



HM Prison &  
Probation Service

## Staff Quality of Life (SQL)

Survey carried out at HMP Highpoint  
27<sup>th</sup> February to 2<sup>nd</sup> March 2017

Please observe Handling Controls (Section 2)

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## 1. Introduction

- 1.1 The objective was to explore staff perceptions of their quality of working life at HMP Highpoint. The SQL survey took place between 27<sup>th</sup> February and 2<sup>nd</sup> March 2017 and was conducted by [REDACTED under s40(2) FOIA].
- 1.2 Highpoint is a training prison. The staff population at the time of the survey was 556 and the team surveyed 154 staff members (27.7%). This sample consisted of staff who were available to attend an organised session on the day rather than a randomly selected group. This is the second time the SQL survey has been used at this establishment.

## 2. Handling Controls

- 2.1 This report is to be added to the HMPPS Intranet<sup>1</sup> and it may be freely circulated within HMPPS for the provision of management information. Please contact [REDACTED under s40(2) FOIA] (Head of MQPL) if you wish to provide this report outside of HMPPS or if you wish to use the findings for any formal performance monitoring, or for any formal research or evaluation project, or for any policy formation across multiple prisons, etc.

## 3. Methodology

- 3.1 The SQL questionnaire and staff discussion groups formed the basis of the survey. The report summarises the findings from both these elements.
- 3.2 A description of the survey methodology and procedures, the SQL questionnaire and the scoring of the questionnaire dimensions can be found on the Intranet for HMPPS Prison Service. Search under groups/Measuring the Quality of Prison Life.

## 4. Summary of Findings

- 4.1 This section aims to identify the main findings. It can take into account various aspects of the data including the dimension scores (Sections 7, 8 & 9); participants' written comments regarding the most satisfying and stressful aspects of life at the prison (Section 10); and their responses to the individual questionnaire statements (Sections 11.2 to 11.6).

### Overall Quality of Working Life

- In terms of their 'overall quality of working life', non-discipline staff with prisoner contact produced a notably higher score than the other three staff groups (discipline staff, non-discipline staff without prisoner contact, and Senior Managers). In addition, non-discipline staff without prisoner contact produced a notably higher rating than discipline staff.
- The score for discipline staff in 2017 was notably lower than that produced in 2014, and lower than those at 25 of the 33 other training establishments surveyed so far.

### Work-Related Stress

<sup>1</sup> <https://intranet.noms.gsi.gov.uk/groups/measuring-quality-of-prison-life-mqpl-and-sql>

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- Non-discipline staff with prisoner contact produced a 'work related stress' rating that was notably lower than discipline staff and SMT members, but similar to non-discipline staff without prisoner contact.
- The score for discipline staff in 2017 was similar to that produced in 2014. It was also similar to 21 of the 33 other establishments surveyed so far (of the remaining establishments it was notably higher than eight and lower than four).

Dimensions: Comparisons between staffing groups at HMP Highpoint

- As is often the case, discipline staff produced some of the lowest scores (e.g. the lowest of the four staff groups for Attitudes towards the Governor, Attitudes towards SMT, and Safety, control & security).
- For several dimensions, non-discipline staff with prisoner contact produced scores that were notably higher than discipline staff. This included for both dimensions related to line management, Punishment & discipline, Professional support for prisoners, and Positive attitudes towards prisoners.
- All four staff groups produced similar scores for Relationships with Peers.

Dimensions: Comparisons to Previous Survey

- The dimension scores for discipline staff in 2017 were notably lower than those produced in 2014 for: Attitudes towards the Governor, Attitudes towards SMT, and Treatment by senior management; Commitment; and Safety, control & security.
- Scores for Trust, compassion & commitment towards prisoners had notably improved.

Dimensions: Comparison to the 33 other Training Prisons surveyed so far

- Discipline staff at Highpoint produced quite typical scores for several dimensions. This included for: Relationships with peers (similar to 28), Dynamic authority (similar to 24), and all four Prisoner Orientation dimensions.
- Dimensions where Highpoint looked to be notably lower than average included: all four management dimensions; Commitment (lower than 27); Recognition & personal efficacy (lower than 25); and Safety, control & security (lower than 28).

Most Satisfying and Stressful Aspects of Working Life

- When asked to write about the most satisfying aspects of working life at Highpoint, participants most frequently wrote about their Colleagues, a sense of Meaningful Achievement and Job Satisfaction from their job, and being involved in Help, Rehabilitation & Support for Prisoners.
- Some of the most popular topics for staffs' comments about the most stressful aspects of their working life included Management, Workload pressures, Colleagues, and Staffing Issues.
- During groups discussions participants spoke at length about these and other issues which are summarised in Appendix 1.

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## 5 Overall Quality of Working Life

5.1 The table below refers to staff members' ratings of their overall quality of life on a ten-point scale (where ten is high) for the two surveys. Mean scores and the proportions that gave a rating of 6 or more are provided. Green shading indicates a more positive and red indicates a more negative score than previously (E.g. green = a higher rating for 'overall quality of working life' and red = a lower rating).

	Discipline (N=38 & N=50)		Non-disc with contact (N=64 & N=54)		Non-disc without contact (N=33 & N=36)		SMT (N=4 & N=6)	
<b>March 2014</b>	<b>4.74</b>	<b>36.8%</b>	<b>5.41</b>	<b>46.9%</b>	<b>6.06</b>	<b>66.7%</b>	<b>N/A</b>	<b>N/A</b>
<b>February 2017</b>	<b>3.98</b>	<b>30.0%</b>	<b>6.15</b>	<b>70.4%</b>	<b>4.97</b>	<b>30.6%</b>	<b>3.83</b>	<b>0.0%</b>
<b>Change over time</b>	<b>Decrease</b>							

5.2 In February 2017, non-discipline staff with prisoner contact produced a notably higher rating for 'overall quality of working life' than the three other staff groups. In addition, non-discipline staff without prisoner contact produced a notably higher rating than discipline staff.

5.3 The mean score for discipline staff at Highpoint in February 2017 was tentatively compared to the mean scores for discipline staff at the 33 other training establishments surveyed so far. Highpoint's rating of 'overall quality of life' was notably higher than none, lower than 25, and similar to the remaining eight<sup>2</sup> other establishments.

5.4 Discipline staff in 2017 produced a notably lower rating for 'overall quality of working life' than those in 2014.

<sup>2</sup> These are tentative findings produced despite limited statistical power due to small sample sizes

## 6. Work Related Stress

6.1 The table below refers to staff members' ratings of their 'current level of work related stress' on a ten point scale (where ten is most stressed). Mean scores and the proportions that gave a rating of 5 or less are provided. Green shading indicates a more positive and red indicates a more negative score than previously (E.g. red = a higher rating for stress and green = a lower rating for stress).

	Discipline (N=37 & N=51)		Non-disc with contact (N=64 & N=54)		Non-disc without contact (N=33 & N=36)		SMT (N=4 & N=6)	
<b>March 2014</b>	<b>6.62</b>	<b>32.4%</b>	<b>6.02</b>	<b>40.6%</b>	<b>6.42</b>	<b>42.4%</b>	<b>N/A</b>	<b>N/A</b>
<b>February 2017</b>	<b>6.86</b>	<b>33.3%</b>	<b>5.04</b>	<b>64.8%</b>	<b>5.94</b>	<b>36.1%</b>	<b>7.17</b>	<b>33.3%</b>
<b>Change over time</b>	<b>No change</b>							

6.2 In February 2017, non-discipline staff with prisoner contact produced a 'work related stress' rating that was notably lower than discipline staff and SMT members, but similar to non-discipline staff without prisoner contact.

6.3 The mean score for discipline staff at Highpoint in February 2017 was tentatively compared to the mean ratings at the 33 other training establishments surveyed so far. Highpoint's rating of 'work related stress' was notably higher than eight, lower than four, and similar to the remaining 21<sup>3</sup> other establishments.

6.4 Discipline staff in 2017 produced a similar rating for 'work related stress' to those in 2014.

6.5 The relationship between 'overall quality of working life' and 'current level of work related stress' was tentatively examined. There appeared to be a moderate, negative correlation between the two variables for discipline staff and non-discipline staff with prisoner contact; meaning that in some cases, the lower the level of 'work related stress', the higher the 'overall quality of working life'. For non-discipline staff without prisoner contact, this negative relationship was weak, and for SMT members there did not appear to be any relationship.

<sup>3</sup> These are tentative findings produced despite limited statistical power due to small sample sizes

## 7. Dimension Scores

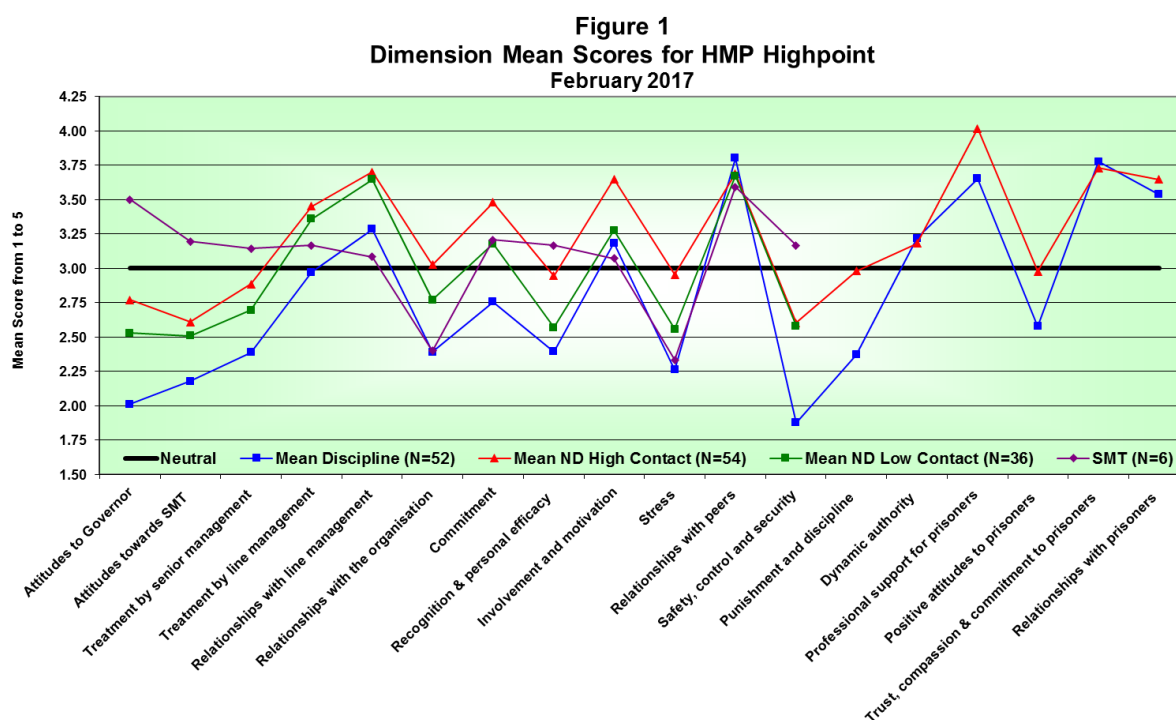


Figure 1 illustrates dimension scores with lines joining the data scores. The lines are just to indicate which scores belong to the same sample or sub sample. Hence the lines should not be taken to imply any relationship from one dimension to the next.

7.1 The scores for each of the 18 dimensions for two different groups of staff at Highpoint are shown above: disciplinary staff and non-disciplinary staff with prisoner contact. The scores for each of the first 12 dimensions are also shown for non-disciplinary staff without prisoner contact and the SMT. Please note that caution should be applied to the findings where samples are very small. Also, when interpreting the findings, it is important to note that:

- The disciplinary staff group was made up of more male participants to female (61.5% and 38.5% respectively).
- The majority of participants without prisoner contact were female (31 out of 36).
- Some 26 of the 36 non-discipline staff without prisoner contact stated that their role was 'administration'.
- All six of the Senior Managers in the sample were male.
- Four participants stated that their ethnicity was Black, Asian and Minority Ethnic (BAME).
- Roughly two thirds of the participants (68.8%) stated that Highpoint was the only prison they had worked in.
- The average length of time working at Highpoint was 10.6 years and 50.6% of participants stated they had worked at the prison for ten years or more. This is in comparison to the average length of time spent at one prison of 7.9 years (taken from the survey samples of the 33 other training establishments surveyed so far). SMT members had the longest average length of service at Highpoint (13.4 years).

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## 8. Comparison to Previous Survey

8.1 Figure 2 shows the prison's dimension scores (blue) for discipline staff members at Highpoint against the scores from the previous survey in March 2014 (pink).

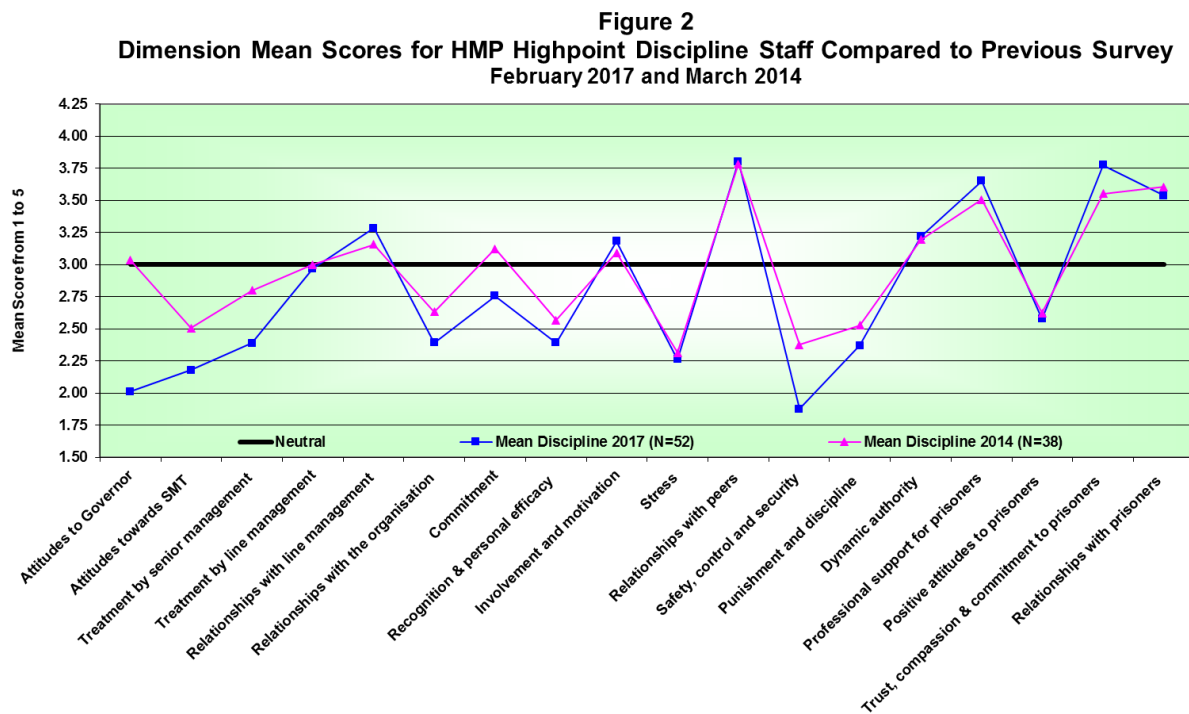


Figure 2 illustrates dimension scores with lines joining the data scores. The lines are just to indicate which scores belong to the same sample or sub sample. Hence the lines should not be taken to imply any relationship from one dimension to the next.

8.2 The grid below indicates whether current scores for discipline staff increased (green) or decreased (red) to an extent that was notable from the previous survey, or otherwise did not change.

	Management					Job Satisfaction					Authority			Prisoner Orientation				
	Attitudes towards the Governor	Attitudes towards SMT	Treatment by senior management	Treatment by line management	Relationships with line management	Relationship with the organisation	Commitment	Recognition and personal efficacy	Involvement and motivation	Stress	Relationships with peers	Safety, control and security	Punishment and discipline	Dynamic authority	Professional support for prisoners	Positive attitudes to prisoners	Trust, compassion & commitment towards prisoners	Relationships with prisoners
Change	↓	↓	↓	-	-	-	↓	-	-	-	-	↓	-	-	-	-	↑	-

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## 9. Comparison to Other Prisons

9.1 Figure 3 shows the dimension scores for Highpoint's discipline staff (blue) against the scores for the discipline staff at the 33 other training prisons surveyed since April 2013 (grey dots). Please apply caution when considering the scores in view of the small samples.

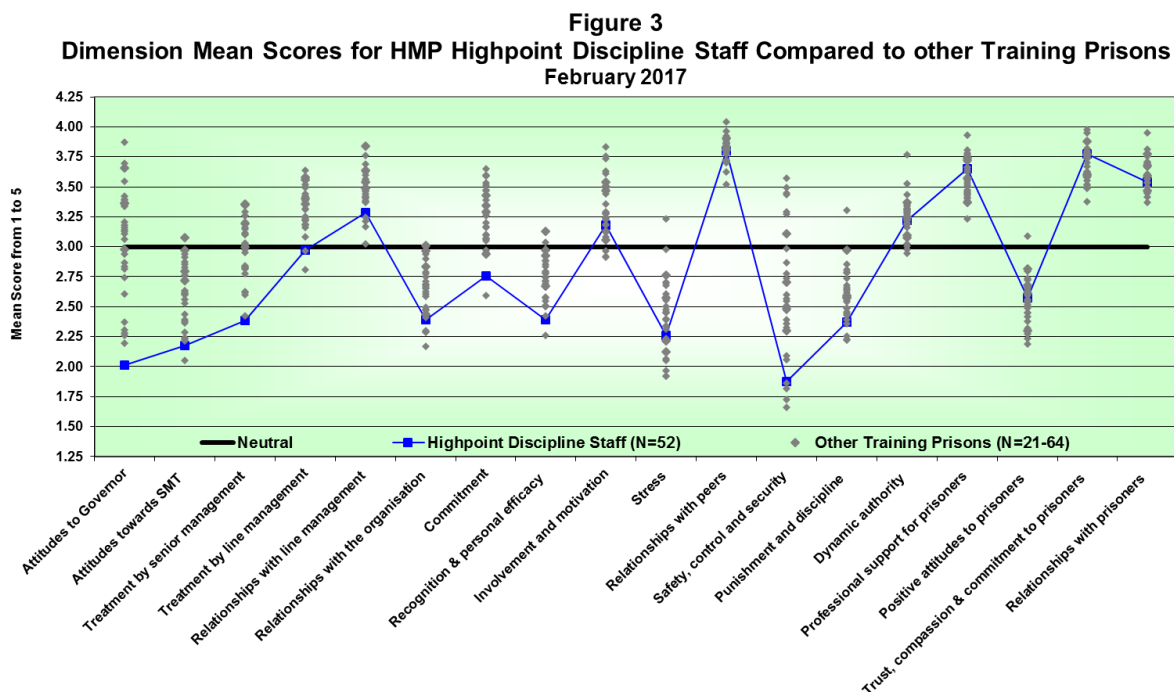


Figure 3 illustrates dimension scores with lines joining the data scores. The lines are just to indicate which scores belong to the same sample or sub sample. Hence the lines should not be taken to imply any relationship from one dimension to the next.

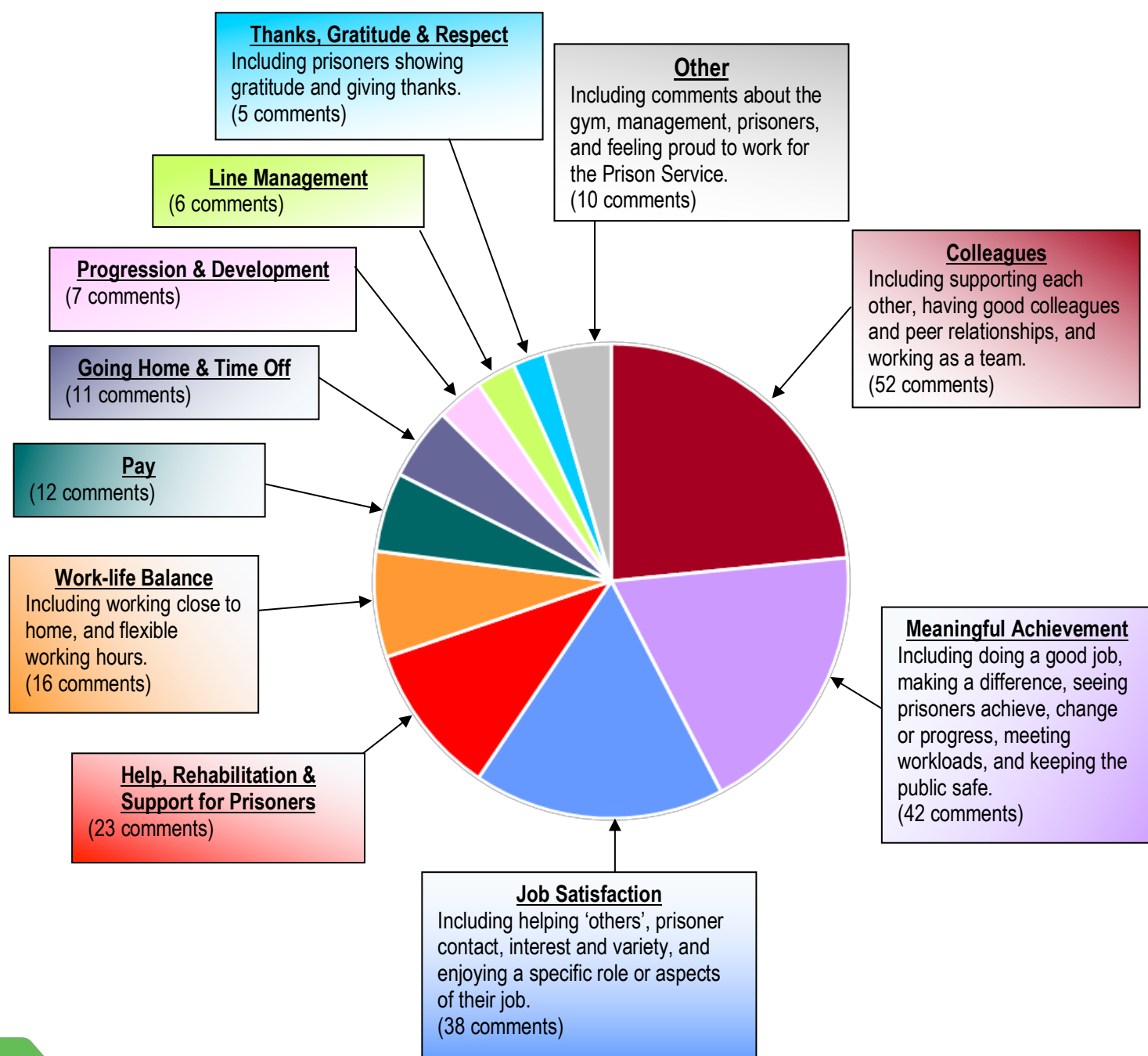
9.2 The grid below shows how this prison compares to other prisons: in terms of how many it is higher or lower than.

	Management					Job Satisfaction						Authority			Prisoner Orientation			
	Attitudes towards the Governor	Attitudes towards SMT	Treatment by senior management	Treatment by line management	Relationships with line management	Relationship with the organisation	Commitment	Recognition and personal efficacy	Involvement and motivation	Stress	Relationships with peers	Safety, control and security	Punishment and discipline	Dynamic authority	Professional support for prisoners	Positive attitudes to prisoners	Trust, compassion & commitment towards prisoners	Relationships with prisoners
Higher than	0	0	0	0	1	1	0	0	3	3	2	1	0	4	11	8	13	0
Same as	1	6	3	10	17	13	6	8	17	18	28	4	14	24	21	20	19	26
Lower than	32	27	30	23	15	19	27	25	13	12	3	28	19	5	1	5	1	7

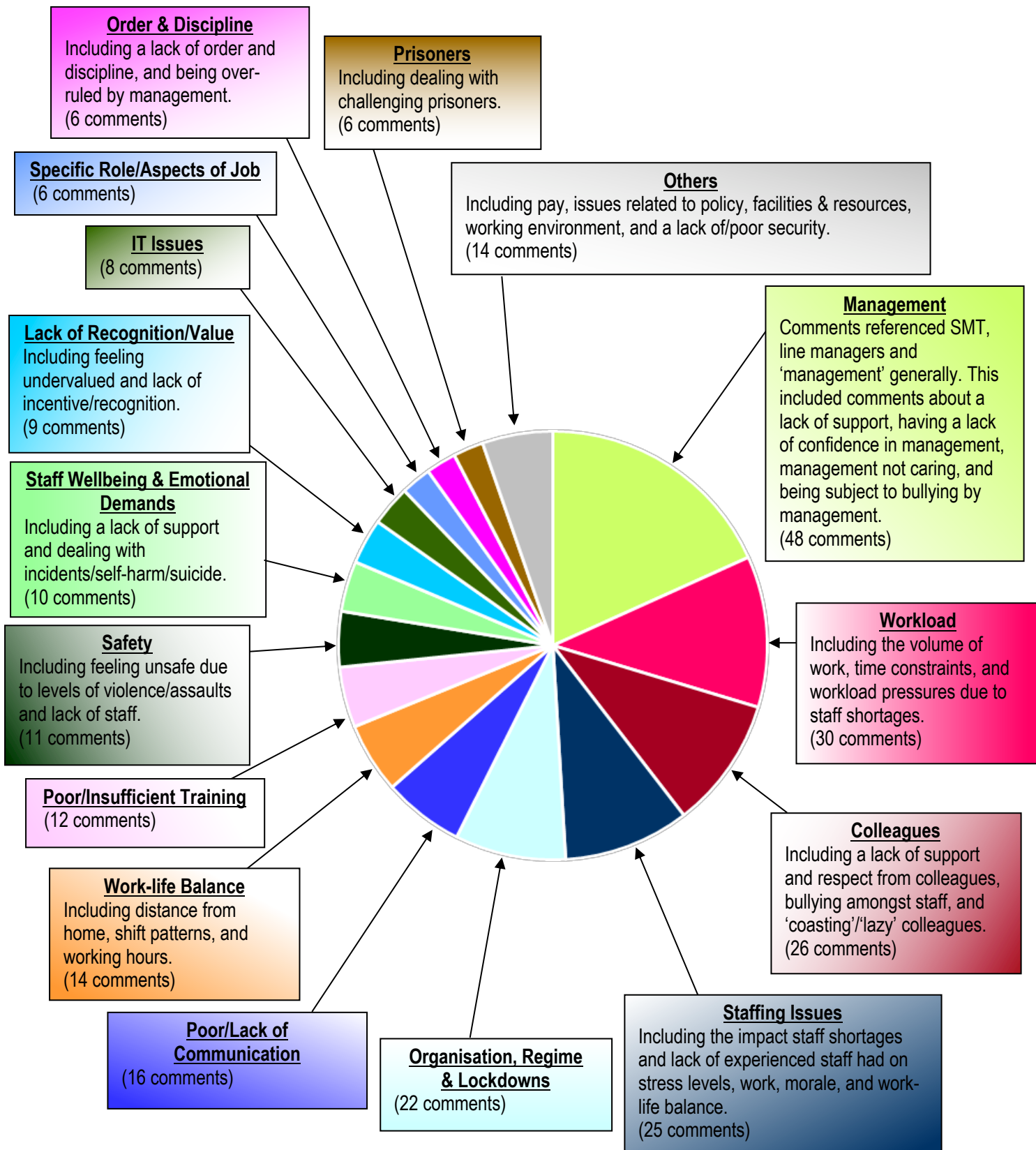
## 10. Most satisfying and most stressful aspects of life

10.1 Participants were given six blank lines, to write down what they felt were the three most satisfying and the three most stressful aspects of their working life at the establishment, without any prompting. Together with the additional detail from participants' discussion comments these comments can offer a useful indication of what was most prominent or important to the staff at Highpoint, regardless of how positive or negative the questionnaire scores were. The detail about comments in some of the less obvious categories is briefly outlined or otherwise taken into account in the report overview section. There were 222 'most satisfying' and 263 'most stressful' comments.

### 10.2 Satisfying - 222 comments



### 10.3 Stressful - 263 Comments



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## 11. SQL Findings in Detail

### 11.1 Guidelines to Interpreting Statement Responses and Scores

11.1.1 For each statement the mean score indicates the extent to which staff at the establishment were on average either positive (above three); or undecided, neutral or split in their opinions (close to three); or negative (below three). The scores are separated into staff groups in order for them to make the most sense (for example should some issues be regarded differently between staff with different duties and experiences). However, as samples were small and could be described as opportunistic rather than truly random samples, strict comparisons between groups should perhaps be avoided.

### 11.2 Management Dimensions

#### Attitudes towards the Governor

Statement	Mean Disc staff	Mean N-Disc High contact	Mean N-Disc Low contact	Senior Managers
I try not to get too involved in the Governor's agenda in this prison.	2.63	3.06	2.85	4.50
This prison has the right kind of Governor for current needs.	1.90	2.75	2.43	3.17
I feel a sense of loyalty to the Governor of this prison.	1.90	2.79	2.47	3.33
The Governor is concerned about the wellbeing of staff in this prison.	1.71	2.60	2.34	3.00
<b>Overall Dimension Score</b>	<b>2.01</b>	<b>2.77</b>	<b>2.53</b>	<b>3.50</b>

#### Attitudes towards SMT (Senior Management Team)

Statement	Mean Disc staff	Mean N-Disc High contact	Mean N-Disc Low contact	Senior Managers
I have confidence in the senior management team in this prison.	2.06	2.85	2.66	3.67
My experience of communication between staff and management is good in this prison.	2.29	2.63	2.74	3.50
I often see senior managers around this prison.	2.78	3.04	3.17	4.17
The senior management team in this prison are competent.	2.24	2.90	2.91	3.67
I have confidence in the system of performance measurement used in this prison.	2.24	2.63	2.31	3.00
I trust the senior managers in this prison.	1.92	2.61	2.37	3.17
I am kept well informed of what is going on around the prison.	2.81	2.64	2.53	3.17
Staff morale is good in this prison.	1.52	1.89	1.89	2.33
The management style in this prison is progressive.	2.24	2.60	2.52	3.00
The facilities available to staff in this prison are inadequate.	2.06	2.49	2.28	2.17
There are times where Governors in here fail to support staff in dealing with prisoners.	1.77	2.31	2.15	3.33
<b>Overall Dimension Score</b>	<b>2.18</b>	<b>2.61</b>	<b>2.51</b>	<b>3.20</b>

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**Treatment by Senior Management**

Statement	Mean Disc staff	Mean N-Disc High contact	Mean N-Disc Low contact	Senior Managers
I have a good relationship with senior managers in this prison.	2.50	3.00	2.83	3.17
I feel respected by senior managers in this prison.	2.17	2.74	2.39	3.00
I am treated fairly by senior managers in this prison.	2.37	3.08	2.85	3.17
Senior managers are approachable when I need to discuss an issue with them.	2.51	2.90	2.81	3.17
I am valued as a member of staff by senior management in this prison.	2.19	2.69	2.42	3.00
I am trusted by senior managers in this prison.	2.83	3.10	3.20	3.50
I feel supported in my work my senior management in this prison.	2.15	2.71	2.42	3.00
<b>Overall Dimension Score</b>	<b>2.39</b>	<b>2.89</b>	<b>2.70</b>	<b>3.14</b>

**Treatment by Line Management**

Statement	Mean Disc staff	Mean N-Disc High contact	Mean N-Disc Low contact	Senior Managers
I am treated fairly by supervisors/line managers in this prison.	3.02	3.39	3.53	3.17
I am valued as a member of staff by supervisors/line managers in this prison.	2.94	3.49	3.19	3.17
<b>Overall Dimension Score</b>	<b>2.97</b>	<b>3.45</b>	<b>3.36</b>	<b>3.17</b>

**Relationships with Line Management**

Statement	Mean Disc staff	Mean N-Disc High contact	Mean N-Disc Low contact	Senior Managers
I feel supported in my work by my line manager in this prison	3.19	3.67	3.33	2.67
My line manager is approachable when I need to discuss an issue with him/her	3.55	3.96	4.00	3.00
I trust my line managers in this prison	3.19	3.76	3.47	3.50
I have a good relationship with line management in this prison	3.40	3.68	3.75	3.00
I feel respected by line management in this prison	3.04	3.48	3.50	3.17
I am trusted by line management in this prison	3.33	3.66	3.83	3.17
<b>Overall Dimension Score</b>	<b>3.29</b>	<b>3.70</b>	<b>3.65</b>	<b>3.08</b>

**11.3 Job Satisfaction dimensions**

**Relationship with the organisation**

Statement	Mean Disc staff	Mean N-Disc High contact	Mean N-Disc Low contact	Senior Managers
I trust the Prison Service	1.96	2.89	2.54	2.17
I am valued as a member of staff by the Prison Service	2.27	2.83	2.37	1.67
I feel a sense of identity with the goals and objectives of the Prison Service	2.58	3.04	2.76	3.17
I am trusted by the Prison Service	2.59	3.25	3.23	2.83
I am treated fairly by the Prison Service	2.54	3.14	2.86	2.17
<b>Overall Dimension Score</b>	<b>2.39</b>	<b>3.03</b>	<b>2.77</b>	<b>2.40</b>

Please observe Handling Controls (Section 2)

**Commitment**

Statement	Mean Disc staff	Mean N-Disc High contact	Mean N-Disc Low contact	Senior Managers
I feel a sense of loyalty to the Prison Service	2.69	3.49	2.94	2.67
I feel a sense of commitment to the Prison Service	2.73	3.39	3.17	2.67
I feel a sense of commitment to this prison	2.80	3.56	3.31	3.50
I feel a sense of loyalty to this prison	2.88	3.48	3.28	4.00
<b>Overall Dimension Score</b>	<b>2.76</b>	<b>3.48</b>	<b>3.18</b>	<b>3.21</b>

**Recognition and personal efficacy**

Statement	Mean Disc staff	Mean N-Disc High contact	Mean N-Disc Low contact	Senior Managers
Praise for my work and achievements is rarely given to me.	2.10	2.88	2.50	3.00
I rarely feel involved in the decision making processes in this prison.	2.12	2.27	2.06	3.50
I feel dissatisfied with my career development opportunities in this prison.	2.43	2.74	2.37	3.00
I do not feel part of the 'bigger picture' in this prison.	2.12	2.53	2.47	3.67
It is not worth putting in extra effort in this prison, as it would go unrecognised.	2.14	2.82	2.44	3.00
The success that I achieve in my working day in this prison is recognised and rewarded.	2.08	2.87	2.39	2.67
I am given the right amount of responsibility in my job in this prison	2.87	3.34	2.91	3.33
I am given opportunities to use my initiative in my job.	2.71	3.61	3.00	3.33
This prison is good at encouraging staff to use their initiative in their job.	2.25	2.75	2.44	2.83
I have the appropriate level of authority to do my job properly	3.08	3.73	3.41	4.00
I am satisfied with the amount of training I receive in this prison	2.50	2.79	2.31	2.50
<b>Overall Dimension Score</b>	<b>2.39</b>	<b>2.95</b>	<b>2.57</b>	<b>3.17</b>

**Involvement and motivation**

Statement	Mean Disc staff	Mean N-Disc High contact	Mean N-Disc Low contact	Senior Managers
I get a lot of enjoyment from my work in this prison	2.92	3.45	2.94	2.50
I look forward to coming to work in this prison	2.56	3.09	2.67	2.00
I feel proud of the job I do in this prison	3.29	3.62	3.36	2.83
I don't feel motivated to do more than the minimum required in my work	2.96	3.47	3.00	3.17
My working day passes slowly in this prison	3.57	3.92	3.56	3.67
I feel that my job is meaningful	3.17	3.87	3.44	3.33
I am willing to work hard to meet goals and targets	3.85	4.09	3.97	4.00
<b>Overall Dimension Score</b>	<b>3.18</b>	<b>3.65</b>	<b>3.28</b>	<b>3.07</b>



Please observe Handling Controls (Section 2)

**Stress**

Statement	Mean Disc staff	Mean N-Disc High contact	Mean N-Disc Low contact	Senior Managers
The stress levels in my job cause me concern	2.13	2.96	2.54	2.33
1-10 Current work related stress (recoded 1-5)	2.67	3.30	2.86	2.50
Many of the stressful aspects of this work stay with me when I am at home	2.50	3.09	2.68	2.33
Working in this prison is highly emotionally demanding	1.76	2.48	2.22	2.17
<b>Overall Dimension Score</b>	<b>2.26</b>	<b>2.95</b>	<b>2.56</b>	<b>2.33</b>

**Relationship with Peers**

Statement	Mean Disc staff	Mean N-Disc High contact	Mean N-Disc Low contact	Senior Managers
I feel supported in my work by colleagues in this prison	3.79	3.76	3.67	3.83
I am treated fairly by colleagues in this prison	3.62	3.70	3.58	3.67
I have a good relationship with colleagues in this prison	4.12	3.98	4.03	4.00
I trust colleagues in this prison	3.62	3.56	3.50	3.67
I feel respected by colleagues in this prison	3.81	3.47	3.56	3.33
I feel a sense of loyalty to colleagues in this prison	4.00	3.94	3.92	4.17
I am valued as a member of staff by colleagues in this prison	3.83	3.57	3.47	3.33
There is good communication amongst my colleagues	3.46	3.45	3.53	2.67
I am trusted by colleagues in this prison	4.00	3.74	3.81	3.67
<b>Overall Dimension Score</b>	<b>3.80</b>	<b>3.69</b>	<b>3.67</b>	<b>3.59</b>

**11.4 Authority dimensions**

**Safety, control and security**

Statement	Mean Disc staff	Mean N-Disc High contact	Mean N-Disc Low contact	Senior Managers
This is a well controlled prison	1.85	2.71	2.69	3.50
Security in this prison is good	2.50	3.04	2.80	3.17
This prison is well organised	1.66	2.30	2.22	3.50
Assaults by prisoners on staff are rare in this prison	1.60	2.10	2.06	2.67
I feel safe in my working environment	1.94	3.19	3.49	3.17
The general atmosphere in this prison is tense	1.67	2.28	2.11	3.00
<b>Overall Dimension Score</b>	<b>1.88</b>	<b>2.60</b>	<b>2.58</b>	<b>3.17</b>



## Please observe Handling Controls (Section 2)

### Punishment and discipline

Statement	Mean Disc staff	Mean N-Disc High contact
The adjudication system in this prison does not teach prisoners anything	2.20	2.70
This prison is poor at delivering good order and discipline	2.29	2.84
This prison is too comfortable for prisoners	2.42	2.96
The level of power prisoners have in this prison is too high	1.73	2.45
Prisoners spend too much time out of cell in this prison	2.88	3.55
Prisoners who attempt suicide are usually attention-seeking or trying to manipulate staff	2.75	3.47
<b>Overall Dimension Score</b>	<b>2.37</b>	<b>2.98</b>

### Dynamic authority

Statement	Mean Disc staff	Mean N-Disc High contact
Friendly relationships with prisoner undermine your authority	3.63	3.38
The best way to deal with prisoners is to be firm and distant	3.63	3.40
I tend to keep conversations with prisoners short and business like	3.64	3.06
I often feel unsure of how to support prisoners and so avoid this type of work	3.76	3.96
Prisoners take advantage of you if you are lenient	2.44	2.38
Prisoners should be under strict discipline	2.19	2.58
If a prisoner lies to me, I don't make an effort to help them	3.19	3.52
<b>Overall Dimension Score</b>	<b>3.22</b>	<b>3.18</b>

## 11.5 Prisoner Orientation dimensions

### Professional support for prisoners

Statement	Mean Disc staff	Mean N-Disc High contact
I enjoy helping prisoners to work towards goals and targets	3.94	4.19
Supporting prisoners is part of my job	4.06	4.38
The most satisfying jobs involve prisoner contact	3.35	3.71
I am prepared to do more than is required of me because I care about prisoners	3.22	3.76
<b>Overall Dimension Score</b>	<b>3.65</b>	<b>4.02</b>

### Positive attitudes to prisoners

Statement	Mean Disc staff	Mean N-Disc High contact
Most prisoners are decent people	3.06	3.37
You get to like most prisoners in here over time	2.80	2.80
I trust the prisoners in this prison	1.76	2.38
Most prisoners can be rehabilitated	2.69	3.37
<b>Overall Dimension Score</b>	<b>2.58</b>	<b>2.98</b>

Please observe Handling Controls (Section 2)

**Trust, compassion and commitment towards prisoners**

Statement	Mean Disc staff	Mean N-Disc High contact
Sometimes you should be an advocate for a prisoner	3.27	3.35
It is important to take an interest in prisoners and their problems	3.96	3.86
It is important to have compassion for prisoners	3.80	3.76
I try to build trust with prisoners	3.98	3.90
<b>Overall Dimension Score</b>	<b>3.78</b>	<b>3.73</b>

**Relationships with prisoners**

Statement	Mean Disc staff	Mean N-Disc High contact
I am trusted by prisoners in this prison	3.44	3.62
I feel respected by prisoners in this prison	3.10	3.62
I have a good relationship with prisoners in this prison	3.59	3.84
Prisoners tend to come to me with their problems because they know I will sort them out	4.04	3.53
<b>Overall Dimension Score</b>	<b>3.54</b>	<b>3.65</b>

**11.6 Stand Alone Statements**

Statement	Mean Disc staff	Mean N-Disc High contact	Mean N-Disc Low contact	Senior Managers
Equalities/diversity training is a public relations exercise	2.84	3.24	2.72	3.67
Dealing with concerns about equalities/diversity prevents staff from getting on with real prison work	3.26	3.51	3.10	4.00
Officers should be involved in rehabilitation programmes	3.90	4.06	3.78	4.33
Staff need more training and support in dealing with the effects on them of suicide and self-harm	2.10	2.29	2.20	2.17
Dealing with suicide and self-harm by prisoners is extremely stressful	1.73	1.89	1.82	1.67
The level of power and responsibility that supervisors/line managers have in this prison is too low	2.73	3.14	2.68	2.50
The level of power and responsibility that Prison Officers have in this prison is too low	2.10	2.60	2.08	3.33
Staff on long term sick are closely monitored	3.51	3.34	3.22	4.00
It is hard to get leave in this prison at the times I require it	2.27	3.55	3.37	3.50
Some staff get away with 'coasting' in this prison	1.86	2.16	2.03	2.33



## Appendix 1

### Summary of Focus Group Discussions at HMP Highpoint

Staff members from a variety of roles were selected by the prison according to their availability and willingness to take part, and they were asked to talk about aspects of their quality of working life at Highpoint. Around 60 participants took part in eight focus groups. In addition to the focus groups, staff members were encouraged to comment on the back of their SQL questionnaires. The issues discussed within the staff focus groups, along with the comments written on the questionnaires have been summarised into themes with the aim of staying faithful to the nature and spirit of the dialogue. Interpretation is minimal and the expectation is the reader will place these thoughts into context themselves. Whilst it is hoped that some greater clarification is achieved from the summary, we cannot say this is a reflection of all staff views at Highpoint and wider generalisation may be limited.

#### A culture of “bullying” and working in “fear”

- Participants described an “oppressive” working environment where they experienced “constant” mental bullying and being “hated from above”. In both discussion and written commentary, references were made to bullying by the Senior Management Team (SMT), suggesting that this culture stemmed from the Governor and the Deputy Governor.
- Despite feeling confident that they were doing their best, participants said they worked in fear of reprimand due to Senior Managers actively looking for mistakes. They described “nit picking” to the level of spelling mistakes and described staff being regularly humiliated, belittled, and “pulled apart” in front of colleagues.
- Participants said that working in such an environment caused stress and anxiety for staff and had ultimately resulted in good and experienced staff leaving (some suggested this was a strategic move from management to replace experienced staff on old terms and conditions with new, “cheaper” staff). Some spoke about feeling on the verge of a breakdown, lack of sleep, and being “whipped, exhausted, and tired”. For some staff, the anxiety continued with them when they went home (e.g. worrying about getting their “arse kicked” the next day or telephoning back into work as they had forgotten to do something).
- Less experienced staff in particular were said to be ‘bullied by hierarchy’ told to “shut up and do as they’re told”, regardless of whether it was legal or safe to do so.

#### The Governor & Deputy Governor

- The Governor was described as being “intimidating”, “rude” and a “bully”, and as failing both the prison and staff. Staff throughout the establishment said they thought many staff, including some members of his Senior Management Team, were scared of him. They described the Governor as being very dismissive (e.g. “only speaks to us to criticise us” and refers to all staff as “buddy” instead of knowing their names) and said that they would have “an x on their backs” if they disagreed with anything he said. Some participants said that they were so frustrated by the Governor’s behaviour that, at times, they wanted to physically hurt him.
- They said that the Governor had been known to “go ballistic” over some things. Some participants said that they “cling onto the hope that they can’t be here for much longer”.
- Both the Governor and Deputy Governor were said to be “unapproachable” and to not engage in even small interactions with staff such as saying ‘hello’ to them.
- Referring to prison reforms, participants described the Governor as being able to do what he likes due to ‘autonomy’. Participants questioned how the Prison Service had allowed the Governor to go from prison to prison, governing in this way.

#### Incidents where the Governor physically “laid hands” on staff

- In a few groups, participants spoke of three “off the record” incidents where the Governor had physically “laid hands” on staff. They said that these incidents had not been officially reported because the staff involved did not feel that they could take the matter further without it coming back on them.

### Governor's Forums

- Governor's Forums were described as being "just a briefing" with "one way conversation". Where staff did speak up in this setting, the Governor was said to respond with "that is not for this discussion".
- Due to reluctance from staff to attend, some said that these were no longer voluntary and that managers had to 'force' their staff to go. There was some suggestion that 'positive' staff were wanted at the forums rather than anyone who might challenge the Governor.

### Senior Management Team

- The SMT were said to "micro manage" and focus on what staff had not done or any mistakes they had made, rather than any of the good and hard work they had completed (e.g. staying late, successfully dealing with difficult incident).
- Participants felt that the SMT were mostly concerned about ticking boxes and were regularly bypassing procedures/processes and encouraged/expected other staff to work in the same way. Participants felt unable to challenge things that they knew were wrong, describing SMT as having a "because I said so" mentality. If they were to try, they said it would be a case of "putting yourself in the firing line".
- Some spoke of a "bridge" between SMT and the rest of the staff at Highpoint and thought that the SMT deliberately tried to distance themselves. Some described a "lack of reality" from SMT regarding what work was achievable and others expressed a lack of confidence in the SMT. They described a lack of care and support generally from SMT (for some operational staff this included during incidents) that made them feel like "just a number", alienated and let down. Participants suggested that management in the prison were "prisoner orientated".
- Some suggested that they kept their head down and avoided eye contact when in the presence of SMT members, who in turn did the same when in the presence of the Governor and Deputy Governor. They felt that "senior people" in the SMT had caused the SMT to fragment, and that some Senior Managers themselves were subject to bullying. In order to cope with this, these Senior Managers had stopped supporting one another and working as a team, instead focusing on their own areas to prevent mistakes being made and deflect blame. Such coping methods were said to filter down to different grades/levels too and participants described finding themselves deflecting blame onto colleagues for self-preservation.
- In one group, participants said that some Senior Managers were better than others. Those they were positive about were said to have time for staff, be "hands on" and visible on the landings, reverting back to being an officer when needed in order to help out.
- Participants described a lack of communication and direct information "from above". This resulted in them often learning information through hearsay or from prisoners.

### "Ordering In" & being issued an "Annex A"

- Participants said that the prison was not adhering to procedures when they were "ordering in" staff. According to participants, an Annex A to order them in should be issued in person by the Governor of the day, 48 hours in advance, and detail when they would get their Time Off in Lieu (TOIL) back. Participants said "none of that happens".
- If staff refused to go in, they said that they would still get disciplined even if they knew they were in the right. Staff conformed in order to avoid the disciplinary and because they were "scared of the consequences" otherwise. Some suggested that those with more experience might be more inclined to refuse.

### Management response to sick absences

- Participants described "overzealous monitoring of sick"; those absent from work due to sickness were said to be telephoned multiple times a day by multiple managers, including the Governor, to see when they would be returning to work. This was also said to be true where staff were absent due to having been assaulted.
- Such staff were then "bullied" and "intimidated" to make "more effort" and return to work. Participants described feeling "forced back", even when they were not medically fit to do so, due to fear that they would otherwise lose their job.

## Please observe Handling Controls (Section 2)

- On returning to work, they said that staff were rarely put on restricted duties. For discipline staff, there were concerns that even if there were restricted duties available, they needed to be able to respond to incidents.
- Management's approach to sick absences meant that some staff were reluctant to report being unwell. This was particularly the case for new staff who were told that their probation would be extended if they "went sick". They described "being bullied for being sick". Even where staff had evidence/the relevant information to show that they needed to be absent from work for sickness, this was "not enough for the SMT".
- This approach to sick absences left staff feeling that nobody cared about their own personal/health issues

### Scrutiny for using force

- Participants expressed "worry" about using force in order to restrain prisoners (e.g. drawing batons) because of the investigation that could follow. They said that it was norm that investigated incidents were found to be the fault of staff with findings saying that staff antagonised prisoners. When such an incident had occurred, SMT were said to first look at the cameras, then speak to staff. They were concerned that the cameras, due to having no sound, meant the verbal abuse and atmosphere leading up the restraint was not apparent.
- Some discipline staff spoke of times when they had weighed up in their heads whether they should restrain a prisoner or "take a hit" to avoid the investigation.

### Staff shortages

- Both operational and non-operational staff spoke about staff shortages at all grades (some attributing this Benchmarking and poor staff retention), resulting in 'a stressful and dangerous environment'. They discussed the impact staff shortages had on various aspects of their working lives, including: lack of contingency for unpredictable shortages (i.e. sickness and bed watches); increased workload pressure; regime delivery; difficulty accessing leave; and concerns about safety and security.
- Discipline staff expressed concerns about the serious consequences of staff shortages, particularly at night, if there was an incident. This included lack of discipline staff to respond to general alarms and the prison having too few staff to allow emergency services into/be dispatched from the prison. This was particularly felt to be true of the North site where staff were regularly taken to cover escorts etc. Participants described feeling "uneasy" about "very dangerous" staffing levels, and there were concerns that there would be an inexcusable death in the prison as a result.
- Although some of the issues created by discipline staffing shortages were said to be alleviated by detached duty staff, others described this as a "short term fix" and said that they were restricted in what they could do.
- Participants spoke about difficulties recruiting new staff due to the lack of pay incentive. There were some concerns about the quality of new staff being recruited with reference made to 15 interviews taking place recently and jobs being offered to all 15 candidates; the prison was thought to be "scraping the barrel". In a couple of groups, staff said, despite being told the prison was recruiting for vacancies in their departments, they could not see them advertised when they looked themselves.
- It was felt that most staff in the prison were looking for new jobs, even those with many years of service. These staff were being replaced by younger, unexperienced staff which, in turn, put pressure and increased responsibility on experienced staff.

### Safety

- Participants spoke at length about the impact staffing shortages had on the safety of staff and prisoners in the establishment. Discipline staff said that safe staffing levels were breached daily and described a pressure from management not to adhere to procedures despite feeling unsafe. They acknowledged that the consequences could be fatal yet were reluctant to raise concerns (some described experiences where they had been reprimanded for refusing to carry out a task they considered to be unsafe).
- Participants with prisoner contact described a lack of response to general alarms/incidents. Discipline staff said that they tried not to think about it otherwise they would be fearful of putting one foot in front of the other. Non-discipline staff who supervised prisoners in isolated areas also expressed concern as to where

## Please observe Handling Controls (Section 2)

help would come from if they needed it. Although they did not often feel scared or threatened at work, the potential danger they were in made them feel vulnerable.

- Some discipline staff spoke about frequent use of 'Spice' in the prison and how staff worked hard just to keep prisoners alive. Compared to their experiences in the past, some felt that there was a different culture of prisoners to their experiences in the past where prisoners had less respect for one another (e.g. comments such as "let him die Gov" during a 'Spice attack').

### Order, discipline, control & security

- Discipline staff were concerned about the way management dealt with prisoners' negative behaviour. This included instances where staff were asked to work with a prisoner who had assaulted them because the prisoner was "sorry" or it was not a "bad assault".
- Some non-operational staff described lack of confidence in challenging prisoners' behaviour due to a lack visible officer presence, or due to witnessing officers not challenging such behaviour themselves.
- Regarding security, some discipline staff felt that the Security department would benefit from having more operational staff working in it, as it used to, so that there was more operational knowledge. They spoke of instances where they were asked to do things by civilian staff in Security that they felt were unsafe.
- There was felt to be a lack of drugs searches around the prison (i.e. dog handlers on visits, 'the routes' etc.) and participants thought that the safety of the prison could be improved with a greater Security presence.

### Detail

- Although it was acknowledged that working in the detail office was a "thankless task", participants across a few groups discussed issues with detailing at Highpoint.
- One group described the daily detail as being "a mess", with the wrong staff working in the wrong areas. Coupled with staff shortages, participants said that they were receiving their detail at very short notice and that, even then, this was subject to change. They described the detail as "rob Peter to pay Paul" and this resulted in staff feeling that they did not know what they were doing at times. Some said that they tried to informally help each other out with the detail to keep staff on their own wings etc.
- Some spoke about POELT and detached duty staff being detailed to work alongside each other on a unit. If there was also an experienced officer on the unit, responsibility would fall to them (experienced staff were said to be referred to as 'senior' by the prison despite being the same grade as those they were working with).
- There was some suggestion that staff working in the detail office treated some staff, more favourably than others (e.g. not accommodating requests of staff who were not their friends).
- Participants said that the detail did not allow time for them to get from one area to another (i.e. being scheduled to both finish in one area, and start in the next, at the same time). Some said that they were working through 'tea breaks' to relieve one another.

### Regime & organisation

- Some participants said that there was a general lack of strategic planning, describing the prison as "surviving", and with each day being planned based on events from the previous day.
- Regarding the regime, discipline staff described the prison as "trying to achieve the unachievable" with the resources they had. Whilst it might not affect every wing, every day, participants said that somewhere in the prison would have its regime curtailed due to staffing shortages (often at short notice).
- Discipline staff described the 'traffic light regime' in place as being ineffective. The regime colours for each day were said to be decided on a wing by wing basis, rather than considering the prison as a whole. Whilst the ratio of staff to prisoners was correct for the regime colour in place, there was said to be a lack of support and response in the case of incidents due to there being too few staff in the prison as a whole. Participants recounted experiences where there had been only one discipline staff member responding to a general alarm (or in some cases none). It was said that most staff buried their heads in the sand because they did not feel safe running the prison as they did.

## Please observe Handling Controls (Section 2)

- Some spoke about staff finishing times and regime times not corresponding. This included Healthcare staff finishing at 5pm, leaving no onsite Healthcare in the prison until the next day. It was suggested that some prisoners exploited this to try and get things they wanted; they knew that if they claimed they had “taken something” staff would have to call 111 and inevitably they would be escorted to hospital (although some staff said that also they tended to call 111 during the day to “cover” themselves).
- Being locked up for long periods of time was said to result in prisoners becoming anxious, then “fiery” when unlocked. Participants said that staff tried to keep the regime running as well as they could (e.g. ensuring prisoners received at least some access to the gym) to prevent difficulties arising from prisoners, despite acknowledging that it was not always safe for them to do so.

### Stress & staff wellbeing

- Participants discussed the negative impact constant high levels of stress had on their health and wellbeing.
- Referring to anxiety/fear caused by management, participants spoke about the impact working at Highpoint had on their personal lives. This included worrying about possible repercussions if they had missed something/made mistakes at work, work playing on their minds, difficulty sleeping, and families noticing differences in their behaviour when they were on annual leave compared to when they were at work.
- Some discipline staff spoke about the profound affect being involved in incidents could have on them. They felt that there was a lack of regard for this and a lack of support and care for staff following incidents.

### Morale, motivation & job satisfaction

- Participants described morale as having gone “out of the window” under the current prison management, with even enthusiastic and experienced staff feeling defeated, disengaged and demoralised. As well as resulting in staff leaving, it was also said to have negatively affected attitudes towards work (e.g. “less bothered”) and consequently prisoners’ attitudes too.
- Some said that their motivation for staying in the job was solely monetary; if they were able to get a job elsewhere (in some cases for less money) then they would. Similarly, others said that they only continued to work at Highpoint because it suited their personal circumstances (e.g. location).
- Across groups, participants referred to their colleagues as keeping them going in the job. They described wanting to help each other, if not the prison, out and said that this went some way to preventing them from looking for alternative employment.
- Regarding job satisfaction, some referred to contact with prisoners and enjoying their specific jobs. Others described no longer having any satisfaction from their jobs, as well as a lack of variety in their roles.

### Colleagues

- Both operational and non-operational staff referred to positive, supportive relationships between colleagues (e.g. camaraderie, friendships and team work). These peer relationships, for many, was what ‘kept them going’. Participants said that they tried to help each other out as much as they could, often in response to their negative relationships with Senior Management (e.g. shift swaps and working closely within teams to “protect your own” from becoming vulnerable). Despite these positive relationships, there was some suggestion that increasing stress levels had resulted in bickering and some difficulties between peers.
- Others described a lack of understanding about what colleagues outside of their own teams or departments did, regardless of physical proximity. They felt that this was not conducive to cohesive working and, at times, prevented successful delivery.

### Line management

- Some acknowledged that their line managers were subject to the same treatment from Senior Managers as they were. This included their line managers feeling bullied, and not receiving communication/information that they could then cascade down to their staff.
- Some OSG staff said that they either did not have a line manager, or they did not know who their line manager was.

## Please observe Handling Controls (Section 2)

- When referring to positive and supportive relationships with colleagues, some participants also specifically mentioned their line managers.

### Lack of union support

- Some operational staff felt unsupported by the Prison Officers Association (POA), saying that they did not feel represented or get any action from complaints (they either went unanswered or were upheld).

### The Prison Service

- Although some still described a sense of pride in working for the Prison Service, others said that they would no longer recommend it as a place to work. For some experienced staff, there was the feeling that they were “trapped” by the Prison Service.
- Some participants referred to senior people in the Prison Service making decisions in their “ivory towers”, with seemingly little knowledge about the realities of working in a prison. Such decision makers were considered to be “out of touch” and unconcerned with the “nuts and bolts” of what happens in prisons.
- Regarding the Carillion contract, some said that getting things done (e.g. small repairs) took longer/was more convoluted. They expressed concerns with the Prison Service contracting out services in this way.

### Pay

- As well as speaking generally about not receiving a pay rise for several years, some participants spoke about difficulties recruiting due to the low salaries offered (particularly for Band 2 vacancies), disproportionate pay for the amount of prisoner contact some staff had, and staff regularly being paid incorrectly for overtime.
- At the time of the survey, a new pay structure had been announced which would see a salary increase for new Band 3 officers. This was described as a “major insult” to both experienced officers and officers who had started a few years ago on an “absolute pittance”. They discussed how this might create a division between staff, particularly where experienced officers were expected to mentor and teach new officers.

### Recognition & value

- Participants described a lack of recognition, thanks and appreciation from management for the work they did at Highpoint. It was felt that nobody noticed or acknowledged the good work they did (e.g. working late, beyond their remit, and doing overtime), but that staff were penalised quickly for any mistakes made.
- Non-operational staff perceived there to be a lack of recognition and regard for their work due to prison being focused on “operational drive”. Whilst they understood the operational needs of the prison, this focus was said to make such staff feel excluded.
- OSG staff referred to feeling “trodden on” and “bottom of the pile” (e.g. not being relieved for staff meetings).
- Although acknowledging that there was an awards system for staff, some said that staff had disengaged with the process due to the day-to-day lack of recognition for staff; some participants said that they did not want awards or vouchers but just a thank you. Others described the awards process as “corrupt” as they said that the Governor got the final say about who got an award.

### Training, progression & development

- OSG staff described a lack of formal training for new staff, leaving them feeling unsupported and left to their own devices. Training responsibility was said to fall to staff with more experience (including still quite new staff training newer staff), and relied on shadowing i.e. being put on a job with someone else and relying on them being competent in that area and interested in training them. Training solely in this way was felt to increase the risk that new staff were picking up bad habits.
- Despite there being formal POELT training for new officers, there was felt to be a lack of wing based training for new officers; some lacked confidence in the extent to which POELT training prepared new staff for the realities of working in a prison. In addition, they discussed the risks of new staff working alongside fellow inexperienced staff (“the blind leading the blind”).

## Please observe Handling Controls (Section 2)

- Some non-operational staff spoke about a lack of time to train everyone in all areas, as intended as 'hub' workers. They were concerned that they would make mistakes whilst trying to pick up unfamiliar work.
- Some perceived that there was unfair access to development and progression opportunities at Highpoint. This included differential access to courses and favoured staff being promoted above others (without correct formal procedures being followed).
- Due to being on old terms and conditions, some participants described feeling "stuck". A progressive move would mean new terms and conditions under Fair & Sustainable; for this they would suffer financially.
- The Staff Performance Development Report (SPDR) process was thought to be "a joke" with "nothing to gain from it". Some said that whilst their managers had submitted markings for them on the system, they had not engaged in any communication, conversations, or meetings about their development. Those who did have a meeting with their manager to discuss their SPDR still considered the process to have "no point" as they knew that their line manager had already decided their marking prior to the discussion. Some participants also said that they had been told that a marking of "exceeded" was unattainable (others suggested that only "loud" or "abrasive" staff achieved this marking).

### Facilities & resources

- Generally, participants spoke negatively about the facilities and resources for staff at Highpoint. This included poor IT systems and access to computers, there being too few car parking spaces, equipment for operational staff, mess facilities, and office space.
- Operational staff spoke about faulty baton holders and described incidences where batons had fallen out of the holders as a result (when that happened staff were said to be blamed rather than the equipment). Similarly, participants said that they experienced difficulties getting working radio batteries.
- In most groups, participants made reference to a lack of 'mess' facilities where they could buy or consume food. As well as it being difficult for staff to go and buy food on their lunch breaks due to the remote location of the prison, there was felt to be no suitable space for staff to take time out and get away from their desks or areas of work. Some said that the prison did have a staff mess that was no longer in operation (although even when it had been this provision was described as poor and in need of refurbishment).
- Some spoke about difficulties accessing computers and others described frustration at ineffective IT (e.g. computers crashing 'every five minutes').
- Some non-operational staff said that, despite working as part of bigger teams in 'hubs', they were still physically separate from their colleagues, working in several smaller offices, due to a lack of suitable office space. This way of working was not felt to be conducive to successfully working as a hub or wider team.
- In some groups, participants described 'terrible' staff facilities due to a lack of investment in staff. This included the amount of location of staff toilets, poor conditions of offices (e.g. lack of heating, leaking roofs and holes in the carpets) and being responsible for cleaning their own offices.
- Some discipline staff spoke about prisoners being allowed only one toilet roll a week (as a result of budgets and lack of money). Participants felt unable to provide prisoners with basic hygiene, and spoke of instances where 'J-cloths' or similar had been issued/suggested instead. Restrictions on accessing toilet roll was said to cause daily confrontation between staff and prisoners, as well a conflict between prisoners.

### Workloads

- Across grades and disciplines, participants spoke about high workloads, pressures and time restraints, largely attributing this to staffing shortages
- Some said that if they approached management to say that their workload was too high, they were told "so is mine" or to put some things aside (knowing that there was nothing they could put aside). Participants said that the attitude was "just get on with it" and there was no excuse for work to not be completed. They were concerned that such high workloads were going to cause individuals/departments to "end up folding in".
- Participants across groups described being regularly expected to complete tasks outside of their job specification, including doing jobs above or below their grade, and work for other departments/functions.

## Please observe Handling Controls (Section 2)

- Where departments were small and there were staff shortages, annual leave was said to have a big impact on workload volume. Participants described feeling guilty that their colleagues had to try and manage their workloads, as well as their own, when they were on leave. Inevitably, they also knew that their colleagues would not be able to achieve this fully and that they would be returning to work that had built up.

### Work-Life balance

- Participants described a lack of flexibility from management regarding their work-life balance, including requests for what were considered to be even minor adaptations to working hours. Whilst the prison was said to be advertised as 'family friendly', some said that work-life balance applications tended to be rejected.
- Some spoke about experiences where management had expected them to make adjustments to their working hours, sometimes at short notice, to suit the needs of the business.
- Regarding TOIL, participants spoke of times when they had accrued hours but were then not permitted to take it back or be paid for their time. Similarly, participants who worked 'flexi-hours' described finding it difficult to take the hours they had accrued, often to keep up with workloads, back.
- Some described difficulties obtaining annual leave, particularly 'ad hoc' leave (one or two days rather than 'block' leave of a full week). Despite requesting leave far in advance, they said that 'ad hoc' leave would remain 'pending' until closer to the time. This resulted in feeling "almost impossible" to plan holidays etc.
- Discipline staff spoke about reduced lunch breaks due to incorrect roll counts and working through 'tea breaks' in order for the regime to run.

