one another’, had a ‘real commitment’, and were ‘prepared to go the extra mile’ to ‘get the job done’. They also cited ‘the real support’ between operational and non-operational staff. Things had improved ‘markedly’, and additional staff had made ‘a real difference’, with retention up and new staff ‘bedding in’. Keywork was ‘a big positive’ and had ‘improved’ relationships with prisoners, as well as staff confidence. CMs were ‘good at saying thank you’ to staff for a job well done. The staff mess was ‘a good thing’ and widely appreciated. They liked the monthly newsletter keeping staff informed, as well as a high quality and detailed printed guide for prisoners on the jail and the development opportunities it affords.

MANAGERS

The SMT called the jail ‘very good’ at handling incidents, and also noted the staff’s commitment to get the job done and keep the regime running, even with staff shortages, which ‘allowed a fuller regime than most other Cat Bs’. They valued both the staff mess and the staff counsellor. They noted the wide range of peer mentors and support workers, and pointed to weekly meetings between peer workers and managers. Communications with prisoners were praised, including using Way Out TV to keep them informed, alongside a monthly newsletter to prisoners, and a guide to the prison and its opportunities. They highlighted strong relations with the local Samaritans, and a ‘very strong’ Listener scheme, as well as a very good psychology team who play an important research-and-data-led role in supporting management.

PRISONERS

The prisoners called staff ‘great people’ who ‘really care’. Family visits were ‘very good’ and ‘much better’ than similar jails elsewhere (e.g. playing games in the grounds with kids if the weather was good enough), with support for families ‘generally very good’. They liked the range of mentors and support workers, too.

HIGH DOWN

Location: Surrey

Date of visit: 22 January 2018

Visit number: 5

Prison type: Category B Local

Capacity: 1203

Opened: 1992

Operator: HMPS



MANAGERS

Local recruitment had allowed the prison to rapidly reach full staffing, which ‘has made a real difference’. Managers praised the friendliness and professionalism of staff. They highlighted staff recognition and support of staff, including a staff counsellor. They also noted a commitment to effective communication and consultation with staff, along with visible management, and ‘back to the floor days’, in which managers spend time shadowing frontline staff. The introduction of in-cell phones and Kiosks on the wing were widely welcomed. Family visits and the ‘Homework Club’ were rated highly, as were education and training opportunities for prisoners. The range of peer mentors (including novel ‘communication orderlies’, similar to PIDs workers) were also highlighted.

OFFICERS

As with managers, staff highlighted a friendly staff culture (‘we’re quite famous for it’) which they said was particularly appreciated by new staff and those visiting on detached duty. They also noted good relationships between prisoners and staff. They praised the visibility of management, including the ‘back to the floor days’, as well as management communications, including regular staff briefings and an ‘open door’ policy. The introduction of a staff counsellor, and dedicated support for new staff, were also welcomed. They rated family visits and education and training opportunities for prisoners as key positives too.

PRISONERS

The prisoners highlighted family visits and in-cell phones as positives which helped them maintain family relationships. They welcomed the introduction of Kiosks on the wings, which they said helped in submitting apps, and organising visits, canteen and menu choices etc more effectively, as well as reducing pressures on staff and removing sources of potential conflict. Peer support mentors, including Listeners and the ‘communication orderlies’ were also highly rated.

HIGHPOINT

Location: Suffolk

Date of visit: 4 February 2019

Visit number: 77

Prison type: Category C

Capacity: 1325

Opened: 1977

Operator: HMPS



OFFICERS

The Officers described staff-prisoner relations as good. They highlighted a decency drive, inc. regular cell inspections to ensure prisoners had what they were entitled to and were looking after it, and a strong focus on cleanliness (inc. well-used bins in the grounds, and a 'decency' working party). They also mentioned the introduction of Keywork and trained prisoner VR reps, and noted all prisoners involved in violence are interviewed and individual action plans prepared – all of which had contributed to improvements in behaviour and self-harm. Relations among staff were described as good, and new staff were made to feel very welcome. They felt the 'Amends People Awards', for both staff and prisoners, were highly valued throughout the prison.

MANAGERS

Managers described an ethos of giving everyone a second chance and 'we see the man', and noted a real sense of 'Team Highpoint', with staff from all disciplines working well together. They too felt staff-prisoner relationships were good and safety had improved significantly. They attributed this to the same causes as staff, and they also rated the bi-monthly 'Amends People Awards'. Communications with staff, including a 'highly visible' Governor and Dep., monthly full staff briefings and 'breakfasts with the Governor', were also positives.

PRISONERS

The prisoners said staff were friendly and helpful, with relations characterised by mutual respect. The jail was safe and self-harm low, and cleanliness, decency and quiet contributed to a good living environment. Progression opportunities were 'strong', and frequent job and employment fairs involving outside employers, as well as Keywork, were 'very good'. They noted a wide range of peer support mentors, with conflict mediation/resolution VR reps singled out in particular. Family support was 'very good', inc. regular all-day family and lifer visits, and free coach service for visitors (funded from canteen profits).

HINDLEY

Location: Greater Manchester

Date of visit: 23 February 2018

Visit number: 9

Prison type: Category C

Capacity: 580

Opened: 1961

Operator: HMPS



PRISONERS

Prisoners were especially positive about the Officers ('the best we've come across') and relationships between staff and prisoners. They praised support for family relationships, including regular family days and 90 minute visits as standard. They singled out the 'preparation for life' education and pre-release course as excellent, and a construction training course run by a local house building company. They also rated access to the gym and the gym staff, and felt that the prisoner consultation scheme, while new, was a real positive and was having a meaningful impact.

OFFICERS

Staff rated the prison as a safe place to work and, like the prisoners, rated relationships between the two very positively. They also saw the family days and extended visit times as positives. They appreciated the visible management of the Governor, and the approach to staff consultation and communications, and welcomed the staff recognition scheme. They praised the staff care team and the level of support for staff from management, and valued the staff mess (and Friday morning 'fry-up'!). Staff also felt that the extended period of shadowing and mentoring for new staff was a real benefit, aiding both performance and retention.

MANAGERS

Like the prisoners, senior managers praised the skills and approach of staff, and their relationships with prisoners. They also highlighted staff resilience – after a difficult period for the establishment – and their support for one another. They felt that relationships between management and staff were also good and highlighted the level of staff consultation. They were particularly positive about the leadership provided by the Governor, citing (among other things) his support for managers and staff, as well as his 'visibility', 'calmness', and 'openness'. They also praised the Chaplaincy, including the support for families it provides, and rated family work in general as a positive.

HOLME HOUSE

Location: County Durham
Date of visit: 18 July 2018
Visit number: 31
Prison type: Category B Local
Capacity: 1210
Opened: 1938
Operator: HMPS



MANAGERS

Senior managers praised their ‘amazing’ staff’s teamwork, resilience, care and commitment. They rated the monthly staff training days (focused on offender management and challenging behaviour). They highlighted a ‘comprehensive’ drug strategy, including a dedicated search team, reception X-rays for prisoners, body scans for visitors, and wider use of drug dogs and searches of staff, and said it led to ‘very low’ drug usage. They praised the ‘excellent’ sport facilities and opportunities, and the range of education & training on offer – including Inside Out, where Teeside students and prisoners learn together. They rated the palliative care facility and Houseblock 6’s Therapeutic Community. Wing Kiosks and in-cell phones were ‘transformative’. Noting a range of peer mentors and good prisoner consultation which included elected wing reps and monthly meetings with management, they added the new Keyword scheme was also ‘very promising’. Monthly family visits, supported by local charity NEPACS, were ‘very good’.

PRISONERS

The prisoners were really enthusiastic about in-cell phones and Kiosks, too. They called the family visits ‘great’, and had high praise for both education, and the Inside Out programme in particular. They also valued the ‘effective’ Democratic Council (Prisoner Council), and the wide range of peer mentors, highlighting especially the support provided by fully trained social care peer workers.

OFFICERS

The Officers felt staff were ‘enthusiastic’ and ‘committed’, and the new staff were ‘a breath of fresh air’. There was a ‘strong’ rehabilitative culture across the jail. Training days, staff support and the care team were ‘very good’. In-cell phones and Kiosks were ‘brilliant’ and Keyword was ‘great’, and the drug strategy was ‘making a real difference’. Family visits were another positive highlighted.

HULL

Location: East Riding of Yorks

Date of visit: 6 February 2018

Visit number: 6

Prison type: Category B Local

Capacity: 1036

Opened: 1870

Operator: HMPS



GOVERNOR

The Governor rated staff-prisoner relationships as the best he had seen and drew attention to thank you letters from prisoners displayed in the admin corridor. He described the prison as safe and noted that Hull had not experienced the increase in violence seen in many other establishments. The Governor also highlighted support for prisoners and families, including monthly 'family days', links with the local community, and an annual open day for the families of staff.

MANAGERS

Custodial Managers rated staff-prisoner relationships and highlighted safety and control as positives. They highlighted the additional training offered to new recruits after completing their initial training, and ongoing training for existing staff. They also rated support for prisoners' families, including monthly family days, homework club and breakfast club, as well as the crisis unit for prisoners with complex needs and mental health issues, and the palliative care suite for end of life care.

OFFICERS

Staff rated many of the same things as the CMs. They highlighted safety and positive relationships with prisoners. They described a strong and supportive team ethic and collective pride among the staff, and praised support from management and the introduction of staff well-being days, as well as staff training. They too also noted support for prisoners and families as a positive.

PRISONERS

Prisoners were especially positive about the support offered to prisoners and families, praising the work of a specialist family liaison officer, the regular family days, and the introduction of a breakfast club and homework club. They also rated time out of cell, and singled out the drug recovery wing for praise.

HUMBER

Location: East Riding of Yorks

Date of visit: 13 November 2018

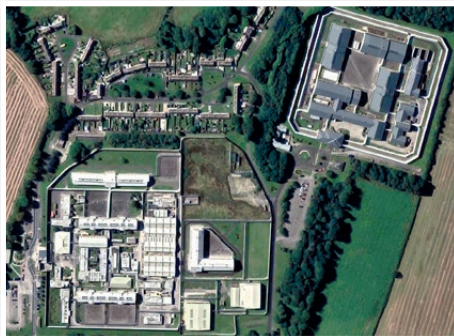
Visit number: 61

Prison type: Category C

Capacity: 1002

Opened: 1958

Operator: HMPS



OFFICERS

Officers praised the Governor ('supportive', 'open door', 'visible'), and valued staff recognition (including thank you letters), a weekly newsletter (also thanking staff), personalised Christmas cards, bi-monthly full staff meetings, and 'very supportive' management. They valued a strong focus on training (including monthly full day shutdown), flexible detailing, and the staff mess. They described staff relations (helped by team bonding sessions) as well as relations with prisoners, as 'good', and rated visits facilities and regular family day visits.

MANAGERS

The CMs and SMs felt the No. 1 had 'transformed' morale and staff relations, and also rated team bonding and training, staff recognition, weekly newsletters & 'thank you's, bi-monthly briefings, personalised Xmas cards and staff family fun days. They thought staff-prisoner relations 'very' good, with Keyword making a 'big difference', and rated a specialist IPP unit, day-care 'drop in' for self-isolators, vocational training (inc. CODE 4000 app & web training), and the use of restorative principles and management's challenging of poor behaviour. Security was strong 'but proportionate', and extra netting, CCTV, and Rapiscan and mail photocopying were helping to tackle Spice. Local police relations were 'very good' and 'all incidents' were investigated.

PRISONERS

The prisoners felt generally safe, described relations with staff as 'good', and praised the Governor. They highlighted the role of the (prisoner) 'Humber Pilots' who meet regularly with the SMT and provide a wide range of peer support. They praised safer custody & self-harm support (led by a 'brilliant Officer'), the peer-led Andy's Man Club and day-care drop-in. They rated a peer-led debt avoidance workshop for new inductions, the OMU, and healthcare staff and facilities, as well as the gym and gym staff. The Lincs Action Trust run visitors centre, family days, and parenting courses, were 'brilliant'.

HUNTERCOMBE

Location: Oxfordshire

Date of visit: 20 December 2017

Visit number: 4

Prison type: Category C

Capacity: 480

Opened: 1946

Operator: HMPS



PRISONERS

Prisoners were fulsome in their praise for Huntercombe, and especially the staff. They highlighted a culture of respect throughout and positive and supportive relationships between prisoners and staff, and among prisoners themselves. The prisoner consultation scheme, peer support and prisoner-led advice and guidance were all rated. Time out of cell and the range of activities and courses on offer were also praised, with education and the gym singled out in particular.

OFFICERS

Like the prisoners, staff highlighted the culture of respect throughout and positive relationships with prisoners. They also rated the range and quality of activities, in particular education and the gym, as well as time out of cell. Staff felt the prison's past in dealing with juveniles benefited their skills and approach to the management of prisoners, and noted that host governors have praised Huntercombe staff on detached duty in this regard. Officers praised the visible management style, and open-door policy, of the Governor and senior managers, as well as staff recognition, and noted supportive relationships among staff.

MANAGERS

The Governor and his colleagues rated many of the same things as both frontline staff and prisoners. They highlighted in particular the prison culture and relationships, as well as the jailcraft of staff, especially their de-escalation skills. They also noted the prisoner consultation scheme, and the involvement of prisoners in peer support, and advice and guidance, as well as the help they give to staff in their roles. They rated time out of cell, and the education, training and work opportunities for prisoners, and noted the 'excellent' support provided by partner agencies. They also highlighted the importance of staff recognition and support, which had recently been expanded, as well as the visibility of managers at all levels.

ISIS

Location: Greater London
Date of visit: 19 June 2018
Visit number: 26
Prison type: Category C
Capacity: 628
Opened: 2010
Operator: HMPS



PRISONERS

The prisoners praised a 'highly' visible management and a reliable regime that felt 'very safe'. They said the Prisoner Council and monthly meetings with senior managers were more effective than similar councils they knew of, and praised the range of reps and mentors. Family visits (every couple of months) were 'excellent', and they said wing kiosks reduced potential conflicts with staff, and allowed prisoners some control and self-responsibility. They also liked the amount of time out of cell and the work & training opportunities – especially the gym instructor course and 'in-house' record label.

OFFICERS

The Officers called Isis a 'good jail' that 'felt safe'. They said management was 'approachable' and 'visible', and consulted and listened, adding that the 'very good No. 1' was 'open', 'supportive', and not risk averse'. They liked a monthly newsletter and full staff briefing and the 'very supportive' CMs and SMT who often said thanks and made staff feel valued. They called staff friendly, 'very tight', and said detached staff agreed. They liked training, including 2 weeks of shadowing, and the 'excellent' mentoring for new Officers, and really rated the well-used staff mess.

MANAGERS

The managers agreed Isis was 'safe' and 'friendly', citing 'very good' relations across staff groups and a 'focus on kindness and compassion', led by a 'positive', 'friendly', and 'supportive' No. 1. They too rated the prisoner mentors, visits & family days, and the 'really good' mess. They said management-responsiveness (e.g. directly feeding back to prisoners on complaints) and a smooth induction (with orderlies 'key') 'set the tone'. They praised their risk-based OMU allocation (with higher risk prisoners being managed by probation) and access to OBPs, and education & training. They liked that the Governor read 'thank you letters' to staff (from prisoners & colleagues) at full staff briefings, and rated regular staff development days, as well as the annual 'Isis Awards'.

ISLE OF WIGHT

Location: Isle of Wight

Date of visit: 18 April 2019

Visit number: 97

Prison type: Long Term Category B

Capacity: 1068

Opened: 1863

Operator: HMPS



PRISONERS

The prisoners said the jail was ‘safe’ and rated relations with staff. The gym – access (5 times a week), facilities & staff – family days (‘lots of them’, ‘they’re great’), and good access to higher education and distance learning, were all highlighted. They noted ‘fantastic’ peer support, including trained ‘buddies’ for older men and those with complex needs, and good relations among prisoners generally (‘we help each other’, ‘it’s a real community’). The ‘MQPL’ Prison Council, which meets monthly with the Head of Res and other SMT members, was a real positive too.

MANAGERS

Managers agreed about staff-prisoner relations and safety, and rated prisoner engagement and consultation too; they also noted a strong sense of community, which they felt extended across the jail, and agreed with prisoners about visits, education and the gym. Keyword was ‘working well’ and benefited relationships and prisoners’ behaviour; they felt opportunities for prisoners to develop and progress through to Cat C were a strength; and an institutional intolerance of noise pollution was a benefit to all. Two annual well-being days, weekly yoga sessions, and the messes on both sites were seen as positives for staff, and the Dep personally contacted all staff after an assault or bereavement.

OFFICERS

The Officers also thought relations with prisoners were ‘good’. The management and care of older prisoners and those with complex needs was considered a particular strength, with prisoner ‘buddies’ and the commitment of staff seen as central. Education and training opportunities, and wider opportunities for development and progression, were highlighted too. They reported very good relationships among staff, with plenty of socialising out of work, and the messes on both sites were very popular. Staff felt well supported by operational managers from the No. 1 down, valued daily full staff briefings, and very much appreciated the Dep’s support for staff (e.g. after an assault or bereavement).

LANCASTER FARMS

Location: Lancashire

Date of visit: 25 July 2018

Visit number: 34

Prison type: Category C

Capacity: 560

Opened: 1993

Operator: HMPS



PRISONERS

The prisoners described a ‘really safe’ and ‘relaxed’ prison with ‘very good’ staff. They gave the gym (‘lots of time’, ‘great staff’) and running club, as well as vocational training, an ‘excellent’ rating. They were positive about healthcare staff & services, and drug services and the recovery wing. The food was ‘good’ with plenty of choice, and they valued the clean, open and green grounds.

MANAGERS

The managers highlighted ‘outstanding’ staff-prisoner relations, and said the staff’s approach and skills, plus individualised plans for challenging prisoners, kept the prison ‘safe’ – while Keywork (fully operational here) was ‘a proper game changer’. They described strong relationships between staff across disciplines (including those employed by outside agencies), and new staff were made ‘very welcome’; and they valued ‘On the Spot’ vouchers use by SOs to recognise outstanding staff performance. Prisoner education, including Learning Together, and sports and fitness activities, including good gym access and a prisoner running club, were highlighted too, as were charitable sponsored runs etc. Engagement with prisoners’ families, including bi-monthly forums for family members, and family involvement in ACCT reviews, was another positive. They noted ‘a big focus’ on health & well-being for all and felt the clean, green, and open physical environment made ‘a huge difference’ to prisoners and staff alike.

OFFICERS

The Officers agreed about the staff’s strengths (‘very caring towards prisoners’ and ‘passionate’ about the job) and described good relations both among staff and with prisoners. They really valued the health & well-being focus for prisoners and staff alike, the grounds, gym (for staff use, too), wide range of prisoners’ courses, ‘very good’ food, and ‘excellent’ individualised complex case support.

LEEDS

Location: West Yorkshire
Date of visit: 24 May 2018
Visit number: 13
Prison type: Category B Local
Capacity: 1212
Opened: 1847
Operator: HMPS



MANAGERS

The senior managers said the jail was ‘safe’ with a positive overall culture and ‘good’ relations between prisoners and staff. They felt the SMT worked as a ‘cohesive’ group which delivered both leadership and visible management, from the Governor down. They felt having two dedicated mentors, as well as an additional fortnight of jailcraft training and ‘shadowing’ back at Leeds, had helped retention and effectiveness of new staff. The ‘Q’ Branch minor repairs work party (made up of prisoners and staff, and named after the James Bond character), had improved living and working conditions, while photocopying all post had helped tackle Spice and reduce associated violence. Partnership work with the local probation services was seen as another strength. The role of peer mentors and support workers was highlighted, with the PIDS (Prisoner Information Desk Services) workers seen as particularly helpful.

OFFICERS

The Officers particularly praised the ‘team work’ in the prison and said that staff were supportive of each other. They, too, felt there was good support for new staff, and again mentioned the additional jailcraft training and shadowing as examples of good practice. They also rated the ‘good’ and ‘visible’ management. They said in-cell phones had made ‘a huge difference’ to prisoner behaviour, and had also contributed to far fewer mobiles in the prison, while they too agreed that photocopying the mail had impacted on both drugs and violence.

PRISONERS

The prisoners also had positive things to say about staff-prisoner relationships, and welcomed the new cohort of Officers coming in, who they described as ‘very good’. They valued the level of prisoner consultation and communication, including regular minuted meetings of the prisoner representative committee, which was ‘making a real difference’ and also recognised the positive impact of peer mentors and support workers (including PIDS).

LEICESTER

Location: Leicestershire

Date of visit: 20 December 2018

Visit number: 70

Prison type: Category B Local

Capacity: 411

Opened: 1874

Operator: HMPS



PRISONERS

The prisoners described a 'safe jail' with 'very little' Spice and other illicit drugs (attributed to the security team and small jail size), with decent staff-prisoner relations ('staff really do try to help'). The governor grades and CMs were called 'approachable and positive'. They rated visits here as 'the best', kept informal by staff and comfortable furniture ('not like being in prison') and with regular family visits. They praised the peer advisors (like PID workers), diversity & equalities reps, Listeners, and first night workers, as well as the decent education & training 'for such a small prison'. They liked the music project (including guitars, lessons, and a recording studio), the 'great' gym (available every day) and its staff, as well as getting two hot meals per day ('unusual nowadays', and greatly appreciated).

MANAGERS

The SMs and CMs said the 'safe' jail had a strong '#TeamLeicester' community feel among all disciplines and levels, very welcoming and friendly staff, 'incredibly resilient and dedicated' Officers, and good relations with prisoners. They rated the dedicated 10-bed Lambert unit for challenging prisoners, strong community links with 'lots' of prisoner support from outside agencies, and regular outside speakers. They valued the Governor's weekly 'Off the Cuff' newsletter ('informal', widely read, including news & 'thank you's'), and the staff recognition scheme, as well as monthly full staff meetings, regular staff well-being days and staff family open days, and the strong support (from the No. 1 down) for all staff following an assault.

OFFICERS

The Officers agreed about safety ('safer than other Cat Bs'), the community-wide '#TeamLeicester' feel, 'excellent' prisoner relations, education and training, music project, 'Off the Cuff', and support over assaults. Keywork was new but 'a big positive'. They praised 'very good' and 'out and about' management at all levels, 'very good' staff recognition, and full staff daily briefings and monthly meetings.

LEWES

Location: East Sussex

Date of visit: 25 April 2019

Visit number: 100

Prison type: Category B Local

Capacity: 656

Opened: 1853

Operator: HMPS



OFFICERS

The Officers said relations between staff and prisoners were good and safety had improved markedly. They felt Keywork had significantly improved relationships, and dynamic security, while an x-ray machine on reception had reduced smuggling. Resettlement services, and the role of probation, were highlighted, as was the gym, which was a positive for both prisoners and staff. The No. 1 was praised as someone who is 'visible & approachable', 'encourages & listens to staff' and 'cares about both prisoners & staff' and they valued the Governor's weekly rounds, and commitment to improvement. Staff jailcraft, support for one another and commitment were also highlighted.

MANAGERS

Managers also felt staff-prisoner relations were good ('prisoners often remark on this'). They also valued Keywork, and noted its impact on resettlement, which was another area they too saw as a strength, highlighting the role of probation and regular job fairs. The gym was 'excellent', including the sports leadership course (linked to Brighton & Hove Albion). Cleanliness, plants & greenery, and artwork on the walls, were seen as a positive for all. They highlighted monthly family visits, and improved visits facilities, and felt equalities & diversity was a particular strength, noting a wide range of activities, good support for trans prisoners and a number of staff trained in trans awareness. The monthly 'Lewes Community Group' meeting between SMs and prisoner wing reps was rated too.

PRISONERS

Prisoners praised staff ('kind', 'caring', 'they treat you like a human') and relations with them, and described safety as 'good'. They too rated Keywork and its impact ('a really good thing'), and the gym ('great facilities'). They also valued the monthly 'Community Group' meetings, chaired by the Dep. and agreed that equalities & diversity, with a range of reps and regular meetings with managers, was a strength. Activities for older prisoners were highlighted too.

LINCOLN

Location: Lincolnshire

Date of visit: 11 October 2018

Visit number: 54

Prison type: Category B Local

Capacity: 644

Opened: 1872

Operator: HMPS



MANAGERS

The managers described Lincoln as a ‘safe and calm’ jail with – ‘for a core local’ – ‘excellent’ staff-prisoner relations and ‘high’ engagement. Managers were ‘high visibility’ (e.g. the Governor and Dep ‘regularly’ walk the prison), and follow up all incidents ‘to support staff’ involved. Staff ‘want to be here’. They rated staff engagement reps, regular staff forums with managers, twice daily wing briefings (‘run by SOs’ and ‘regularly’ attended by managers), and monthly full staff briefings. Staff ‘can and do’ bring family members in to see where they work. Keywork had ‘made a huge difference’, as had a Rapiscan scanner for drugs. They rated the range of peer mentors and support workers (e.g. wing reps and a monthly, minuted, Prisoner Forum with the Residential Governor). The internal phone system, letting prisoners contact OMU, healthcare etc, and its peer-led advice line, was valued. There was also high praise for Spark Plus, a partner agency which gives all prisoners pre-reception briefings and psychological risk assessments at Court, and who also offer a ‘Departure Lounge’ service (e.g. so prisoners can charge mobiles, make calls, liaise with probation, and get transport to the rail station).

OFFICERS

The Officers praised a ‘really improving’, ‘generally very safe’ jail (‘especially for a local’), ‘committed, dedicated staff’ ‘clearly in charge’, and ‘excellent’ team work and mutual staff support. They liked the Governor and Dep’s ‘strong support’ (including after incidents), and ‘very good’ prisoner relations (often noted by prisoners and visiting staff). A weekly multidisciplinary Safety, Order & Control meeting (with an intel focus and analysing all incidents) had had a ‘significant’ impact on safety and drug supply.

PRISONERS

The prisoners felt ‘safe’, with ‘much lower’ levels of Spice since the Rapiscan. Recycling Lives did ‘fantastic’ work on housing and jobs on release, and the wide range of peer mentors and supporters were ‘very good’.

LINDHOLME

Location: South Yorkshire

Date of visit: 24 September 2018

Visit number: 50

Prison type: Category C

Capacity: 950

Opened: 1985

Operator: HMPS



MANAGERS

Senior managers described a ‘family atmosphere’ (the camaraderie ‘is second to none’) with new staff ‘made very welcome’ and a ‘strong culture’ of mutual support. Management at all levels was ‘very’ visible – and the No. 1 empowered innovation among all. They valued quarterly ‘development & strategy’ days, POELTS having two dedicated mentors, volunteer ‘buddies’ and an extra shadowing week, and the onsite counsellor (part of an ‘excellent’ staff Care Team). They said staff recognition was ‘well developed’, and staff communication and consultation ‘excellent’ (e.g. regular full staff briefing, weekly ‘breakfast with the Governor’, and monthly consultative meetings; monthly newsletter; and the No. 1 meeting all new staff and leavers). They rated the annual staff well-being day, twice-yearly staff ‘friends & family’ open days, and ‘fantastic’ gym facilities (with its staff giving up lunch to oversee staff circuits). Prisoner family work was ‘excellent’ (e.g. family days, homework clubs & Storybook Dads), as was education & training (inc. Level 3 NVQs & OU degrees).

OFFICERS

The Officers agreed on ‘excellent’ staff, ‘really strong’ camaraderie and mutual support (and said detached staff did too), the approachable, visible Governor, and a ‘good culture’ of staff thanks and recognition. They liked ‘friends & families’ open days, felt management invested in staff development, and the ‘real commitment’ to prisoner support and rehabilitation. They praised education & training, the Recovery wing and the gym (for both staff and prisoners).

PRISONERS

The prisoners called staff relations ‘very decent’ and felt ‘much safer now’, with photocopying mail helping reduce Spice and related violence. They praised education & training (‘fantastic’), rapid allocation to work & training, the Recovery wing, range of peer mentors (all completing an IAG NVQ), and family support from Pact.

LITTLEHEY

Location: Cambridgeshire

Date of visit: 22 November 2018

Visit number: 65

Prison type: Category C

Capacity: 1220

Opened: 1988

Operator: HMPS



PRISONERS

The prisoners felt ‘very safe’, with good staff-prisoner relations and staff ‘who really want to help’. They noted a wide range of peer mentors and support workers (in noticeable T-shirts), who were ‘well-embedded’ into the regime and supported by management, highlighting in particular PID workers and VR reps (‘Buddies’) who mediate on wings other than their own (to avoid being targeted on their own wings), and praised support for minority groups. Reception and induction were ‘excellent’, again supported by prisoners. They also rated the library, education – with support for special needs, distance learning, and ‘great’ teaching staff highlighted – plus workshops linked to vocational training. Two ‘great’ gyms and staff, and ‘excellent’ healthcare were other positives, as were visits (2+ hours, family days, a VICS day) and the ‘great’ staff who managed them (‘you couldn’t ask for more’), as well as green and ‘airy’ grounds – and the food.

OFFICERS

The Officers said staff relationships were ‘fabulous’ and mutually supportive (‘better than anywhere else’). POELTS were made very welcome and had two ‘excellent’ full-time mentors. The staff ‘bistro’ was praised (esp. morning ‘bacon butties’!), as were the ‘beautiful’ grounds which benefited all. They thought staff-prisoner relations were ‘good’ and also picked out the mentors and reps (detailed above) as ‘a great help’ to staff, and again praised reception and induction, as well as the gym, including for staff. The staff recognition scheme (with prisoners also making nominations) was another positive.

MANAGERS

The managers also picked up on staff-prisoner relations and relations between staff at all levels, creating ‘a real community feel’. They too valued the range of mentors and reps, minority group support (esp. for older prisoners), education, reception and induction, visits, and the grounds, as well as staff recognition and the ‘bistro’. The new Enabling Environment wing was another positive.

LIVERPOOL

Location: Merseyside

Date of visit: 22 February 2018

Visit number: 7

Prison type: Category B Local

Capacity: 1173

Opened: 1855

Operator: HMPS



PRISONERS

Prisoners rated the staff at Liverpool positively and praised the quality of relationships between prisoners and staff. They also highlighted the 'Steps to the gate' pre-release programme, which they rated as more in-depth and wide-ranging, and with more extensive links with agencies and employers in the community, than equivalents they had experienced elsewhere.

OFFICERS

The staff group felt the prison to be safe and, as with the prisoners, viewed relationships between staff and prisoners positively. They also noted strong camaraderie and mutual support among staff, and the support offered to new Officers. They rated management, noting good relationships at all levels, and praised the visibility of the Governor and her team. Staff also highlighted the new Keyword scheme, which the prison has been piloting, as a positive.

MANAGERS

Like prisoners and frontline staff, the focus group of Custodial Managers, Functional Heads and the Deputy Governor rated staff-prisoner relationships positively, and they described the prison as a safe place to work. They praised frontline staff, noting their resilience, passion and pride, jailcraft, approach to prisoners, and 'can do' attitude. They also noted staff camaraderie and the support they offer one another. Gym staff were singled out for particular praise both for their work with prisoners and members of the local community (including their annual Christmas event for the elderly). Implementation of the new Keyworker scheme was good, and the staff care and welfare facility on site was also highlighted as a positive.

GOVERNOR

Though new in post, the Governor was fulsome in her praise both for frontline staff and managers, who she rated as the best she had worked with.

LONG LARTIN

Location: Worcestershire

Date of visit: 9 April 2019

Visit number: 96

Prison type: High Security

Capacity: 609

Opened: 1971

Operator: HMPS



PRISONERS

The prisoners positively rated relations with staff, which were based on first-name terms, and particularly praised the Governor who, they said, ‘really cares’, was committed to developing the jail’s rehabilitative culture, and was ‘visible’, ‘approachable’, and ‘willing to listen to both prisoners and staff’. They rated the Prison Council, and wide range of prisoner forums; education was also seen as a positive, with a wide range of courses, ‘excellent’ staff and new IT equipment; and the Chaplaincy were singled out too.

MANAGERS

Managers agreed about staff-prisoner relations, and rated prisoner engagement and consultation too. They also noted good relations among staff praised for their enthusiasm and ‘can do’ attitude, described the prison as calm, and said ‘itemiser’ testing all mail, together with self-policing by prisoners, kept Spice levels low. Gym facilities, and equipment on the wings and in exercise yards, wing self-catering facilities, and two ‘pat’ dogs, were highlighted too. They said improvements to living conditions, including a ‘less institutional’ colour scheme, images on walls, curtains, fish tanks and planters, were well received by prisoners and staff, and improved prisoners’ behaviour and care for their surroundings. Staff recognition, including nominations from prisoners, a staff mess open at breakfast, and CM-led detailing were noted too, while appointing a full-time POELT mentor had aided retention.

OFFICERS

The Officers said staff worked hard to build good relations with prisoners, and noted strong relations among staff too. Retaining a full-time POELT mentor was a positive, and CM-led detailing ensured a good mix of experience. The new No. 1 was ‘visible & approachable’, ‘listens’ and ‘wants to improve things’, and they valued a recent staff consultation forum and plans to launch a staff council. Well-being days run by the gym for staff and prisoners were rated too.

LOW NEWTON

Location: County Durham

Date of visit: 4 December 2018

Visit number: 66

Prison type: Female

Capacity: 352

Opened: 1965

Operator: HMPS



OFFICERS

The Officers said the prison was safe, with dedicated, committed staff, and good, 'very supportive' and 'caring' staff-prisoner relations. They praised safer custody (self-harm, once a big issue, is 'much improved') and Keywork (making 'a real difference'). They rated specialist support (including three counsellors) for victims of abuse and care leavers, the specialist PIPE unit, and the 'excellent' Primrose Unit.

PRISONERS

The prisoners agreed it was safe, and 'very strong' on bullying and work with bullies and victims, and called relations with staff 'very good', 'respectful' and 'supportive'. Education was rated 'excellent' (with high aspirations for the women and 'great' teachers), as was the Chaplaincy for its support to 'everyone'. They praised the 'Inspire' cancer group supported by Macmillan, and 'excellent' visits (including evenings and weekends) and the 'brilliant' NEPACS (who run the visit centre, organise homework clubs, family days, lifer days, and monthly full-day parent-child visits etc). The Resident Consultative Committee (RCC), a Prisoner Council (chaired and minuted by prisoners), was 'very' active and effective. They also rated monthly meetings with the SMT and 'celebration of achievements' events as positives.

MANAGERS

The managers described 'outstanding' staff-prisoner relations, and praised the care and support of women with complex needs. They rated family involvement in ACCT reviews for those at risk of self-harm, the 'fantastic' group of Listeners, and the range and quality of peer mentors and support workers. Like the women, they praised the RCC and visits. They also valued the staff Colleague Consultative Committee, meeting regularly with managers (inc. No. 1), the monthly staff newsletter, which includes staff 'thank yous' and achievements, the Team & Employee of the Month, which includes nominations from prisoners, and 'Thank you' postcards for staff, used by both prisoners and staff.

LOWDHAM GRANGE

Location: Nottinghamshire

Date of visit: 12 December 2017

Visit number: 3

Prison type: Category B Local

Capacity: 900

Opened: 1998

Operator: Serco



PRISONERS

Prisoners highly rated support for families, including: family days ('excellent'); in-cell phones; information videos for family members showing life inside the prison; Storytime, which allows prisoners to make films of themselves reading bedtime stories for their children; and a supportive attitude if families are delayed on long journeys. The prisoner-led 'Inside TV', which helps keep prisoners informed, the 24-hour peer advice line (using the in-cell phones), and the wide range of peer support workers, including the buddy support system for those with social care needs, were also praised, as was a comprehensive approach to prisoner representation and consultation, and education. The on-wing Kiosk system, known here as 'ATMs', allowing prisoners to order canteen and budget for themselves, submit applications, and book visits and appointments, was also highlighted.

OFFICERS

Staff also highlighted: Inside TV; in-cell phones; and support for family ties, including Storytime. They too rated the prisoner advice line, and felt that the ATMs helped prisoners to take more responsibility for themselves, as well as reducing the demands on staff and helping to reduce conflict by ensuring an electronic paper-trail for applications etc. Staff also appreciated recent team-building initiatives introduced by the Director.

MANAGERS

The Director and his colleagues rated many of the same things as both frontline staff and prisoners, including: the prisoner advice line and buddy scheme, Inside TV, in-cell phones, and the ATMs; Storytime and other family support initiatives, including a recently created post for a full time family link worker; educational opportunities for prisoners, including access to Open University courses; and prisoner representation and consultation. They also highlighted staff recognition, access to confidential counselling for staff, and the prison's mentoring scheme for new staff.

MAIDSTONE

Location: Kent

Date of visit: 13 June 2018

Visit number: 22

Prison type: Category C

Capacity: 600

Opened: 1819

Operator: HMPS



MANAGERS

The senior managers thought staff-staff relations were 'good', and highlighted an 'excellent' staff Care Team, well-being days, CAB-access, and the mess and staff room. They also rated a daily full staff briefing, lunchtime 'staff walks', BBQs and other (Governor-funded) events. They rated the awards & recognition scheme with nominations by prisoners and staff, said POELT retention was high and thought their pre-training visits helped. Staff-prisoner relations were 'very informal' and 'positive', and they rated the Prisoner Council, elected by prisoners and staff, and wide range of peer support workers, inc. PIDS and induction reps. Mental health and well-being support by and for prisoners were highlighted too. Spurgeons children's charity and the monthly 'family day' were praised for strengthening family support. They said the prison was 'safe', with low violence and self-harm, and praised the dedicated officer working on VR and self-harm.

STAFF

The staff agreed staff-staff relations were good and called the Governor 'visible' and 'supportive'. They rated regular departmental briefings, and welcomed the 'excellent' POELTS who 'picked up skills fast', and thought extended post-training shadowing helped. They said jailcraft was 'excellent', with good de-escalation skills. Staff-prisoner relations were called 'very humane', and they also flagged up the Prisoner Council, and peer mentors, inc. PIDS and induction reps.

PRISONERS

The prisoners praised staff-prisoner relations, and called management visible and approachable. They also praised the tailored education and training, Prisoner Council, PIDS, safer custody, peer mentors, and the prisoner-led and-designed induction. They 'loved' monthly family visits with 'fantastic' staff in civvies, and the 'great' gardens and grounds. Prison media TV with its information, mindfulness, and foreign language films, was also highly praised.

MANCHESTER

Location: Greater Manchester

Date of visit: 5 March 2019

Visit number: 88

Prison type: High Security Local

Capacity: 1072

Opened: 1868

Operator: HMPS



MANAGERS

Managers praised the commitment and resilience of the workforce. They said staff-prisoner relationships were ‘excellent’ and Keywork had helped with this. They felt local recruitment, pre-application visits, and a dedicated POELT mentor contributed to high retention, and operational-led detailing ensured a good mix of experience on the wings. Education up to degree level, the range of vocational workshops, and support for families inc. Partners of Prisoners (POPS)-run family days, visits centre and regular family forums, were highlighted, along with strong links with local probation, and support for HDC by a full-time SO. They felt the local police’s ‘prisons team’ provided strong intelligence and support, and the Rapiscan and new X-ray machine had had a significant impact on drug supply. Support for staff after incidents and at inquests etc were considered ‘excellent’, while providing bins in cells had led to large reductions in litter.

OFFICERS

The Officers said relations with prisoners were good and safety had improved noticeably. They highlighted ‘excellent’ relationships among staff, felt staff were flexible and resilient, and reported high morale and good retention. The care team was ‘excellent’, inc. in supporting staff after incidents, at inquests etc; likewise, the safer custody team, inc. in helping staff prepare for coroners’ inquests. They valued access to shower packs and clean clothes after ‘potting’ incidents, and praised links with the local police, and the fact that all assaults are followed up with them. The staff mess was a positive too and widely used.

PRISONERS

The prisoners valued the introduction of phones in cells, which had helped improve morale and family links, as well as electronic ‘Kiosks’, which gave them some control over their lives and reduced pressure on relationships with staff. They also rated the Prison Council, and the fact that meetings were minuted and action plans recorded. Family days and the role of POPS were also positives.

MOORLAND

Location: South Yorkshire

Date of visit: 24 September 2018

Visit number: 49

Prison type: Category C

Capacity: 1006

Opened: 1991

Operator: HMPS



PRISONERS

The prisoners described good relations with staff, in a 'consistent' regime, with safety greatly improved, and a notable reduction in NPS, since becoming fully staffed. They valued the Keyworker scheme and in-cell phones, as well as family days and extended visits for those on Enhanced. They praised the 'very good' gym for its facilities, access, and its staff. They also liked the rapid allocation to work and training, and called the PICTA (IT) course 'brilliant'.

OFFICERS

The Officers said the prison had good relations among staff (who regularly socialise outside work), new staff were made welcome, and the extra staff brought in had improved safety and regime consistency. They valued the staff's well-being days and annual sports day, the 'employee of the month', a 'very good' staff café open 7 days a week, and staff rest rooms. They said photocopying mail had reduced Spice, Keywork was 'working well', and rated in-cell phones (inc. 24/7 Samaritans access when switched off for general use at night). They thought the separate Basic wing helped tackle challenging behaviour.

MANAGERS

The managers agreed the regime's consistency had benefited from more staff, that staff-prisoner relations were good, and thought Keywork had made 'a big difference'. They also valued the staff café, and praised 'very good' staff communications (inc. daily wing briefings, a weekly governor's newsletter, monthly governor/staff 'roundtable' meetings and CM-led staff forums, as well as quarterly full staff meetings). They noted high retention among new staff ('really helped' by a dedicated, full time mentor). They highlighted the CSIP (Challenge Support Intervention Plan), which Moorland piloted, and is now rolled out. Taken together with regular complex case reviews, and a dedicated Basic wing, they thought it helpful in managing more challenging prisoners. They also rated the monthly wing forums for prisoners, managed by CMs.

NEW HALL

Location: West Yorkshire
Date of visit: 12 March 2019
Visit number: 91
Prison type: Female
Capacity: 425
Opened: 1933
Operator: HMPS



MANAGERS

Managers said the jail was safe and clean, with good staff-prisoner relations and an emphasis on respect and decency. They highlighted resettlement and the role of OMU; education & skills training; the charity clothes shop run by and for the women; and 'Together Women's Project'. The 'Rowan House' day centre, for more vulnerable women, and the prison's ability to manage challenging and complex women, were highly rated, as were the range of prisoner mentors and reps. The Mother & Baby unit, Mother & Baby visits, family days and lifer days, as well as support for visiting children, were positives too. They also highlighted services run by the gym for staff, inc. classes, sports injury rehab, healthcare advice and well-being days; staff recognition; staff mess (inc. cooked breakfasts); staff counsellor; and staff-family BBQ, and tours of the jail. The Chapel staff were 'fantastic', and the grounds were seen as a positive for all.

OFFICERS

The Officers said they really cared about the women and had very good relations with them, and agreed that care for more vulnerable, challenging and complex women was a particular strength. In addition to many of the positives for the women identified by managers, they highlighted time out of cell, a '40 mins from bus to bed' reception process, and support for care leavers as strengths. They highly valued all the support and services for staff noted by managers – especially 'bacon sarnies' in the morning – and agreed the grounds were a benefit for all.

PRISONERS

The women highlighted, among others, the PD unit and Rowan House day centre; 'Power to Change' domestic violence and peer-led 'Healing trauma' courses; art group; family visits and Storybook Mums; access to distance learning (inc. OU); recognition awards (inc. £5 private cash voucher); and the library, which included a coffee shop where they could meet friends. They too singled out the Chaplaincy staff as 'fantastic'.

NORTHUMBERLAND

Location: Northumberland

Date of visit: 17 July 2018

Visit number: 29

Prison type: Category C

Capacity: 1368

Opened: 1972

Operator: Sodexo



PRISONERS

The prisoners praised relations with staff, and a Director, widely respected by prisoners, who 'wants to make a difference', 'listens' and 'delivers on your hope'. The Prisoner Council was 'very effective' and management highly responsive to it. They liked the range of peer support mentors, including pre-release residential support workers who helped with accommodation, advised on benefits etc. Induction – with 'excellent' staff and mentors – was highly rated. In-cell phones, Kiosks and Keywork all made 'a huge difference'. Support for families, including family visits, was 'brilliant'. And opportunities to develop, including education & training, and ROTL, were 'outstanding'.

OFFICERS

The staff said relations with prisoners were 'excellent' and felt the jail was 'safe', with Keywork ('great') contributing to both. They praised a Governor who was 'first in and last out', supported staff and was 'visible', 'approachable' and 'consults widely'. The monthly staff recognition scheme and 'on the spot' recognitions for good work (with recipients entered in to a prize draw) were 'great', as were communications with staff ('so important') including a well-liked weekly newsletter, which kept staff informed as well as including praise for good work and contributions from staff. They praised the work of the gardens party and rated the impact of the Enhanced wing for the best behaved prisoners.

MANAGERS

Managers added their own praise for the staff and their engagement with prisoners. They too rated the Prison Council, Keywork, and phones and Kiosks, as well as 'Resettlement fairs', family day visits and inviting families to 'celebration of achievement' events. Consulting, communicating, and recognising staff (as per staff comments) were 'key strengths'. They also highlighted staff training & development opportunities, local recruitment, shadowing for new staff, staff counselling & helpline, and family open days – and staff attrition and sickness were 'very low'.

NORWICH

Location: Norfolk

Date of visit: 29 August 2018

Visit number: 43

Prison type: Category B Local

Capacity: 728

Opened: 1887

Operator: HMPS



PRISONERS

The prisoners called Norwich ‘a good jail’, and thought it ‘safer’ than comparable jails, as well as cleaner than other locals. They said the staff were ‘great’, and recognised that, even while working under tremendous pressure, ‘they really do care’ and had a ‘very positive’ approach compared to other jails they were familiar with. They praised staff as ‘very good’ at de-escalating situations. They also rated ‘good’ support for families, including both full day family visits and children’s visits.

MANAGERS

Senior Managers reported good retention among new staff, and noted they got four weeks of shadowing, and ‘very good’ support from experienced staff, the Learning & Development Unit, and an ‘excellent’ dedicated staff mentor. They added that inviting family members into the prison for their ‘graduation’ made a real difference in helping put their minds at rest. They highlighted two recent innovations: twice-yearly staff well-being days and an improved staff recognition committee. Links with local employers, and a twice-yearly employment fair (with 60 employers at the last one) for those nearing release, were ‘excellent’.

OFFICERS

Officers described the camaraderie and support among staff as ‘excellent’, and also liked the prison-wide staff social events held once or twice yearly. They also mentioned the shadowing and the ‘excellent’ support for new staff. They liked the daily morning and afternoon staff wing briefings which ensured ‘everyone knows what’s going on’. They thought staff-prisoner relations were ‘good’, and added praise for the specialist 15 bed elderly prisoner unit and its fully accredited palliative care suite, alongside ‘very good’ mental health support services. They had good words, too, about prisoner consultation – based on wing reps and monthly meetings with wing CMs, as well as a Prisoner-wide Council that meets monthly with the Residential Governor.

NOTTINGHAM

Location: Nottinghamshire

Date of visit: 12 December 2018

Visit number: 68

Prison type: Category B Local

Capacity: 800

Opened: 1890

Operator: HMPS



OFFICERS

The Officers said staff relations with each other were ‘excellent’ (‘a real family’), with new staff made very welcome. They rated in-cell phones, which ‘make a real difference’ and helped reduce violence, and said a dedicated, trained safer custody team, and screening on reception, had reduced ACCTs, with a similar approach to violence also helping there, too. They valued the ‘visible’ and ‘supportive’ Governor’s ‘open door’ policy, found CMs ‘very supportive’ – and felt having two CMs per wing, and CMs lining the route on movements helped staff feel ‘supported’ and safe. They liked the morning wing staff briefings, the No. 1’s widely read weekly blog (balancing ‘the good as well as the bad’ and giving praise where due), as well as the well-used staff mess.

MANAGERS

The managers praised the staff’s ‘enthusiasm’, ‘commitment’, ‘resilience’ and ‘can do’ attitude (which compared ‘very positively’ with other jails), and good staff-staff relationships. They agreed about phones, the safer custody team, CMs on wings, the Governor’s blog, and staff mess, and valued the ‘real focus’ on managers giving thanks to staff for jobs well done. They rated reception and peer-led induction (with new prisoners all met by peers, all cells cleaned and fully kitted out), ‘Signposters’ (like PID workers) on each wing, wing councils, bi-monthly Prisoner Council meetings, and the substance misuse team.

PRISONERS

The prisoners described ‘decent’ prisoner-staff relations, with violence reduced considerably (with a dedicated CSIP landing and zero tolerance ‘key’), in a clean and ‘safe’ (‘unless you look for trouble’) prison. They said Spice and Mamba were ‘much less of a problem’ now, with CMs on the wings making a real difference, and also highlighted Signposters, wing councils, and bi-monthly Prisoner Council meetings with senior managers. They rated phones in cells, two ‘very good’ gyms with ‘excellent’ staff, and the range of education opportunities.

OAKWOOD

Location: Staffordshire

Date of visit: 7 June 2018

Visit number: 18

Prison type: Category C

Capacity: 2106

Opened: 2012

Operator: G4S



MANAGERS

The SMT said staff-prisoner relations were ‘good’ and noted low staff sickness. They praised as ‘exceptional’ prisoner reps and consultation in much of the jail’s operations and management (inc. SMT & departmental meetings). They valued the Prisoner Council and the many mentors and reps, inc. Listeners and ‘Lift’ mentors for VPs, and reps for violence reduction, veterans, diversity, older prisoners, mental health, induction & reception, and legal advice & support (helping with ROTL, HDC, etc.) They noted high levels of activities and employment, inc. a supported living unit with prisoner carers trained to NVQ 3. They said violence levels were low, and pointed to their gang strategy, very low ACCTs, and all items being scanned with a Rapiscan and all mail photocopied for Spice. They liked prisoners managing kit to cut costs, and also valued Kiosks and in-cell phones.

OFFICERS

Staff said the Director was ‘excellent’ – visible, approachable, ‘a listener’ – and someone who communicated, consulted, and let them innovate. They praised support and mentoring for all staff, and rated prisoner engagement and interventions (which they said helped staff). They said staff-prisoner relations were good, the jail ‘safe’, and self-harm levels low. They, too, rated the scanning and photocopying, as well as the Kiosks and in-cell phones. They added praise for prisoner-supported specialist units for Basic and non-engaging prisoners and the drug recovery unit. They also highlighted family support inc. ‘excellent’ visit facilities, Kids’ and Homework Clubs, a Scout troop, family days and extended visits.

PRISONERS

The prisoners called the jail ‘safe’, staff-prisoner relationships excellent, and the Director ‘extraordinary’. They praised prisoner engagement and consultation as well as peer and staff mentoring and support. They also rated the gang strategy, the legal advice & support reps, and the specialist units which were tailored to specific groups including lifers and long termers, prisoners on Basic, and non-engagers.

ONLEY

Location: Northamptonshire

Date of visit: 8 November 2018

Visit number: 59

Prison type: Category C

Capacity: 734

Opened: 1968

Operator: HMPS



MANAGERS

The Managers described a safe jail with good staff-prisoner relationships, 'excellent' staff camaraderie, and a visible and supportive Governor. They rated the daily full staff briefings, and the monthly full staff meetings, training shut downs, staff newsletters, and consultation meetings with Officers, as well as the regular 'lunch with the Gov' meetings. They valued the staff recognition scheme (with presentations at the monthly staff meetings) and the staff mess; likewise, the Prisoner Council, which met monthly with the No. 1 & senior managers, the 'very active' wing forums, and monthly prisoner newsletter. They thought vocational training and local employer links good, and local CRC links, dedicated resettlement wing, and resettlement support 'excellent' (with high levels of accommodation and employment on release). A 'Change Request' scheme where prisoners and staff share ideas for improvement was 'very popular' and 'effective'.

PRISONERS

The prisoners thought the staff 'very good' ('many go the extra mile') and said staff-prisoner relations were 'good', too, with staff praising and encouraging those trying to change. They also rated prisoner consultation, including the monthly wing forums and Prisoner Council meetings. Reception and its staff were 'excellent' and 'welcoming' ('sets the tone of the jail') and gym staff were 'amazing' and 'very supportive' of prisoners, including those who would not be natural gym goers. Family visits were good: the Inside Out charity doing 'an excellent job' on visits across the board.

OFFICERS

Officers said the jail was 'safe' compared to others, relations with prisoners were 'good', and between staff were 'especially good'. For staff, they rated a daily briefing sheet, regular full staff briefings and training, formal staff recognition, and a culture of 'thanks' for jobs well done. The mess, rest rooms and staff cooking facilities were also valued. Local employer/training links for prisoners were positives too.

PARC

Location: Mid Glamorgan

Date of visit: 22 May 2018

Visit number: 11

Prison type: Category B Local

Capacity: 1699

Opened: 1997

Operator: G4S



PRISONERS

The prisoners felt Parc was safe and called staff-prisoner relations ‘excellent’. They praised the jail’s support for families, and said in-cell phones, family days and evening visits, as well as a ‘family wing’ with a parenting programme, were all helpful here. They liked the Kiosks on the wings, and praised time out of cell and association opportunities. They called the range of offending behaviour programmes and educational & training opportunities ‘very good’, and gave the 7-day gym and gym staff an ‘excellent’ rating. They also highlighted support for older prisoners and veterans – and added that the food was ‘very good’ too.

OFFICERS

Agreeing that the jail felt safe, the staff also thought staff-prisoner relations were ‘excellent’, and added that staff were supportive of each other. They said they felt valued and supported by managers at all levels, and praised the managers’ visibility, as well as the staff recognition scheme. They also highlighted a 9-month mentoring period for new staff during probation. They rated prisoner consultation & engagement, and noted in particular support for older prisoners and veterans, education & training, and family support – and again noted the benefits of in-cell phones and Kiosks. They additionally picked out support for prisoners with learning disabilities (LD) and mental health issues, the drugs wing, and a specialist re-engagement wing for non-compliant prisoners.

MANAGERS

The managers and Director described ‘a positive and calm culture’. They agreed on all of the other groups’ points, and additionally pointed to a wider emphasis on decency and well-being that included excellent grounds and gardens, a ‘trauma informed’ workforce, and mindfulness training for both staff and prisoners. They especially praised screening, and the support provided by both staff and peers, for those with complex needs, including trans prisoners and those with learning disabilities.

PENTONVILLE

Location: Greater London
Date of visit: 12 June 2018
Visit number: 21
Prison type: Category B Local
Capacity: 1098
Opened: 1842
Operator: HMPS



GOVERNOR

The Governor highlighted excellent relations and mutual support among staff and a strong collective identity and sense of pride and history in Pentonville. He felt regular celebration events marking special days, like Christmas, Eid, 'national' days, and Pentonville's 175th anniversary helped to foster this. The Governor praised the visibility of managers, especially on the centre at free flow, which was appreciated by staff and improved safety, the staff mess ('a real positive'), and open days for staff families, which helped to assuage anxiety about their loved ones' safety. Other positives included a strong focus on 'decency and cleanliness', including a Governor-led weekly cleaning competition, and on respect between prisoners and staff. The Prisoner Council met regularly with managers and was effective, and PIDs supported prisoners while helping to take pressure off staff.

OFFICERS

The staff expressed pride in the prison and agreed that relations and mutual support between staff were a real strength. They also highlighted their jailcraft skills, which they said were often remarked upon by staff visiting on detached duty and helped to maintain control in difficult situations. They said there was good visible management – 'especially the Governor' – and appreciated the presence of managers on the centre at 'free flow'. The regular celebration days mentioned by the Governor were also valued.

MANAGERS

The SOs and CMs again highlighted staff recognition and staff family open days. The managers also highlighted staff attitudes to prisoners and the broad range of prisoner mentors and their links to staff. They also noted an emphasis on safer custody, and said including engaging families in reviews had led to a reduction in self-harm and violence. They praised the Chaplaincy for being 'at the heart of the prison' and being particularly good with vulnerable prisoners. They also valued the strong collaborative relationships with police and other outside agencies.

PETERBOROUGH

Location: Cambridgeshire

Date of visit: 28 February 2019

Visit number: 86

Prison type: Category C + Female

Capacity: 1240

Opened: 2005

Operator: Sodexo



MALE PRISONERS

The men praised staff-prisoner relations, and the impact of Keywork, phones in cells and Kiosks. Time out of cell and association were also rated, as were visits, gym (facilities, access & courses), education, range of offending behaviour programmes, employment links, and pre-release help with CVs and interview training. They also rated wide-ranging peer support and highlighted their involvement in reception and the peer-led induction programme.

FEMALE PRISONERS

The women also praised staff and relations with them, and valued in-cell phones and Kiosks, as well as visits and education, including access to distance learning courses. They particularly valued the role of peer mentors and support workers, highlighting especially 'Connections' mentors (covering reception, induction and resettlement), Listeners and the specialist-trained peer trauma champion.

OFFICERS

The Officers too rated staff-prisoner relationships, Keywork, phones and Kiosks, visits, education and peer mentors, and also highlighted the Prison Council and recognition of achievement events to which families were invited. They noted the commitment of staff and excellent relations between them. They valued staff recognition and a 'culture of thanks', staff consultation meetings, weekly team 'huddle' and monthly full staff meeting, and the Governor's weekly newsletter.

MANAGERS

The SMT noted many of the same things as staff and prisoners. They also rated (among others): the prison's Restorative Service Quality Mark, and trained staff & prisoner 'Restorative Practice' team; trauma training for all staff and 'trauma co-ordinator' for the women; help for care leavers; support for prisoners on release; the role of the Chaplaincy; an apprenticeship and 12 months of mentoring for new staff; Xmas & birthday vouchers for staff; and staff family tours of the jail.

PORTLAND

Location: Dorset

Date of visit: 30 April 2019

Visit number: 102

Prison type: Category C

Capacity: 530

Opened: 1848

Operator: HMPS



PRISONERS

The prisoners said they felt safe in the prison, and that the Officers, and security, had a strong hold over the jail. A Prison Council met monthly with management, and there was a wide range of reps and mentors. Support from staff and Listeners for those at risk of self-harm was seen as a particular strength. There were some good vocational courses, and the wide availability of single cells was appreciated.

OFFICERS

The Officers said safety and staff-prisoner relations were 'good' – and Keywork had had a significant impact here, while staff jailcraft and CCTV helped with safety, too. Substance misuse services were highlighted, along with joint staff-prisoner 'celebration of success' events, with nominations from both groups and to which families of both were invited. A flexible workforce and operational experience in detailing were rated, as was an 'excellent' Care Team and prison-wide morning meetings, including thanks for jobs well done. Relations among staff were 'great' with plenty of socialising outside work. Year-long 'buddying', a full-time mentor and two-week induction for POELTS were rated too.

MANAGERS

Managers too rated safety, control and staff-prisoner relationships, with Keywork seen as central. They highlighted the management of challenging prisoners and those with complex needs, based on a strong multi-disciplinary, individualised approach, alongside 'excellent' support from Samaritans, who also offer support to staff, and Care UK. Substance misuse services, support for care leavers (with Barnardo's), family visits, vocational training, and good ROTL opportunities, with 'excellent' links with employers, were rated, as was the Prison Council, which met monthly with SMs, and the 'unique' staff-prisoner celebration of success events mentioned by Officers. They also highlighted joint staff-prisoner sporting events & links with outside teams, and Enhanced mentoring & support for POELTS.

PRESTON

Location: Lancashire

Date of visit: 25 July 2018

Visit number: 35

Prison type: Category B Local

Capacity: 811

Opened: 1948

Operator: HMPS



DEPUTY GOVERNOR

The Dep said 'Proud Preston' was 'safe' with 'good' staff-prisoner relations, and Keyword had 'made a big difference' to relationships and safety. Prisoner consultation, including monthly rep meetings with functional heads, and quarterly meetings with the No. 1, was 'extensive and important'. Staff consultation and communications were a strong focus too – including monthly 'Governor and Dep' forums and quarterly full staff meetings.

OFFICERS

The Officers had 'real pride' in Preston and noted strong camaraderie among them. Relations with prisoners were good too. The prison was described as 'safe', with 'good control and discipline'. They said photocopying all mail and restrictions on personal clothing kept drug levels (especially NPS) low. The management of especially difficult or challenging prisoners, and support for those at risk of self-harm, were seen as real strengths, as was support for veterans.

PRISONERS

The prisoners called Preston 'very safe' and 'well run'. They noted 'lots of very good' staff who 'are straight with you'. They said staff were 'on top of things' in an 'Officer run jail', with strong security and intelligence, while relations with staff were positive too. Keyword was 'great' ('everyone thinks so'), and consultation was strong. The Listeners and PIDS were 'very good' and 'well used', while the drug recovery unit ('rare' in Cat B locals, they said) was a positive too.

MANAGERS

The CMs agreed it was a 'safe' jail run by 'firm but fair' staff 'who do care', but were also 'in charge' and confident in use of force where required. Relations with prisoners were good, and Keyword had made a real difference. Pride in the jail was strong as were relations between staff, who 'looked after each other' and detached duty staff 'love it here'.

RANBY

Location: Nottinghamshire

Date of visit: 21 November 2018

Visit number: 63

Prison type: Category C

Capacity: 1038

Opened: 1972

Operator: HMPS



MANAGERS

Managers noted good staff-prisoner relations, inc. joint events like ‘quiz & curry’ nights. Safety and drugs were ‘improved’, with Keywork, a restorative approach to incidents, and trained staff & prisoner VR team major factors, alongside an ‘Enabling Environment’ wing and ‘essentials’ shop (to reduce debt) on reception. They rated a wide range of mentors, elected Prisoner Council, and full-time ‘engagement lead’ manager. Education & training were ‘excellent’, inc. CSCS course, PT NVQ, and NVQs for mentors, job fairs and workshop contracts conditional on employing prisoners on release. They highlighted Way out TV, family visits, and strong decency focus, aided by a full-time works party. The gym was a positive for prisoners and staff. Staff recognition, regular No. 1-led staff consultations, monthly training, annual staff-&-families BBQ and staff-family open days, were highlighted, as well as support for staff who’ve been assaulted.

PRISONERS

The prisoners valued the Prisoner Council, which they felt was effective, and range of peer support mentors – highlighting in particular the Listeners, mental health and violence reduction reps, as well as ‘carers’ for sick & elderly prisoners. Support and events for minority groups, involving both prisoners and staff, were another positive, while induction was ‘excellent’, preparing people well and signposting them to training and work, and the CRC-led resettlement work (including help with bank accounts, accommodation, CVs and interviews) was also praised.

OFFICERS

The Officers praised staff morale and relations between staff, and said Spice and safety were ‘much improved’. The new staff were welcomed, and they praised a ‘brilliant’ full-time POELT mentor and extended shadowing and support. They enjoyed the staff BBQ, open days, and ‘free’ Christmas dinner! The ‘Enabling Environment’ wing was ‘fantastic’, and they rated education & training too.

RISLEY

Location: Cheshire

Date of visit: 30 May 2018

Visit number: 15

Prison type: Category C

Capacity: 1114

Opened: 1964

Operator: HMPS



PRISONERS

The prisoners had high praise for staff, who they described as ‘very good’, as well as ‘helpful’ and ‘fair’. They said staff-prisoner relationships were a particular positive and compared favourably with other jails. They also described Risley as ‘safe’ compared to other prisons they had been to. They highlighted consultation and communication with prisoners as a strength, and made special mention of the Chaplaincy, which was agreed to be ‘excellent’.

OFFICERS

The staff also highlighted good staff-prisoner relationships, which they said were often remarked on by detached duty staff. They felt that the staff were very supportive of each other, as well as of new staff. They, too, thought Risley was safer than other comparable jails, and noted that levels of drug use, including Spice, had reduced significantly in recent months. Staff were also impressed by good levels of communication and consultation on the part of ‘very visible’ managers, from the Governor down, valued the staff recognition scheme and felt ‘valued’ and supported by the Governor.

MANAGERS

The Managers agreed that the prison was safer than comparable jails elsewhere, and that drug use and violence were reducing as a result of recent efforts to target both. They said Risley’s staff-prisoner relationships were ‘excellent’ and praised the staff as exceptionally ‘supportive’, ‘friendly’ and ‘dedicated’. They noted their ‘passion for Risley’ and ‘excellent’ jailcraft, and highlighted relationships among staff at all levels and across disciplines (including with those staff employed by outside agencies) as particularly strong. They also praised the ‘very visible’ and ‘approachable’ Governor, who they felt was supportive of both frontline staff and managers, and felt that relationships between managers and staff were also good. Like the Officers, they rated staff consultation and communication, and the staff recognition scheme as positives too.

ROCHESTER

Location: Kent

Date of visit: 13 June 2018

Visit number: 23

Prison type: Category C

Capacity: 802

Opened: 1874

Operator: HMPS



PRISONERS

The prisoners said they felt safe in the prison, and praised the staff and staff-prisoner relations. They valued the range of peer support workers, highlighting the Listeners and VR reps in particular, and noted that VR reps had a mediation role here, which they said helped reduce ‘a lot’ of problems – the Shannon Trust and its many volunteers were rated too. They felt the Prison Council, which meets monthly with Senior Managers, and regular wing rep meetings, had a positive impact. They valued in-cell phones (‘they make a real difference’), showers in some cells, and support for families, inc. ‘excellent’ visits facilities, regular family days, family photos on visits, and the ‘excellent fudge cake’!

MANAGERS

The Managers highlighted the decent environment and an emphasis on clean and tidy grounds as a positive for all. They thought the prison generally safe and praised their ‘excellent’ staff, who they described as ‘caring’ and ‘highly skilled’ at prisoner management. Staff well-being days were highly rated, and they praised the ‘very proactive’ staff care team. Staff-prisoner relations were ‘good’, and Rochester was a ‘positive’ and ‘resilient’ place. They said the Prison Council ‘works well’ and was ‘constructive’. The mental health ‘in-reach’ service was especially good, and involving families in the management of prisoners in crisis was a real positive. Support for families, inc. in-cell phones, family visits, and the ‘outstanding’ work of Spurgeons children’s charity, was another strength.

OFFICERS

The staff group were also positive about relations among staff, and between staff and prisoners, something they said was often remarked on by staff coming on detached duty, and noted strong support and a warm welcome for new staff. They thought the prison was generally safe. Support for maintaining family relationships (including from Spurgeons) was seen as a strength, and the Prison Council, and regular wing rep meetings, were ‘a very good thing’.

RYE HILL

Location: Northamptonshire

Date of visit: 8 November 2018

Visit number: 60

Prison type: Category B Local

Capacity: 664

Opened: 2001

Operator: G4S



PRISONERS

The prisoners felt 'very safe' in a jail with 'a sense of community', 'great' staff who 'really care' and 'outstanding' relationships between prisoners and staff. They said the SMT was 'excellent' and staff and management place 'real trust' in prisoners. They liked management's wide consultation and 'nothing about me without me' approach, an effective Prisoner Council and management's responsiveness to their ideas. They also valued a wide range of peer mentors and mutual support among prisoners. The charity-run counselling service for prisoners was 'brilliant', and reception 'fantastic': a very relaxed 'open' feel set the tone, alongside a 3-month peer-led induction. They liked the 'varied' regime's many chances for personal development, a 'second to none' education, and regular celebration of achievement events. They praised visits, inc. regular family days, homework clubs etc. The gardens and green space made 'a real difference' to all, as did in-cell phones and Kiosks.

MANAGERS

The SMs agreed there was 'a genuine community' with 'amazing' staff who treat everyone as 'human beings', and noted a 'very' visible, approachable No. 1 and Dep who led a management that consult and communicate with staff and prisoners 'on everything'. Keywork was praised, as was managing challenging prisoners (based on individualised case work and involving families), and an IEP scheme which 'really encourages the positive'. They agreed, too, about reception and induction, gardens and green space, prisoners' success events, and in-cell phones and Kiosks.

OFFICERS

Officers said staff-prisoner relations were 'second to none' and Keywork was making a huge difference. They highlighted impressive support for older prisoners, disabilities, complex social needs, and those at risk of self-harm, and praised work to turn around more challenging prisoners. They agreed, too, about reception and induction, as well as in-cell phones and Kiosks.

SEND

Location: Surrey

Date of visit: 19 March 2019

Visit number: 92

Prison type: Female

Capacity: 282

Opened: 1962

Operator: HMPS



OFFICERS

The Officers felt staff cared about the women, and relations with them were good. They felt the jail was safe, and highlighted a multidisciplinary approach to managing challenging women, and the role of the safer custody team. They rated a reliable and relatively open regime, and highlighted prisoner consultation, including thematic focus groups and monthly Prison Council meetings with the No. 1, as well as regular family days, with visits staff in 'civvies'. The 'lovely' grounds, including flower beds, open space and a duck pond, were seen as positives for all. They also rated relations among staff, and valued the visibility of managers, including a No. 1 'who knows everyone'; monthly staff meetings and training shutdowns; regular staff consultation; 'excellent' care team; and support from the Governor down for staff after an assault.

PRISONERS

The women agreed staff cared and relations with them were good. They too felt the prison was safe, and rated the 'semi-open' regime and responsibility and freedom that afforded. Visits, including family days and adults only visits, 'more relaxed than elsewhere', were highlighted. They also valued a wide-range of peer supporters, including reception/induction and PID workers, as well as the Prison Council and thematic focus groups, and opportunities for personal development including TC and PD units, drug services, RJ programme, and peer-led trauma course.

MANAGERS

Managers too rated safety and relationships, highlighted care of challenging women and those in crisis, and valued the grounds. They noted many of the same development opportunities as the women, as well as the PIPE unit, education & training, and events showcasing opportunities to the women. Help with disclosure letters and CVs, and links with employers, were rated too, and the Chaplaincy were 'fantastic'. They also highlighted staff support, training, consultation & communication, and annual fun day & Xmas dinner.

STAFFORD

Location: Staffordshire

Date of visit: 4 October 2018

Visit number: 53

Prison type: Category C

Capacity: 751

Opened: 1794

Operator: HMPS



MANAGERS & OFFICERS

The managers and Officers said this was a ‘very safe’ prison with good staff-prisoner relations and ‘no issues’ with Spice. They rated the ‘visible’ management – with the jail toured daily by the Duty Governor and regularly by the No. 1 – daily briefing for all operational staff, and regular full staff meetings. Being ‘very clean’ and well-maintained (by the garden and small repairs parties) was ‘good for both prisoners and staff’, as was their mutual respect within a ‘strong’ culture of decency and care for prisoners (‘residents’). ACCTs were ‘very low’ and support for prisoners at risk of self-harm was ‘excellent’, as was the wide range of prisoner reps and mentors (including for veterans and older prisoners). The ‘active’ Prisoner Council was ‘very effective’, with members identified by T-shirts. They noted a good range of education, vocational training, and workshops. They liked ‘Jail Jottings’, the weekly staff newsletter, which included ‘thank you’s for jobs well done, and staff recognition with prizes (including gift vouchers and free meals at the highly valued staff bistro). Family members being invited to the prison’s POELT graduation ceremony was also much appreciated.

PRISONERS

The prisoners described a ‘very safe’ jail with ‘very tight’ security (‘a good thing’), little or no drugs, and a ‘very visible’ and approachable No. 1. They praised the thorough 7-day, peer-led prisoner induction, and the wide range of peer mentors (including healthcare champions, trained by healthcare staff), who were linked to, and well supported by, relevant prison managers. The ‘effective’ Prisoner Council, with two reps per wing, regular and fully minuted meetings with senior managers, and strong senior management buy-in, was ‘widely respected’ by prisoners and staff. The food was ‘very good’, and the gym was ‘excellent’: its ‘very’ supportive staff did ‘excellent’ work with prisoners with physical and mental health issues (‘common in this prison’). The DAAT (Drug & Alcohol Treatment) team was also highlighted as doing ‘very good’ work, and education and training opportunities were rated too.

STOCKEN

Location: Rutland

Date of visit: 15 November 2018

Visit number: 62

Prison type: Category C

Capacity: 853

Opened: 1985

Operator: HMPS



OFFICERS

The Officers described a 'safe' prison and 'reliable regime' with good staff-prisoner relations and a committed, 'can do' workforce who share 'good camaraderie' and welcome new staff. They said the No. 1 inspired 'continual improvement' in all staff and led a 'very' visible and approachable SMT who were 'good at thanks' for jobs well done and 'have our backs' – and rated 'excellent' support from the No. 1 down for any staff who are assaulted. They valued regular training days and full staff briefings, and the staff mess. Time out of cell, and the workshops & vocational training, were positives for prisoners.

PRISONERS

The prisoners agreed on the regime, time out of cell, workshops & vocational training, and that Governor-grades were visible and approachable. They praised 'very good' Officers 'who really care'. They liked 'busking prisoners' on the route to work who 'brighten the day', and fundraising events with prisoners and staff. The gym was 'great' (access and facilities) and its staff 'fantastic'. They rated the range of peer mentors and support workers, and regular 'effective' wing forum meetings with residential managers. They liked 'mainly single cells' throughout, wing cooking facilities, a good canteen list ('better than most'), hot food and a varied menu for visits, regular family days, and Storybook Dads. The drug recovery wing was 'excellent' and the library 'very good' including a peer-led book club for new readers and Toe-by-Toe programme.

MANAGERS

The senior managers described a 'very tight' workforce with a teamwork culture and good staff retention, good relations between staff and managers, and 'excellent' education (rated 'outstanding' by OFSTED). They highlighted the buskers, and said 'colour and artworks everywhere' softened 'the feel of the place'. They rated an annual prisoner-led decency audit (followed up monthly) and the prison football team in a local Sunday league (home games only!), as well as regular charity events.

STOKE HEATH

Location: Shropshire

Date of visit: 8 August 2018

Visit number: 38

Prison type: Category C

Capacity: 782

Opened: 1964

Operator: HMPS



PRISONERS

The prisoners called the jail ‘calm’, and ‘very safe’ compared to others, with security ‘on it’, staff ‘who don’t mess about’, and a structured regime ‘helping time fly’. Staff-prisoner relations were ‘good’, as were vocational courses with ‘excellent’ local employer links. They liked the Prisoner Council, and said family visits were ‘fantastic’ (‘great atmosphere’, ‘lots of activities for kids’) helped by an ‘excellent’ Chaplaincy and Barnardo’s. The farms and gardens were ‘excellent’.

OFFICERS

The Officers called this ‘great jail’, safer than others, with ‘excellent’ security, and staff ‘definitely in charge’. They praised ‘excellent’ staff relations, with new staff made ‘very welcome’, and good retention, but with colleagues prepared to challenge underperformance where required. Prisoner relations were ‘excellent’, and staff ‘cared passionately’ about helping them change. Spice and phones were thought ‘low’ due to Rapiscan mail-checks and new phone scanners. They said VR reps played ‘a big role’ in safety. They also praised veteran, lifer and traveller support, high quality prisoner activities, the Enhanced, drug, and Cat D resettlement units, and the ‘excellent’ family visits.

MANAGERS

The managers called staff ‘a big family’, who socialise in the gym, staff mess, and outside. They felt being ‘all FMI trained’ helped create ‘excellent jailcraft’ in a ‘safe’, ‘staff run’ prison (‘prisoners respect that’), with ‘very good’ prisoner relations. They said local police and NCA links made phones and drugs ‘hard to get’ (prisoners and staff agreed). Positives for staff included being able to alter their detail (with permission), regular well-being days, a ‘widely valued’ staff recognition scheme, and good development and training opportunities – as well as a visible and supportive Governor. They too also highlighted the range of specialist units, as well as workshops and education, as positives with regard to prisoners.

STYAL

Location: Cheshire

Date of visit: 5 March 2019

Visit number: 89

Prison type: Female

Capacity: 486

Opened: 1962

Operator: HMPS



MANAGERS

Managers said staff were ‘caring’ and reported good relationships with prisoners, and among staff of all disciplines. They said a high proportion of staff had completed trauma informed training and this had had a very positive impact on management of the women and relationships with them. They rated the Prison Council and the Mother & Baby unit was ‘fantastic’. They highlighted the ‘excellent’ care team, and support for staff after an incident, as well as monthly training days, regular full staff briefings, staff recognition, yoga & meditation for staff, six-monthly staff well-being days and twice-yearly staff-family events. The grounds, including trees, gardens and ducks, were a positive for all.

OFFICERS

The Officers said relations with the women were good and valued the full integration of vulnerable prisoners across the establishment. They highlighted reception and induction, and the role of staff and peer mentors in caring for new prisoners, and the monthly family days (run by POPS and Phoenix Futures) and twice-yearly lifer days. Recycling Lives, who provide housing and employment on release, were ‘fantastic’, and the Clink restaurant, staffed by ROTL’d women, and links with local employers, were highlighted too, as were the gym, and the PT qualification they offer, and the ‘excellent’ hair & beauty course. Staff, too, valued the grounds and gardens, and felt they had a positive impact on everyone.

PRISONERS

The women valued the Enabling Environment provided by a ‘semi-open’ regime, living in houses rather than wings, catering for themselves, and getting themselves to where they need to be. They too highlighted reception and induction, and the staff and peers working there, and valued the range of peer mentors generally, as well as the elected wing reps (who meet bi-monthly with SMT). And they also rated Recycling Lives, The Clink, and links with outside employers, and agreed about the positive impact of the grounds (including the ducks!).

SWALESIDE

Location: Kent

Date of visit: 23 April 2019

Visit number: 99

Prison type: Long Term Category B

Capacity: 1112

Opened: 1988

Operator: HMPS



MANAGERS

The managers said relations between staff & prisoners, based on first-name terms, were 'excellent', and praised the jail's 'can do' attitude. The NHS joint-funded 'SOS team' of Officers & psychologists, providing an outreach & drop-in service for 'difficult' prisoners, was highlighted, as was the specialist PIPE unit. The 'community hub' peer support & advice service, monthly prisoner consultative meetings with the Dep and SMs, and trained VR mediators, were all seen as positives. The daily full staff briefing, attended by the No. 1, monthly full staff meeting, and staff-family open days were highlighted too.

OFFICERS

The Officers too felt staff-prisoner relations were good, and liked the use of first-names. They also rated the SOS team ('a great & unique initiative') and PIPE unit, as well as family visits, and visits in general. Phones in cells 'make a big difference', as did the greenery and grounds, while the gym was 'excellent' for both prisoners and staff. They valued the daily full staff briefing, and monthly staff meetings. They noted a zero tolerance towards violence, with all incidents reported to the police and the No. 1 contacting staff victims of assault, and the DST had a significant impact on drugs.

PRISONERS

Prisoners agreed with staff about relations between them and the use of first names. They too rated the SOS team, gym (access and facilities), in-cell phones ('a god send'), and visits (including family days, lifer days etc). Peer support was felt a particular strength: including 'Insiders' welcoming new prisoners, and giving initial advice & support on induction; the centrally-located 'community hub', offering drop-in advice & guidance; NHS-trained emotional well-being mentors for those with mental health issues; and trained mediators helping prevent & diffuse issues between prisoners. They also highlighted prisoners helping audit the jail against HMIP standards, and valued monthly prison consultative meetings with the SMT.

SWANSEA

Location: West Glamorgan

Date of visit: 23 May 2018

Visit number: 12

Prison type: Category B Local

Capacity: 497

Opened: 1861

Operator: HMPS



MANAGERS

The managers highlighted the daily Breakfast Club briefing for uniformed staff, and praised leadership and visible management, from the clearly well-regarded Governor down. They noted staff unity and support, and pointed to bonding days and mentoring for new staff, which they thought helped with very low levels of staff sickness and turnover. They highlighted a Band 4 Officer dedicated to cleanliness, decency and brightening the place up. They said staff-prisoner relations and general communications were good. They valued peer mentoring and reps, and praised in particular the role of the central PID worker (described as a 'human Kiosk'), paired with an admin officer, in processing all prisoner applications. They added that almost all prisoners were in work or training that offered good future employment opportunities. Staff were praised for their jailcraft, and their approach to, and relationships with, prisoners, leading to 'very low' levels of use of force.

PRISONERS

The prisoners prized a 'proper' cooked breakfast, and also rated relations between prisoners and staff positively. A 'visible' No. 1 who 'listens' was 'excellent', and communication & consultation with prisoners, with wing reps meeting regularly with managers, were positives too, as was a violence reduction forum which included prisoner reps. The handling of applications, and family visits & support, were also rated.

OFFICERS

The staff valued the daily Breakfast Club briefings for staff, and the cooked breakfasts for prisoners, and they liked their bonding and 'away' days. They called a new 4-day shift pattern 'outstanding'. Praising senior management's visibility, they said the Governor kept them well informed and gave regular, much appreciated, thanks for jobs well done. They said staff-prisoner relationships were 'impressive', and safety was generally good. They also appreciated the improved focus on cleanliness and decency.

SWINFEN HALL

Location: Staffordshire

Date of visit: 29 May 2018

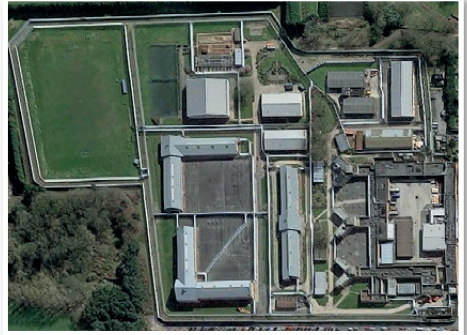
Visit number: 14

Prison type: Category C

Capacity: 604

Opened: 1963

Operator: HMPS



GOVERNOR

The No. 1 praised the quality and commitment of staff proud of their role with young men on long sentences, and ability to keep vulnerable prisoners (VPs) on normal location. The jail's wide range of programmes and interventions were highlighted, along with the PIPE and PD assessment units. There were good words, too, for family relationship support, inc. family days for lifers, family invites to post-programme reviews, and for the family liaison officer.

PRISONERS

Prisoners valued the support provided for maintaining family relationships (as outlined above). They also highlighted support for care leavers, as well as the wide range of offending behaviour programmes (OBPs), as other positives.

OFFICERS

The staff valued management consultation, including a Governor's Forum. They felt safety and security were strengths, with prisoners reporting drugs and illegal phones hard to get hold of, and 'comparably low levels' of Spice – they also noted their ability to maintain VPs on normal location. Management of ACCTs and support for those at risk of self-harm was another strength. They also rated an 'excellent' First Night Centre and induction, as well as the PIPE and PD units.

MANAGERS

Managers felt staff-prisoner relationships were strong, and better than many other jails, and that violence and drug use were comparatively low. They said photocopying the mail and an effective security team had had a real impact on Spice. They, too, rated as positives the PIPE & PD units, VPs on normal location, family support, and OBPs – as well as education & training, inc. Railtrack and forklift truck courses. A large network of over 100 volunteers were seen as a real boon to all aspects of the jail. They also highlighted well-being days for both staff and prisoners, as well as regular 'family days' for staff.

THAMESIDE

Location: Greater London
Date of visit: 19 June 2018
Visit number: 27
Prison type: Category B Local
Capacity: 1232
Opened: 2012
Operator: Serco



MANAGERS

Managers felt the prison was ‘safe’ in spite of the presence of over 140 gangs, attributing that to a ‘highly skilled’ workforce and excellent staff-prisoner relations, a Security department that did ‘a great job’, a comprehensive VR strategy, ‘highly effective’ VR reps, and the Catch22 gangs project. The Director also noted ‘very low’ levels of self-harm and prisoners on ACCTs, and vulnerable prisoners kept on normal location, again crediting staff for much of this. They also highlighted family support, inc. family visits, homework club and Storybook Dads, and rated education & training, and local employment links (including a jobs fair) as ‘outstanding’. Kiosks and in-cell phones were positives too.

PRISONERS

Prisoners said staff-prisoner relations were ‘very good’, and ‘better than many jails’, and called staff ‘friendly’ and ‘approachable’. They said prisoner consultation & engagement was notably good too, with a wide range of peer mentors, inc. Listeners and VR reps in particular, a ‘very effective’ Prisoner Council, and weekly wing-meetings with residential governors. They felt Kiosks and in-cell phones, as well as showers in cells, made ‘a real difference’. Family relationship support was ‘very good’, including regular family visits, a homework club, and ‘baby bonding’ and ‘toddler time’ sessions, as well as Storybook Dads. The library was ‘excellent’, and they valued highly the frequent visiting-speakers and other events organised by the librarian. They also rated education and training, and gym facilities and access. The food, and being able to eat in association areas rather than cells, were also appreciated.

OFFICERS

Officers felt staff-prisoner relations were ‘excellent’. They valued the involvement of prisoners in the regime and support of a wide range of outside agencies. Kiosks and in-cell phones had a positive impact. They also highlighted IDTS and mental health support, as well as support for maintaining family relationships.

THE MOUNT

Location: Hertfordshire

Date of visit: 11 June 2018

Visit number: 20

Prison type: Category C

Capacity: 1028

Opened: 1987

Operator: HMPS



OFFICERS

The Officers felt relationships among staff, and between prisoners and staff, were both key strengths. Support for new staff, including from their more experienced peers, was another positive. They valued the staff recognition scheme, and support for staff well-being, inc. well-being days, access to a mental health support team, helpline, and staff counsellor. They also highlighted the role played by Health And Well-being Champions (HAWCs) for prisoners.

PRISONERS

The prisoners also saw staff-prisoner relationships as a positive. They praised the levels of prisoner engagement and consultation, as well as the extensive range of prisoners' peer support workers – highlighting in particular the HAWCs, PIDS and OMU reps, as well as safer custody / violence reduction reps who were seen to play a valuable role in mediating between prisoners where required.

MANAGERS

Managers agreed with staff about the quality of relationships among staff, as well as the support offered to new staff. They, too, felt the staff recognition ('employee of the month' award) was also a positive. Support for staff was seen as a particular strength within the prison, including twice-yearly well-being days, and (as noted by staff) access to a mental health support team, helpline and counselling if required. They felt that senior management visibility was good too (and recently improved), with managers frequently touring the jail and seen out and about on the landings and elsewhere. They also valued the monthly full staff meetings, and regular meetings involving senior and middle managers. Like both prisoners and staff, managers felt staff-prisoner relationships were a positive. They also noted strong levels of prisoner engagement across the regime, with a wide range of reps and mentors – highlighting in particular the HAWCs, and their support for prisoners' well-being, and both PIDS workers and OMU reps, who were felt to play a valuable role and 'take a lot of pressure off' staff.

THE VERNE

Location: Dorset

Date of visit: 30 April 2019

Visit number: 101

Prison type: Category C

Capacity: 580

Opened: 1949

Operator: HMPS



PRISONERS

The prisoners said the staff were ‘great’, ‘a different breed’, and ‘they really care’; the prison was ‘very safe’, due to staff de-escalation skills, a zero tolerance towards violence, and CCTV; self-harm prevention was a strength, too. They valued a very open regime (‘more Cat D than Cat C’), the gardens, cleanliness & quiet, as well as ‘the basics, like curtains in cells’. Fortnightly community meetings with SMT were highlighted, along with a wide range of reps and mentors, inc. Insiders, in a ‘clean, bright & friendly’ reception which sets the tone for new arrivals. The gym and food (‘really good’) were rated too.

OFFICERS

The Officers felt they had an excellent rapport with prisoners, and said ‘we care’ and ‘treat them like humans’. They agreed the jail was very safe for both staff and prisoners and noted very low levels of self-harm. They rated the ‘semi-open’ regime in which prisoners were out all day and not locked in their cells at night. The gardens, greenery, cleanliness and quiet were seen as a benefit for all. Support for new Officers from colleagues, a period of shadowing, and full-time mentors were all rated highly, and a morning briefing for all unified staff was valued, too.

MANAGERS

Managers felt staff-prisoner relations were ‘excellent’, as was the jailcraft and commitment of staff, ‘who really care’. They said the jail was very safe, with very low levels of violence and drug use. Cleanliness and tidiness, for which ‘prisoners take ownership’, were highlighted, along with the relatively open regime and decent living conditions, while communal eating was felt to contribute to a sense of community among the men. Food, the Chaplaincy, and the gym – inc. a range of activities for staff and older prisoners – were all rated. They also highlighted: wing reps and bi-monthly community meetings with SMs; equalities reps covering each protected characteristic, working closely with identified SM leads; and a range of ‘very active’ peer mentors, inc. Insiders, buddies & Listeners.

USK

Location: Gwent

Date of visit: 18 December 2018

Visit number: 69

Prison type: Category C

Capacity: 530

Opened: 1844

Operator: HMPS



PRISONERS

The prisoners said the ‘very safe’ jail had a ‘real sense of community’, with ‘excellent staff’, respect between prisoners and staff fostered by joint sporting events, and ‘visible’ and responsive management. They said there were no illicit drugs (‘certainly no Spice’), rated the de-escalation skills of staff, and praised the role of the ‘excellent’ Security team in reducing drugs and violence. They valued the open regime and being unlocked all day (11.5 hrs), rated the range of reps and mentors, which met regularly with SMs, and felt Keywork was ‘working well’ and helped relationships. They valued ‘excellent’ education & training (inc. a business start-up course) and a ‘very thorough’ induction.

MANAGERS

Managers agreed about safety and ‘community spirit’. They noted low self-harm and no positive drug tests or illicit phones, attributed to staff who ‘genuinely care’, the ‘awesome’ safer custody team and Security, and the impact of Keywork. They highlighted prisoner engagement and consultation, the open regime, education & training, joint sporting activities, and links with social services for older prisoners. They praised a ‘highly visible’, ‘positive No. 1’, (described by one as the ‘best I’ve worked with’), and noted a ‘tough and demanding’ but ‘fair and inspiring’ management approach, with credit given where it’s due and good staff consultation & communication, including through the staff recognition scheme, monthly newsletters, and breakfasts with the No.1. The annual staff sports day, as well as the gardens, greenery & cleanliness, were positives too.

OFFICERS

The Officers agreed about safety, relationships and drugs, and the role of officers and colleagues. They too rated Keywork, and valued FMI training for staff. They also praised the No. 1’s leadership, liked the breakfast meetings, and valued daily full staff meetings, a monthly training shutdown, and bimonthly governor briefings. The open regime, joint events with prisoners, and the physical environment for positives for staff too.

WAKEFIELD

Location: West Yorkshire
Date of visit: 12 March 2019
Visit number: 90
Prison type: High Security
Capacity: 750
Opened: 1594
Operator: HMPS



PRISONERS

The prisoners described the jail as a ‘community’ which ‘inspires hope’, which was safe & quiet (‘a real positive’), with good relationships with staff, attributed to caring staff, Keywork & the use of first-names. They praised managers as visible, approachable & responsive. They noted a good range of programmes, strong support & opportunities to progress. They valued single cells throughout, and the integrated regime (VPs & others). The largely peer-led induction, support for families (inc. family days run by Partners of Prisoners), lifer days, and activities for over-50’s (supported by Age UK), were highlighted, as was the wide range of peer mentors across the regime and strong prisoner consultation.

OFFICERS

The Officers rated staff-prisoner relations ‘excellent’, and highlighted the impact of Keywork on both. The integrated regime, and its consistency and predictability were considered positives, while having prisoners give out canteen saved staff time and showed trust in the men. Staff reported excellent relations among them; found the No. 1 visible, approachable and supportive; appreciated managers’ efforts to give thanks where they’re due; and valued the daily wing briefings, weekly newsletter and staff engagement committee. A pre-training induction week and 2 weeks shadowing for all POELTS was seen as best practice, and the annual staff BBQ and staff mess were also much appreciated.

MANAGERS

Managers too described the jail as a community, with outstanding relationships between prisoners and staff, and strong rehab culture. They highlighted prisoner engagement across the regime, including in induction of new staff, and strong consultation with both prisoners and staff. The No. 1 was seen as inspiring, highly visible, approachable and supportive. They also rated, among others, the integrated regime, EE accredited CSC, end of life care and activities for over-50’s, as well as Keywork, and monthly group supervision for all Keyworkers.

WANDSWORTH

Location: Greater London

Date of visit: 6 December 2018

Visit number: 67

Prison type: Category B Local

Capacity: 1540

Opened: 1851

Operator: HMPS



PRISONERS

The prisoners called safety greatly improved lately, helped by ‘more staff’ and VR reps ‘on each wing’, said there were some ‘excellent’ staff, and thought in-cell phones & Kiosks were transformational. Family visits were ‘very good’ (‘really informal’, staff in ‘civvies’, access to games etc), as were education & training (esp. CISCO’s IT Essentials course & Radio Wanno: also widely listened to, and ‘a great source’ of information for prisoners).

OFFICERS

The Officers described a ‘big family’ of friendly, supportive staff ‘who you know have got your back’, ‘amazing’ POELT trainers and mentors, with 2 weeks of post-training shadowing ‘a great help’, and new Officers made very welcome. SOs on the landings and a full-time CM per wing made ‘a huge difference’. They rated twice-daily SO briefings, monthly training shutdowns and the ‘massive’ gain from in-cell phones, and Kiosks, which cut staff workload and give responsibility to prisoners.

MANAGERS

Managers agreed it was ‘a family’ (‘more than many places’) with staff who were committed to ‘making a difference’. In-cell phones & Kiosks were very highly valued. Safety was ‘much improved’, with VR teams of staff and peer reps ‘crucial’, alongside Keywork (‘going really well’, and welcomed by all). They valued strong leadership and the No. 1’s ‘clear direction’. Library services, including an outreach trolley, help for new readers, adult literacy group, Toe-by-Toe, and events, including visits and readings from authors, were ‘fantastic’. They also highlighted regular job fairs with outside employers and pre-release support and training from the ‘Standout Programme’. They praised the 12-bed mental health unit (run on TC lines), ‘excellent’ local mental health service support, and full health screening (inc. for blood-borne viruses) on arrival – ‘recognised as good practice’. They also valued a video conferencing centre to allow remote court appearances, which would take pressure off reception and ‘save a fortune’ in escorts.

WARREN HILL

Location: Suffolk

Date of visit: 16 October 2018

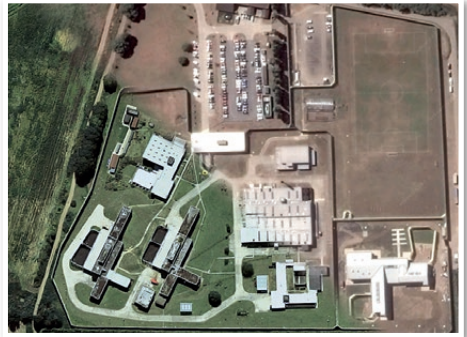
Visit number: 55

Prison type: Category C

Capacity: 264

Opened: 1982

Operator: HMPS



PRISONERS

Prisoners described the jail as ‘extremely safe’ and Spice use as rare. They liked the 3 stage ‘progression regime’ and focus on moving indeterminate prisoners on (‘the prison gives you hope’). They said relationships with staff were very good, praised staff commitment to helping prisoners, and felt Keywork was excellent. They liked being called ‘residents’, and valued being given trust and responsibility by the prison. The Prison Council was ‘very active and effective’, and there were a wide range of peer mentors, each with an identified SMT link. Other areas highlighted included: 12-hour continuous time out of cell; self-catering facilities and prison shop; family visits (‘on another level’, and unsupervised for ‘Stage 3’ prisoners); drug services; and management visibility.

OFFICERS

Staff noted the prison’s culture of ‘hope’ and felt the Progression Regime worked well. They agreed relations with prisoners were excellent. They felt staff had very strong de-escalation skills, contributing to ‘very low’ levels of violence, and said Spice use was ‘low’, too. They said Keywork was a very positive development. Staff also noted a strong sense of community among staff of all disciplines, and a friendly feel across the jail. They highlighted a visible, positive and supportive management, and valued the staff recognition scheme (to which prisoners also contribute nominations). Drug services were described as ‘excellent’.

MANAGERS

Managers highlighted: the Progression regime, and specialist PIPE and TC units; the ethos of ‘hope & humanity’; staff-prisoner relationships; sense of community; safety; low drug use; staff commitment and de-escalation skills; prisoner engagement and consultation; drug services; family days; prison shop and self-catering facilities; visible and supportive management (including an ‘inspirational’ and consultative No. 1); monthly shutdown for training and staff consultation; governor’s newsletter and bi-monthly full staff briefing.

WAYLAND

Location: Norfolk

Date of visit: 29 August 2018

Visit number: 44

Prison type: Category C

Capacity: 972

Opened: 1985

Operator: HMPS



MANAGERS

The managers praised relations in the prison, with 'can do' staff committed to making a difference, and a culture of 'thank you's by managers to staff. In-cell phones and tablets (for 'Kiosk' services) made 'a huge difference'. The catering team and education & training were both 'excellent'. Vocational training covered 'all the trades' (including CSCS training course). A course helping prisoners set up in business was praised, as was family support, visits, and the Personality Disorder & PIPE units.

OFFICERS

The Officers agreed prison relations were 'very good'. Experienced staff were 'very supportive' of new Officers, and they rated POELTS getting two weeks shadowing, extra training, two dedicated mentors, and drop-in meetings each lunchtime. They liked the full-time staff welfare Officers. In-cell phones and tablets were 'terrific' for all, and gave prisoners 'more control and self-reliance', supported family relationships, reduced conflict (no queues), and greatly reduced demands on staff. They praised the 'great' First Night Centre, separated off, with its induction mentors & Listeners, and emergency credit for prisoners to call home on arrival. Wayland's on-wing (rather than prison-wide) prescribing was 'much better', and meant 'far less' bullying and 'taxing' problems. Security cameras 'everywhere', and all staff in body-cams, had 'greatly' reduced violence. They said Wayland was 'very good' at managing prisoners high on Spice. Education & training, including local employer links, were 'excellent'.

PRISONERS

The prisoners felt 'calm' and 'safe', and said staff did 'their best' to make 'a real difference' (in spite of the pressures). They agreed about in-cell phones & tablets, and praised visits, including weekly family visits and others lasting 'the full two hours'. They rated the wide range of prisoner mentors and the Prisoner Council. They also liked the chance to progress with 'excellent' vocational training (including CSCS course).

WEALSTUN

Location: West Yorkshire
Date of visit: 18 October 2018
Visit number: 56
Prison type: Category C
Capacity: 832
Opened: 1965
Operator: HMPS



MANAGERS

The managers described relationships between prisoners and staff as ‘very good’ and praised the ‘highly committed’ staff, who had a ‘can do’ attitude, and said there were ‘excellent’ and ‘friendly’ relationships among staff at all levels. Wealstun was one of the pilot sites for PAVA (synthetic pepper spray), and the managers said it had had a ‘major’ and ‘positive’ impact on staff safety. They also highlighted the value of having two full time mentors for POELTS, which they thought had contributed to ‘very low’ levels of attrition. They praised the gym and its staff more generally (‘excellent all round’), which was also available to, and well used by, staff, and noted the links made with local sports teams, including Leeds Rhinos Rugby League team. They rated vocational training and work opportunities for prisoners as another positive, along with ‘strong’ community links ‘in general’, including with local employers. The managers also felt Wealstun to be a ‘nice environment’ in which to live and work, with ‘plenty of green space’ – while the ‘popular’ mess was also a positive for staff.

PRISONERS

The prisoners described Wealstun’s staff as ‘excellent’ and said they had ‘very good’ relationships with them. They added particular praise for, and appreciation of, the ‘very good’ all day family visits. Like the managers, they also gave a positive rating to the gym and gym staff, including the links with local sports teams.

OFFICERS

The Officers also praised staff-prisoner relationships. They said the staff were ‘very friendly’ and ‘supportive to one another’ across disciplines, and cited the value of a ‘strong camaraderie’ and regular ‘staff nights out’. They agreed with managers about the mess, which was ‘well used by staff of all grades and disciplines’, and helped with mixing among staff across disciplines. They called PAVA spray ‘awesome’ in making ‘a real difference’ to staff confidence and safety. The grounds were seen as another positive too.

WHATTON

Location: Nottinghamshire

Date of visit: 24 January 2019

Visit number: 74

Prison type: Category C

Capacity: 841

Opened: 1966

Operator: HMPS



PRISONERS

The prisoners praised the jail's safety. They rated Keywork, good staff-prisoner relationships, a strong rehab culture and time out of cell. Education and training, inc. distance learning and vocational courses (e.g. business development) were praised. The gym and Chaplaincy were singled out. Outside links (inc. sports teams, outside speakers, Geese Theatre, Learning Together) were positives, and visits, inc. family visits, were 'very good'. Prisoner consultation was strong, with a wide range of reps meeting regularly with management. Peer support was a positive. Induction was highlighted. Autism and dementia awareness and support, with many staff and prisoners trained, were also positives, as was support for those with learning disabilities and reading problems. The 'OPAL' drop-in for over 50s was highlighted, and the grounds were appreciated by all.

MANAGERS

Managers agreed staff-prisoner relationships and safety were good and Keywork has been very positive. They highlighted support for older prisoners, and those with autism and dementia. Education (Ofsted 'outstanding'), a preparation for release course, visiting lecturers and Learning Together were highlighted. Prisoner engagement and consultation were strengths. Low drug use was attributed to scanning of all mail, and strong support and consistent sanctions for users. The gardens and cleanliness were positives for all. The staff mess had been refurbished and was widely used. There was an excellent Care Team, a strong focus on staff well-being, a widely appreciated monthly staff recognition scheme, and opportunities for family members to tour the jail.

OFFICERS

The Officers also rated safety and staff-prisoner relations, and noted the de-escalation skills of staff. They appreciated the staff mess, and the gardens and cleanliness of the prison which was good for staff and prisoners. They also highlighted support for older prisoners and social care provision.

WHITEMOOR

Location: Cambridgeshire

Date of visit: 19 February 2019

Visit number: 81

Prison type: High Security

Capacity: 473

Opened: 1991

Operator: HMPS



OFFICERS

The Officers described a safe and calm prison, with ‘excellent’ staff-prisoner relations, and strong support among staff. They appreciated the No. 1’s visibility, and encouragement and support for staff (including after incidents), regular consultation with staff, and weekly newsletter (which also includes thanks and messages of support). Twice daily wing briefings were valued, as was ‘trauma informed’ training for all staff. The range of specialist units, including PIPE and PD units, were rated highly, as were support for families, Learning Together (with Cambridge Uni), and staff-prisoner ‘rehab culture’ committee.

MANAGERS

Managers agreed the jail was safe and calm, with good staff-prisoner relationships. They highlighted individual action plans and specialist units for complex and challenging prisoners, widespread engagement and consultation with prisoners, and support for families. A staff-prisoner Spice action committee, and scanning of all mail, had reduced NPS. They noted a strong family culture across disciplines, and a resilient and dedicated workforce. Staff support was a strength and sick rates were ‘very low’. The Governor was ‘highly visible’, empowered managers and consulted widely with staff, followed up all assaults personally, and regularly praised and thanked staff, including through the weekly newsletter. Open days for staff families were another positive.

PRISONERS

Prisoners too rated safety and staff-prisoner relationships. They valued a stable and predictable regime, and opportunities for progression, and highlighted prisoner consultation and engagement, singling out the peer-led induction programme. They described the No. 1 as ‘approachable’, ‘progressive’ and ‘honest’. The library and education, including the involvement of outside speakers and groups (like ‘Learning Together’), were ‘fantastic’. Support for families, including all day family visits, were highlighted, as were the kitchen facilities on every spur.

WINCHESTER

Location: Hampshire

Date of visit: 18 June 2018

Visit number: 25

Prison type: Category B Local

Capacity: 550

Opened: 1846

Operator: HMPS



OFFICERS

Officers described strong, mutually supportive, relationships among staff, and praised both the ‘humanity’ of staff and their ‘relationship with prisoners’. They appreciated the ‘very good’ breakfast briefing every weekday, and monthly full staff meeting – and mentoring and support for new staff was well regarded. Staff also felt that support for prisoners’ families – including evening and weekend visits, family days, Homework Club, Storybook Dads, a fatherhood course, and the role of Spurgeons children’s charity – was particularly strong.

PRISONERS

Prisoners praised staff-prisoner relationships, noting that staff had a ‘good rapport’ and were supportive of prisoners. They also praised support for their families and the role of Spurgeons in this – highlighting (in addition to what staff mentioned) the support provided in dealing with social services. And they picked out support for veterans in custody at Winchester as another positive.

MANAGERS

Supervising Officers and Custodial Managers described the staff as ‘excellent’, and praised relations between prisoners and staff. They also added their voice in praise for the work of Spurgeons in helping to support and maintain family relations.

GOVERNOR

The Governor highlighted the breakfast briefings and monthly full staff meetings, as well as a weekly newsletter to staff, as important aids to effective communication. She also highlighted staff recognition, and staff well-being events and initiatives, which she felt had helped improve morale and reduce staff sickness, and said the extended, two-week, induction process for POELTS had brought real benefits. As with the others, the Governor highly praised family work including the role of Spurgeons.

WOODHILL

Location: Buckinghamshire
Date of visit: 7 February 2019
Visit number: 78
Prison type: High Security Local
Capacity: 637
Opened: 1992
Operator: HMPS



PRISONERS

The prisoners praised the jail's safety and relationships with staff, who 'really care', 'take you at face value' and 'give you a chance'. There were better opportunities to change and progress than in comparable prisons elsewhere, and Keywork was 'excellent'. Visits were good, and the chance to have clothes brought in was prized. The gym, and daily access to it, were highlighted as positives, as were the drug recovery champions, Listeners and prisoner advice & support mentors ('insiders'), and monthly mentors forum with governors.

MANAGERS

Managers agreed staff-prisoner relationships were good and noted recent reductions in violence and self-harm, which they attributed to Keywork. The gardens (inc. a duck pond), greenery, cleanliness and quiet were highlighted as positives for prisoners and staff. Reception and induction had been overhauled and was now recognised as best practice. There was a strong focus on staff training and team development (monthly full day shutdowns and weekly team meetings), and staff recognition (monthly awards, 'on the spot' vouchers and formal long service recognition). A weekly newsletter inc. 'human interest' pieces was also rated. 'Grab bags' of clothes and toiletries for staff who had been 'potted' were 'unique to Woodhill' and much appreciated by staff.

OFFICERS

The Officers highly rated Keywork and felt it had helped improve staff-prisoner relationships and safety, and also highlighted reception and induction. Management were approachable, and supportive of staff. All incidents were followed up by managers and the care team, and the 'potting bags' were highly rated. Personalised Xmas cards from the Governor, flowers for bereaved staff, as well as the staff newsletter (including birthdays and anniversaries) were appreciated, as was the approach to staff recognition. The gardens, greenery and the duck pond, as well as the low level of noise, were positives for both staff and prisoners.

WORMWOOD SCRUBS

Location: Greater London

Date of visit: 20 June 2018

Visit number: 28

Prison type: Category B Local

Capacity: 1156

Opened: 1891

Operator: HMPS



PRISONERS

The prisoners had good things to say about the wide range of prisoner peer support workers in the jail, adding a special mention for both the apps orderlies and PIDS mentors, who they said were not only ‘really good’ but also ‘helped a lot’, as well as the VR reps, who had contributed to improvements in safety, and the peer-led Toe-by-Toe reading programme overseen by the Shannon Trust. They valued prisoner representation through a network of wing reps and weekly meetings with the Head of Residential, as well as the involvement of other peer reps and mentors in relevant departmental meetings.

OFFICERS

Officers said relationships among staff were generally ‘excellent’ and mutually supportive. They added that CMs were ‘very supportive’ of frontline staff, pointing out that ‘they say thank you’, ‘back you up’, and made you ‘feel valued’. They were positive about the two weeks ‘shadowing’ for new staff before and after training, and called experienced staff ‘very supportive’ of newer Officers.

MANAGERS

The managers were also impressed with the two weeks of ‘shadowing’, before and after training, for new staff. They emphasised ‘extensive’ mentoring arrangements for new staff, and also added praise for the additional jailcraft training being run by the mentors. They said that ‘in-house recruitment’ was a real positive, and had helped with both the numbers and quality of new staff being recruited, and they reported that experienced staff were particularly supportive of POELTS – all of which, they felt, had contributed to relatively low attrition rates among new staff. They highlighted the prison’s links with outside agencies, including in dealing with gangs and gang-related violence. They valued the role of PIDS workers, who ‘take a lot of pressure off staff’, highlighted the NVQ and training offered to peer mentors, and felt that the prisoner consultation process was important and valuable too.

WYMOTT

Location: Lancashire

Date of visit: 26 July 2018

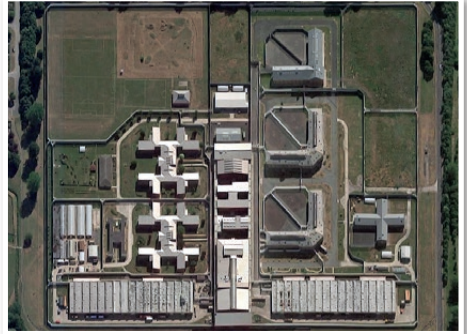
Visit number: 36

Prison type: Category C

Capacity: 1169

Opened: 1979

Operator: HMPS



PRISONERS

The prisoners highlighted the Prisoner Council, which met regularly with management, as 'well respected', and said it had a positive impact. They also rated the gym and its staff as 'very good'. Visits were 'good' too, and family visits 'great'. The 'excellent' PIPE and TC units were 'very safe', with 'good regimes' and 'supportive staff'.

OFFICERS

The Officers said a 'passionate' and 'committed' workforce did 'excellent' team work – and were very supportive of new recruits. They agreed with prisoners on both consultation and the PIPE & TC units, and additionally rated the range of prisoner reps and peer mentors. They praised the 'Safer Living' department, run by staff with help from prisoners, which supports and manages prisoners with complex needs. They also valued the 4-week 'Robust Recovery' programme aimed at (re-)integrating prolific Spice users and isolated prisoners into the regime. The 'popular' staff and prisoner Annual Sports Day was 'really good', and the 'clean', 'decent' environment and gardens were 'great' ('good for all').

MANAGERS

The managers said the prison was 'safer', in terms of both violence and self-harm, than similar prisons, praised 'teamwork' and 'strong partnerships' across the jail, and said Keyword made 'a big difference' to both relationships with prisoners and safety. Selective photocopying of mail, substance misuse services, inc. the 'Robust Recovery' programme, with individual plans for problematic users, and regular multidisciplinary strategy meetings, had helped reduce drug problems. They rated education, work and vocational training as 'very good', and added praise for healthcare, along with the PIPE, TC, older prisoner, and complex needs units. Support for family relationships, inc. a dedicated family support worker and family visits, was also rated. And the staff mess, and 'Compliment slips' used by prisoners to thank staff, were positives too.

THE NOTES

12 step programme

Abstinence based programme for people with drug and alcohol problems (based on the approach of Alcoholics Anonymous)

AA

Alcoholics Anonymous

ACCT

Assessment, Care in Custody and Teamwork – multi-disciplinary care planning process for prisoners identified as being at risk of suicide or self-harm

Andy's Man Club

Charity supporting men's mental health
www.andysmanclub.co.uk

App/s / Application

App is short for application – the means by which prisoners can make requests (eg to see the doctor)

Band 3 / Band 4

Prison Officer grades – Band 3 is the main grade for Officers, Band 4 Officers are also known as 'supervisory officers'

Basic

The lowest of three levels within the Prison Service's Incentives and Earned Privileges (IEP) scheme (see also 'IEP')

Bounce Back

Charity focused on training and employment of ex-offenders
www.bouncebackproject.com

CAB

Citizen's Advice Bureau

Canteen

Process through which prisoners can purchase items such as toiletries, snacks and clothing from approved lists agreed by the prison

Care Team

A group of staff providing support to other staff, including after incidents

Category (Cat) A/B/C/D

The four levels of security for male prisoners – from Cat A (high security) to Cat D (the lowest level)

Catch 22

Social enterprise seeking to tackle social marginalisation and support those on the margins, including people in prison
www.catch-22.org.uk

Clink

Charity running restaurants and training prisoners in hospitality and catering in a number of jails www.thelinkcharity.org

CM

Custodial Manager – uniformed officers responsible for managing Band 3 and 4 staff (see also 'Band 3 / Band 4')

Code 4000

Not-for-profit organisation teaching prisoners IT coding skills www.code4000.org/en

Code blue

Health emergency requiring a prison to call out an ambulance

CPS

Crown Prosecution Service

CRC

Community Rehabilitation Company – providing probation services for low and medium risk offenders

CSC

Close Supervision Centre – high security unit for prisoners with especially challenging behaviours

CSCS

Construction Skills Certification Scheme – for construction industry workers
www.cscs.uk.com

CSIP

Challenge, Support and Intervention Plan – multi-disciplinary approach to the management of prisoners displaying challenging behaviours

DAAT

Drug and Alcohol Action Team

Dep

Short for Deputy Governor

Detached / detached duty

Refers to Officers seconded to other prisons to cover a shortfall in staff there

Detailing / detail

Refers to the allocation of Officers to particular roles on a given shift

Director

The term by which Governors are known in private sector prisons

DST

Dedicated search team

Enabling Environment / EE

Accreditation by the Royal College of Psychiatry for places with ‘a positive and effective social environment’, ‘where healthy relationships are seen as the key to success’

Enhanced

The highest of three levels within the Prison Service’s Incentives and Earned Privileges (IEP) scheme (see also ‘IEP’)

FMI / FMI training

Five Minute Intervention training – training preparing prison staff to turn everyday conversations into opportunities for rehabilitation

Free flow

When prisoners are unlocked to move en masse from one part of the prison to another

Geese Theatre

Theatre company offering interactive productions, drama-based groupwork, and training in criminal justice settings
www.geese.co.uk

Halfords Academy

Cycle workshops providing training and employment opportunities to prisoners
www.halfordscompany.com/corporate-responsibility/community/

HDC

Home Detention Curfew – when prisoners are released in the final weeks of their sentence under curfew and wearing an electronic tag (to allow their location to be monitored)

Head of Res

The senior manager responsible for the wings / residential areas of a prison

HMIP

Her Majesty's Inspectorate of Prisons
www.justiceinspectorates.gov.uk/hmiprisons/

IAG

Information Advice and Guidance

IDTS

Integrated Drug Treatment Service

IEP

Incentives and Earned Privileges – national scheme under which prisoners can earn additional privileges through good behaviour

Inside Out

Scheme bringing together students and prisoners to study together – see also 'Learning Together'

Insiders

Peer support workers assisting new arrivals on reception and induction

IPP

Imprisonment for Public Protection – indefinite prison sentence for those thought to present a particular future risk to the public but whose offending did not merit a standard 'life' sentence

Jailcraft

The skills required of Prison Officers in their role, particularly in relation to the management and care of prisoners

Keywork / Keyworker

A national scheme under which Prison Officers are given training and time to work one-to-one with around six prisoners, aimed at supporting their management and rehabilitation

Kiosk

Touch-screen terminal, normally on the wings, which allows prisoners to deal with many 'domestic' issues, such as submitting 'apps' and ordering 'canteen'

Learning Together / Learn Together

Scheme bringing together students and prisoners to study together – see also 'Inside Out'

Listeners

Prisoners trained by Samaritans to provide a listening ear and support to prisoners in crisis

MDT

Mandatory Drug Testing – through which prisoners selected at random are given compulsory drug tests

NCA

National Crime Agency

NEPACS

A north east charity supporting prisoners and their families www.nepacs.co.uk

NA

Narcotics Anonymous

No. 1

An informal term referring to a prison's Governor (or Director in private jails)

NPS

New Psychoactive Substance – like the synthetic cannabis 'Spice'

OBP / OBPs

Offending Behaviour Programme – a structured programme aimed at reducing prisoners' reoffending by addressing particular criminogenic needs

OMU

Offender Management Unit – prison-based team responsible for helping to draw up and oversee a prisoner's sentence plan, and linking with their probation officer outside

OSG

Operational Support Grade – uniformed staff member performing duties in support of the work of Prison Officers (such as staffing the gate, checking CCTV and monitoring mail)

OU

Open University

Pact

Charity supporting prisoners and their families www.prisonadvice.org.uk

PAL

Prisoner Advice Line – telephone advice line, staffed by prisoners for prisoners

Park Run

5 km run registered and overseen by Park Run UK – now run in a number of prisons around the country www.parkrun.org.uk

Partner of Prisoners / POPs

Charity supporting prisoners and their families www.partnersofprisoners.co.uk

PAVA

Synthetic pepper spray for staff, piloted in 2017-18 and since approved for roll-out nationally

PD

Personality Disorder

POPS

See 'Partners of Prisoners'

PEI

Physical Education Instructor

Phoenix Futures

Addiction treatment charity
www.phoenix-futures.org.uk

PICTA

Prisons Information Communication
Technology Academy

PID / PIDs

Prisoner Information Desk worker – peer
worker giving prisoners information
and support, often also supporting the
application process (see under ‘Apps’)

PIPE

Psychologically Informed Planned
Environment – a specialist unit run
by psychologically trained staff and
supervised by psychologists, to support
prisoners’ rehabilitation

POELT / POELTS

Prison Officer Entry Level Training –
generally used to describe Officers under
training and recent graduates

Potting / Potted

The practice of throwing human waste at a
member of staff

Prison Council / Prisoner Council

Committee of prisoner representatives
meeting with senior management to
discuss issues relevant to the management
and care of prisoners in the jail

Rapiscan

Scanning equipment used to check parcels
and mail for contraband, including drugs

Reactiv8

Organisation providing employment,
education & training support
www.reactiv8.org.uk

Recycling Lives

Recycling company providing employment
and training for prisoners in custody and
after release – they also help find housing
for the homeless www.recyclinglives.com

Redemption Roasters

Prison based coffee roastery and retailer
offering training and employment in
custody and after release
www.redemptionroasters.com

RJ

Restorative Justice – often used to refer to
the use of ‘restorative practices’ to resolve
conflict in prisons
www.restorativejustice.org.uk

ROTL

Release On Temporary Licence – the mechanism through which serving prisoners are allowed out of prison on a temporary basis, including for work

Seg

Segregation – unit where prisoners are kept segregated from others, either as a punishment or for their own protection

Shannon Trust

Charity which trains and supports prisoners to train other prisoners how to read www.shannontrust.org.uk

SM / SMT

Senior Manager / Senior Management Team

SO

Supervisory Officer – see also ‘Band 3 / Band 4’

Spice

Synthetic psychoactive substance, originally marketed as a synthetic cannabis – often used as a generic term for all synthetic psychoactive substances

Spurgeons

Charity supporting prisoners and their families www.spurgeons.org

Storybook Dads / Storybook Mums

Charity supporting prisoners to record a bedtime story to send out to their children www.storybookdads.org.uk

TC

Therapeutic Community – a specialist unit for prisoners with personality disorders run along therapeutic lines

Toe-by-Toe

A structured approach used by trained prisoners to help other prisoners learn to read <https://toe-by-toe.co.uk/>

VICs

Veterans In Custody

VP / VPs

Vulnerable prisoner – often used to refer to those convicted of sexual offences

VR

Violence Reduction

Way Out TV

TV channel promoting in-cell learning in prisons www.wayout.tv



ABOUT THE BUTLER TRUST

The Butler Trust is a registered charity launched in 1985 in memory of the reforming former Home Secretary, R. A. Butler (RAB), to promote good practice in correctional settings.

At the heart of our work are the annual Butler Trust Awards, presented by the Trust's Royal Patron, HRH The Princess Royal, which recognise and celebrate outstanding achievement on the part of those working in prisons, probation and youth justice across the UK.

Beyond the Awards, our Alumni Programme for our Award Winners helps them build on their achievements, and we help to share good practice more widely through a programme of practitioner workshops and consultation events, an online practice-sharing platform and publications library, and projects like the *Good Book of Prisons*.

www.ButlerTrust.org.uk

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Elmley	Lowdham Grange	Wayland
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Exeter	Manchester	Whatton
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Foston Hall	Norwich	Wormwood Scrubs
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