



Staff survey methodology and results

HMP Hewell

June 2025

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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 499 email addresses at HMP Hewell. Staff were given six days to complete the survey. We received a total of 152 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 HMP Hewell 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	91 (60%)
Operational manager	18 (12%)
Health care staff	0 (0%)
Education, skills and work staff	7 (5%)
Administrative staff	19 (13%)
Other staff	17 (11%)

Staff well-being

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

Very well	8 (5%)
Quite well	37 (24%)
Neither well nor poorly	39 (26%)
Quite poorly	44 (29%)
Very poorly	24 (16%)

Q3 How would you describe your morale at work:

Very high	5 (3%)
High	24 (16%)
Neither high nor low	46 (30%)
Low	49 (32%)
Very low	28 (18%)

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	48 (32%)	76 (50%)	11 (7%)	6 (4%)	10 (7%)
Prisoners are having enough time out of their cells	90 (60%)	36 (24%)	6 (4%)	2 (1%)	17 (11%)

Leadership in this establishment

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

Very clearly	17 (11%)
Quite clearly	53 (35%)
Not very clearly	47 (31%)
Not at all clearly	11 (7%)
I don't know the top priorities	23 (15%)

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

Strongly agree	23 (18%)
Somewhat agree	48 (38%)
Somewhat disagree	23 (18%)
Strongly disagree	18 (14%)
Don't know	16 (13%)

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.....	37	(25%)			
	Somewhat agree.....	83	(56%)			
	Somewhat disagree	17	(11%)			
	Strongly disagree	12	(8%)			
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.....	22	(14%)			
	Approximately once every three months.....	29	(19%)			
	Approximately twice a year	13	(9%)			
	Once a year or less	56	(37%)			
	I have not had the opportunity to meet with someone.....	32	(21%)			
Q8	Please rate the quality of support you receive from your line manager:					
	Very good.....	33	(22%)			
	Good	36	(24%)			
	Neither good nor poor	27	(18%)			
	Poor	18	(12%)			
	Very poor	38	(25%)			
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)	14 (9%)	38 (25%)	57 (38%)	39 (26%)	4 (3%)
	Governors/directors and senior managers in this establishment acknowledge and celebrate good work	11 (7%)	27 (18%)	63 (41%)	46 (30%)	5 (3%)
	Governors/directors and senior managers set high standards of behaviour for staff	10 (7%)	41 (27%)	51 (34%)	46 (30%)	4 (3%)
	Governors/directors and senior managers challenge poor behaviour by staff	12 (8%)	31 (20%)	51 (34%)	52 (34%)	6 (4%)
	Governors/directors encourage staff to reflect on and learn from their mistakes	11 (7%)	27 (18%)	46 (30%)	50 (33%)	18 (12%)
	Governors/directors use feedback from prisoners, staff and others to generate ideas, create plans and measure progress	10 (7%)	20 (13%)	45 (30%)	52 (34%)	25 (16%)

Raising concerns

Q10	Do you know what the formal procedure is to raise concerns (whistleblowing) in this establishment?	
	Yes.....	103 (68%)
	No	49 (32%)
Q11	Have you formally raised concerns about this establishment?	
	Yes.....	31 (20%)
	No	121 (80%)
Q12	Would you formally raise concerns if you had any?	
	Yes.....	77 (64%)
	No	17 (14%)
	Don't know	26 (22%)
Q14	Who or what organisation did you raise your concern to? <i>(Please select more than one if relevant)</i>	
	A colleague	6
	A manager	2
	Human resources.....	1
	Ofsted or Estyn	0
	Care Quality Commission or Healthcare Inspectorate Wales	0
	HM Inspectorate of Prisons.....	1
	Trade union.....	1
	Professional organisation	1
	Police	5
	Other.....	6
Q15	Were your concerns taken seriously?	
	Yes.....	6 (19%)
	No	22 (71%)
	Don't know	3 (10%)
Q16	Was any effective action taken in response to the concerns you had raised?	
	Yes.....	5 (16%)
	No	22 (71%)
	Don't know	4 (13%)
Q18	Have you ever witnessed staff behaving inappropriately towards prisoners at this establishment?	
	Yes.....	59 (39%)
	No	80 (53%)
	Don't know	13 (9%)
Q19	Have you ever witnessed staff behaving inappropriately towards each other at this establishment?	
	Yes.....	98 (64%)
	No	48 (32%)
	Don't know	6 (4%)