Staff survey methodology and results

HMP Spring Hill

August 2026

Contents

Staff survey methodology 3

Staff survey 4

Staff survey methodology

A survey of staff is carried out at the start of every inspection, the results of which contribute to the evidence base for the inspection.

HMI Prisons researchers developed an online questionnaire consisting of structured questions exploring the experience of staff in the establishment. There are also four open questions which allow staff to describe their experiences and tell inspectors anything else they think is important. These comments are not published or shared with the establishment.

Distribution

HMI Prisons researchers provide a link to the survey embedded in a covering email. The covering email explains the purpose of the survey, that participation is voluntary and gives assurances about confidentiality and anonymity, enabling staff to give their informed consent to participate. This email is sent to the establishment with a request that it is forwarded to all staff working at the establishment; an HMI Prisons researcher is copied into this email to provide assurance. Additionally, researchers distribute postcards to wing offices for the attention of staff about details of the online survey which included the link.

Survey response

The survey was sent to approximately 264 email addresses at Spring Hill. Staff were given seven days to complete the survey. We received a total of 60 completed questionnaires.

We cannot be sure that every member of staff working at the establishment received the email. Furthermore, because the online survey is set up to enable multiple responses from a single device (to facilitate participation by those who share computers), it is possible that individuals may have completed the questionnaire more than once. It is therefore not possible to provide an accurate response rate.

Full survey results

The full survey results for staff at Spring Hill provide a breakdown of responses for only the structured questions. Percentages have been rounded and therefore may not add up to 100%.

The full inspection report is available on our website at:
https://www.justiceinspectorates.gov.uk/hmiprisons/inspections/

Staff survey

Q1 Please tick the option which most closely matches your role:

Frontline operational staff	19 (32%)
Operational manager	7 (12%)
Health care staff	5 (8%)
Education, skills and work staff	4 (7%)
Administrative staff	11 (18%)
Other staff	14 (23%)

Staff well-being

Q2 How well is the establishment supporting staff well-being?

Very well	15 (25%)
Quite well	20 (33%)
Neither well nor poorly	14 (23%)
Quite poorly	9 (15%)
Very poorly	2 (3%)

Q3 How would you describe your morale at work:

Very high	3 (5%)
High	31 (52%)
Neither high nor low	9 (15%)
Low	14 (23%)
Very low	3 (5%)

Prisoner well-being

Q4 Please indicate to what extent you agree or disagree with the following statements:

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know
Reasonable steps are being taken to keep prisoners safe	25 (42%)	16 (27%)	8 (14%)	5 (8%)	5 (8%)
Prisoners are having enough time out of their cells	51 (85%)	2 (3%)	1 (2%)	0 (0%)	6 (10%)

Leadership in this establishment

Q5 How clearly are the top priorities of this establishment communicated to you?

Very clearly	13 (22%)
Quite clearly	27 (45%)
Not very clearly	12 (20%)
Not at all clearly	3 (5%)
I don't know the top priorities	5 (8%)

Q5a To what extent do you agree or disagree with this establishment's priorities?

Strongly agree	15 (27%)
Somewhat agree	25 (45%)
Somewhat disagree	8 (15%)
Strongly disagree	2 (4%)
Don't know	5 (9%)

Q6 Please indicate to what extent you agree or disagree that your knowledge and skills are sufficient to do your job well *(e.g. training and development opportunities)***:**

Strongly agree	34 (57%)
Somewhat agree	23 (38%)
Somewhat disagree	2 (3%)
Strongly disagree	1 (2%)

Q7 How often do you meet with someone (a manager or mentor) to discuss how you are progressing in your role?

About once a month	33 (55%)
Approximately once every three months	17 (28%)
Approximately twice a year	4 (7%)
Once a year or less	4 (7%)
I have not had the opportunity to meet with someone	2 (3%)

Q8 Please rate the quality of support you receive from your line manager:

Very good	31 (52%)
Good	14 (23%)
Neither good nor poor	10 (17%)
Poor	5 (8%)
Very poor	0 (0%)

Q9 Please use the scale to rate the following statements:

	Always	Often	Occasionally	Never	Don't know
Governors/directors and senior managers in this establishment are approachable (e.g. they take time to listen)	23 (38%)	21 (35%)	14 (23%)	1 (2%)	1 (2%)
Governors/directors and senior managers in this establishment acknowledge and celebrate good work	14 (23%)	23 (38%)	17 (28%)	4 (7%)	2 (3%)
Governors/directors and senior managers set high standards of behaviour for staff	22 (37%)	20 (33%)	14 (23%)	1 (2%)	3 (5%)
Governors/directors and senior managers challenge poor behaviour by staff	13 (22%)	16 (27%)	16 (27%)	7 (12%)	8 (13%)
Governors/directors encourage staff to reflect on and learn from their mistakes	9 (15%)	18 (30%)	14 (23%)	7 (12%)	12 (20%)
Governors/directors use feedback from prisoners, staff and others to generate ideas, create plans and measure progress	11 (18%)	16 (27%)	15 (25%)	10 (17%)	8 (13%)

Raising concerns

Q10 Do you know what the formal procedure is to raise concerns (whistleblowing) in this establishment?

Yes	45 (75%)
No	15 (25%)

Q11 Have you formally raised concerns about this establishment?

Yes	5 (8%)
No	55 (92%)

Q12 Would you formally raise concerns if you had any?

Yes	38 (69%)
No	2 (4%)
Don't know	15 (27%)

Q14 Who or what organisation did you raise your concern to? *(Please select more than one if relevant)*

A colleague	2
A manager	3
Human resources	0
Ofsted or Estyn	0
Care Quality Commission or Healthcare Inspectorate Wales	0
HM Inspectorate of Prisons	0
Trade union	1
Professional organisation	0
Police	0
Other	1

Q15 Were your concerns taken seriously?

Yes	1 (20%)
No	2 (40%)
Don't know	2 (40%)

Q16 Was any effective action taken in response to the concerns you had raised?

Yes	1 (20%)
No	4 (80%)
Don't know	0 (0%)

Q18 Have you ever witnessed staff behaving inappropriately towards prisoners at this establishment?

Yes	10 (17%)
No	47 (78%)
Don't know	3 (5%)

Q19 Have you ever witnessed staff behaving inappropriately towards each other at this establishment?

Yes	15 (25%)
No	40 (67%)
Don't know	5 (8%)