















# International Prison Chaplains' Association



- 
- England & Wales
  - 133 Prisons
  - 85,000 Prisoners (17/04/2015)
  - 150 people per 100,000
- 
- Germany
  - 61,872 Prisoners (30/11/2014)
  - 76 people per 100,000



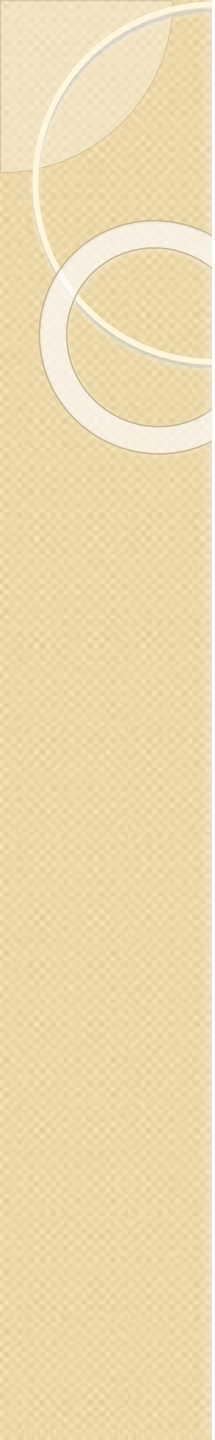
## Rates of Imprisonment in Europe

Russian Federation	864197	2010	609
Georgia	23684	2010	530
United Kingdom: England & Wales	84725	2010	153
Ireland, Republic of	4290	2010	96
Netherlands	15235	2010	92
Germany	72052	2010	88
Iceland	165	2010	52
TOTAL	1911754		148.68







- 
- Criminal Justice Act 2003
  - Punishment
  - Deterrence
  - Rehabilitation
  - Public Protection
  - Reparation to victims
- 
- Prison Sentence when offence is too serious for fine or community sentence





# NOMS Employment

201049230

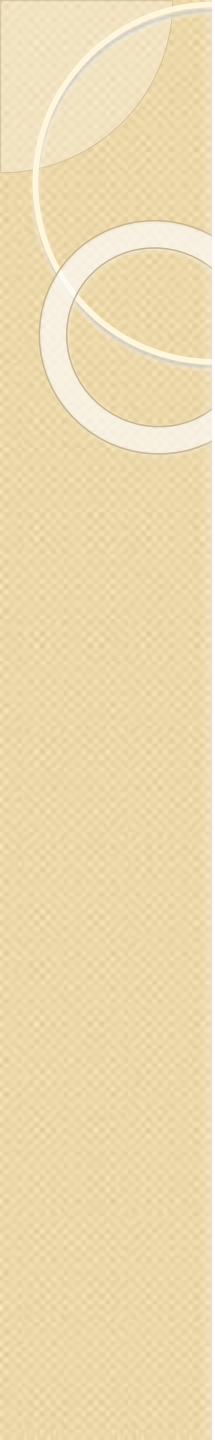
201435110

Reduction 30%





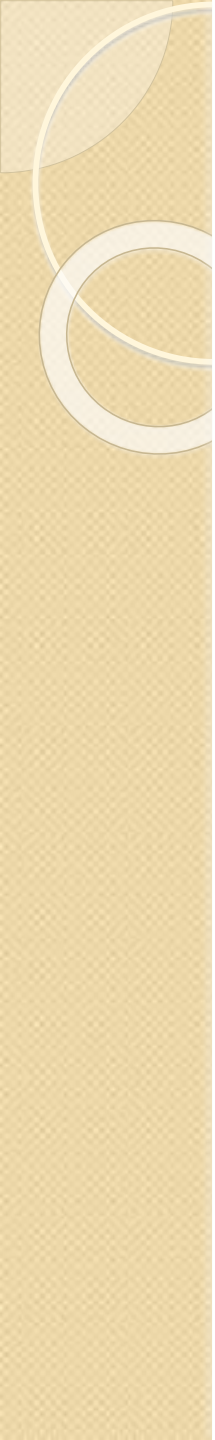


- 
- The Prison Service does not always take the responsibility of ensuring that staff have the emotional resilience, capacity or attitude to do this work.
  - Casualties are frequent if staff are not managed, nurtured, cared for and given the opportunity to make sense of their experience.







- 
- Where do prison staff find the personal values and standards for their work?
  - How does the Prison Service motivate its staff?
  - How does the Prison Service reward staff who demonstrate high standards?
  - How does the Prison Service react to those who do not?














All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood.

## UN Declaration of Human Rights 1948

### Article I







UNCJIN - Standard Minimum Rules for the Treatment of Prisoners



# **Standard Minimum Rules for the Treatment of Prisoners**

**Approved by the Economic and Social Council, 31 July 1957  
(resolution 663 C I (XXIV)), on the recommendation of the First Congress**









1950

European Convention of Human Rights

2006

European Prison Rules

2012

Ethics for Prison Staff

<http://www.coe.int>





## EPR 2006

Basic Principles as SMR but...

Prison work as a public service...

Selection and training of staff...

Prison Management...

Public Awareness...

Inspection and monitoring...







# Council of Europe

CONSEIL DE L'EUROPE

advanced search

## Committee of Ministers

[Home](#) [The Council in brief](#) [Human Rights](#) [Democracy](#) [Rule of Law](#) [Organisation](#) [47 Countries](#) [Topics](#) [Newsroom](#)

[LOGIN](#) [PRINT](#) [WORD](#) [SEND](#) [BOOKMARK](#) [RELATED DOCUMENTS](#) [LANGUAGE](#) [HELP](#)

**Recommendation CM/Rec(2012)5  
of the Committee of Ministers to member States  
on the European Code of Ethics for Prison Staff**

*(Adapted by the Committee of Ministers on 12 April 2012  
at the 1140th meeting of the Ministers' Deputies)*

The Committee of Ministers, under the terms of *Article 15.b* of the Statute of the Council of Europe,  
Recalling that the aim of the Council of Europe is to achieve greater unity between its members;  
Bearing in mind that it is also the purpose of the Council of Europe to promote the rule of law, which constitutes the basis of  
all genuine democracies;  
Considering that the criminal justice system plays a key role in safeguarding the rule of law and that prison staff have an  
essential role within that system;  
Having regard to the European Convention on Human Rights (ETS No. 5) and the case law of the European Court of Human  
Rights;  
Having regard also to the work carried out by the European Committee for the Prevention of Torture and Inhuman or





## EPR 77

When selecting new staff the prison authorities shall place great emphasis on the need for integrity, humanity, professional capacity and personal suitability for the complex work that they will be required to do.









## Ethics for Prison Staff 2012

Promote High standards of honesty and integrity (5)

Respect and protect right to life (10)

Treat all persons with politeness and respect (14)













# Ministry of **JUSTICE**

National Offender  
Management Service





National Offender  
Management Service

Our People

Being the best  
we can be

2015 - 2020




## Our People

Being the best we can be





 <b>Ministry of JUSTICE</b> National Offender Management Service		
<b>NOMS PERFORMANCE MANAGEMENT POLICY</b>		
This instruction applies to:		Reference:
→ NOMS Agency staff (Headquarters) → Agency Instruction		AJ/11/01/2013
→ Prisons → Prison Service Instruction		PSI/11/01/2013
Issue Date:	Effective Date:	Expiry Date:
28 March 2013	1 April 2013	31 March 2016
Issued on the authority of:	NOMS Agency Board	
For action by (Who is this instruction for):	All staff responsible for the development and publication of policy and instructions (Double click in box, as appropriate) <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> NOMS HQ</li> <li><input checked="" type="checkbox"/> All prisons</li> <li><input checked="" type="checkbox"/> Contracted Prisons</li> <li><input checked="" type="checkbox"/> Probation Trusts</li> <li><input checked="" type="checkbox"/> Governors</li> <li><input checked="" type="checkbox"/> Heads of Groups</li> <li><input checked="" type="checkbox"/> Contract Managers in Probation Trusts</li> <li><input checked="" type="checkbox"/> Probation Trust Chief Executives</li> </ul> * If this box is marked, then in this document the term Governor also applies to Directors of Contracted Prisons	
Instruction type:	Delivery of HR functions	
For information:	All staff	
Provide a summary of the policy aim and the reason for its development/revision:	A new standalone NOMS policy on Managing Poor Performance Policy is being introduced with effect from 1 April 2013 - please see Managing Poor Performance Policy (PSI/12/0013/AJ/02/2013). The chapter on Managing Poor Performance contained in this policy is therefore being removed. Small changes are made to the management of probation to reflect the new poor performance policy, and out of date references are being updated.	
Contact:	Queries to Shared Services HR Contact Centre 0845 010 3604 / RN 7190 3504	
Associated documents:	PSI/12/0013 - AJ/02/2013 Managing Poor Performance Policy	
Audit/monitoring: Directors, Deputy Directors Custody, Governing Governors, and Heads of Group will ensure compliance with the mandatory actions set out in this instruction.		
Introduces amendments to the following documents: NONE		





## NOMS Professional Standards

NOMS staff are expected to meet high standards of professional and personal conduct in order to deliver the NOMS Vision.

Staff are personally responsible for their conduct.

Misconduct will not be tolerated .

Failure to comply with these standards may result in dismissal from the Service.





# NOMS Values

be open, honest and transparent

incorporate equality and diversity in all they do

value and empower staff, and work collaboratively with others

give offenders respect and dignity





# Area Commendation

*This is to acknowledge that*

**Bill Cave**

*Has made an outstanding contribution to HM & Weare in  
working to develop a "Buddies" scheme to aid the development of suicide  
awareness.*

**Adrian Smith  
Area Manager**







# DO YOU KNOW SOMEONE WHO GOES ABOVE AND BEYOND?

The Butler Trust Awards are for people  
working in UK primary, secondary & youth sectors  
and are presented by **HHR The Princess Royal**.



For more information, including how you can  
nominate someone: [www.butlertrust.org.uk](http://www.butlertrust.org.uk)



## Welcome to the Butler Trust

The Butler Trust recognises, celebrates, develops and shares good practice by people working in prisons, probation, and community and youth justice, across the UK.

The Trust is a registered charity, set up in 1985, and is named after reforming former Home Secretary, "RAB" Butler.



Our Development Programme helps our Winners build on their achievements

### ANNUAL AWARDS

The Butler Trust Annual Awards celebrate outstanding dedication, skill and creativity by people working in correctional



### DEVELOPMENT PROGRAMME

Our Development Programme helps our Award Winners and Commendees to learn from and build upon their



### SHARING GOOD PRACTICE

Our good-practice.net website and workshop programme help spread good practice across UK prisons, probation and





## CLARE COWELL (HMP GRENDON)



AWARD WINNER 2014-15: Clare gets her Award for the care, dedication and compassion that she brings to her role as a Prison Officer. She was taken hostage by a prisoner in 1995 and considers that the driving force behind her passion to understand and help those in her charge. Clare's Governor describes her as "quite simply... the best officer currently working at Grendon". [This Award is supported by the [Prison Officers Association](#).]



## JOHANNE TOMLINSON (HMP Stafford)



AWARD WINNER 2014-15: Johanne, a nurse at HMP Stafford, receives an Award for her work in the management and care of prisoners with anxiety disorders, in particular with veterans with PTSD and related conditions. Johanne was nominated by a prisoner, and armed-services veteran, who praised her "complete dedication, understanding, commitment and professionalism". [This Award is supported by [G4S Care & Justice Services](#).]





*Certificate Of Nomination  
To Commend*

*Reverend Bernard Cave*

*On Being Nominated For A Butler Trust Award  
In The Year 2004*

*W. J. H. H. H. H. H.*  
Chairman

**THE ANNUAL AWARD SCHEME FOR THE UK PRISON SERVICES**

A Butler Trust Award is made for an outstanding contribution by individuals or groups working in the Prison Services of England and Wales, Scotland and Northern Ireland. Awards recognise excellence, innovation and development potential in the work of staff who provide effective care for offenders during their imprisonment and the opportunity for re-establishment in the community on release.



*HL Deb 28 June 1999 vol 603 cc32-45 [32](#)*

[§](#) 4.31 p.m

[§ The Minister of State, Home Office \(Lord Williams of Mostyn\)](#)

"Prosecutions: before coming on to the report, let me, however, first deal with the question of the prosecution of certain prison officers. On 15th June, after a detailed police investigation, the Crown Prosecution Service announced that 25 prison officers from Wormwood Scrubs were to be charged with offences of assault on prisoners.



Home News U.S. Sport TV&Showbiz Australia Femall Health Science Money Video Travel Fashion Finder

Latest Headlines News Arts Headlines Pictures Most read News Board Wires

Logi



Look who's back in business! Jeremy



I don't want to cut child benefit, says



Tories and Lib Dems at war over



How an elastic band can save your



British toddler died when high-speed



Have scientists finally unlocked the

1 the die

## One prison officer a week is caught getting too close to inmates but only a handful are prosecuted

- 120 prison officers were disciplined over 2.5 years
- Only a handful were prosecuted
- Less than a third dismissed
- Six women were sacked or forced to resign from a young offenders institution in Buckinghamshire
- Figures come after the imprisonment of Zani Khan, 27, who faces 12 months in jail after exchanging

Site Web Enter your search Search





Home News U.S. Sport TV&Showbiz Australia Femall Health Science Money Video Travel Fashion Finder

Latest Headlines | News | Arts | Headlines | Pictures | Most read | News Board | Wires

Login



PICTURED:  
Terrifying moment



More than 1,100 are  
killed in monster



Thousands of  
parents risk



Man who raped his  
own daughter and



EU chiefs brand  
Greek finance



Argentinian judge  
BACKS mob who



Britain  
world

## Female prison officer jailed for exchanging innuendo-laden love letters with two inmates - including a murderer serving life sentence

- Syndi Baker forged close relationships with two male prisoners at work
- Was exposed after prisoner alluded to having a sexual relationship with her
- She met one inmate while working at young offenders institution HMP Isis
- Court told her letters had 'sexual innuendos' and 'romantic overtures'
- She was sentenced to 12 months in jail for breach of a trusted position

By KHALEDA RAHMAN FOR MAILONLINE

PUBLISHED: 19:58, 22 December 2014 | UPDATED: 21:52, 22 December 2014

Site Web Enter your search Search

Like  
Daily Mail

Follow  
@natymailuk

Follow  
Daily Mail

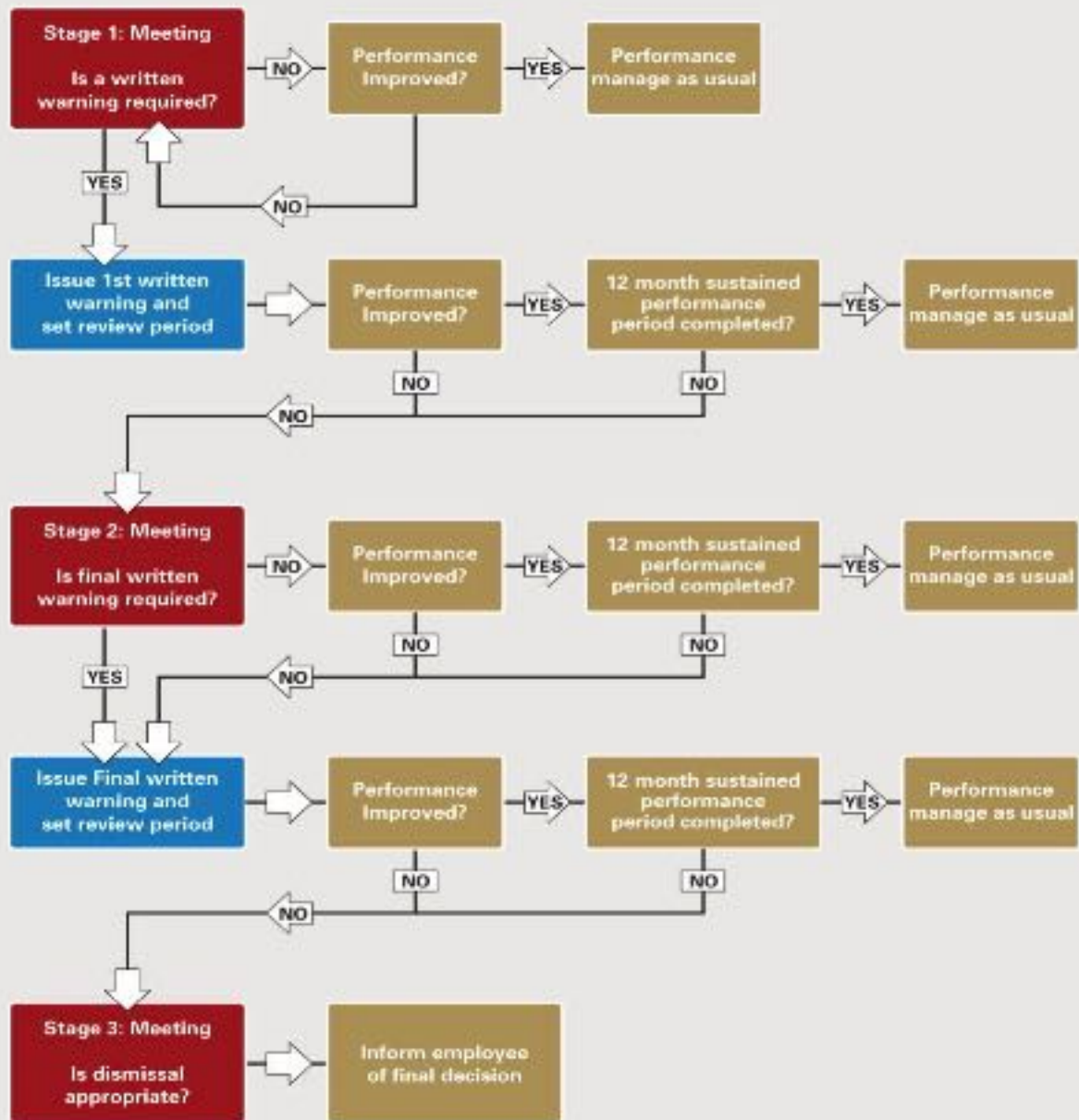
+1  
Daily Mail

### DON'T MISS

► One Direction's Louis Tomlinson 'takes one girl back to his room for SIX hours after late-night boozy antics' Appears to be enjoying

















Appeal No. UKEAT/0351/07/ZT

**EMPLOYMENT APPEAL TRIBUNAL**  
58 VICTORIA EMBANKMENT, LONDON EC4Y 0DS

At the Tribunal  
On 7 December 2007

**Before**

**HIS HONOUR JUDGE PETER CLARK**

**MRS D EVANS CBE**

**MRS M McARTHUR BA FCIPD**

---

PETER XXX

APPELLANT

H M PRISON SERVICE

RESPONDENT

---

Transcript of Proceedings

JUDGMENT











LIVING  
*into*

# COMMUNITY

*Cultivating Practices That Sustain Us*

— CHRISTINE D. POHL —











Danke für Ihre Aufmerksamkeit



















- 
- National Offender Management Service
  - (NOMS)

- 31/03/2010

- NOMS HQ Staff 4150

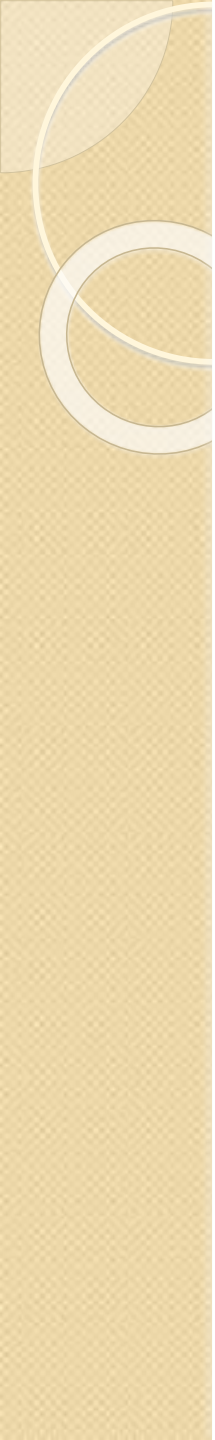
- Prisons 45080

- NOMS HQ Staff 2560

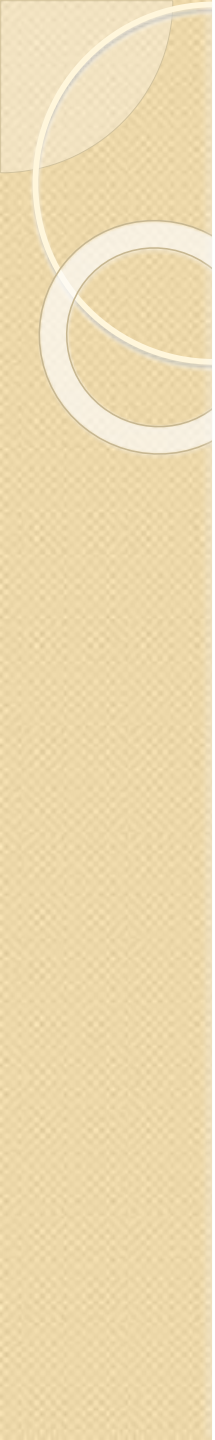
- Prisons 32550

- In prisons



- 
- HMCIP Annual Report 2013-14
  - 24% Financial reduction by 2014/15
  - Increasing population
  - Overcrowding
  - Reduction of prisoner programmes
  - New government resettlement policy



- 
- HMCIP Annual Report 2013-14
  - Increased assaults, bullying, & suicides
  - BBC Jan 2015 Radio Programme
  - Prison Officers Association
  - Increasing problems of violence
  - “a wing and a prayer”











TM

# Duty of Care



- 
- Duty of Care
  - To take reasonable care for the safety of staff carrying out their employment.
  - Burns v MoJ [2012] EWHC 876



- 
- UN SMR 1957
  - Basic Principles...
  - Accommodation...
  - Hygiene...
  - Food...
  - Exercise...
  - Medical Support...
  - Discipline and Punishment ...
  - Family Contact...
  - Religion and Culture...



## Our People

Being the best we can be



**Our People is about connecting all of us with what we want to achieve and how we want to work.**

The expectation on our people has always been high: to prevent victims by changing lives.

The only way to deliver successfully on reducing reoffending in a safe and decent manner is if we remember that every person here is working to the same goal.

It can sometimes be hard for those who do not work with us to understand how challenging delivering those business goals can be. This is why it is important for staff to work together and support each other, because you are the ones who really understand what it can take to **be the best we can be**.

Everyone needs to know where they fit in, how they can best work with others and above all to understand what their value is.

This understanding begins with you because Our People was not created from the boardroom by Ministers or directors. It has grown from direct engagement with prison staff, probation staff and HQ staff about what you wanted to make NOMS a better place to work.

The organisation has listened closely to what you have to say and will commit to supporting you, your colleagues and your managers in shaping how we deliver and develop in the coming years.

**This is your time to influence how you work, to help create a powerful team and to make our agency be the best we can be.**

*Michael Spurr*

**Michael Spurr**  
NOMS Chief Executive Officer

### Annual Review

While we expect Our People to remain constant over the next 5 years, how we deliver that is not set in stone. Every year, through the NOMS People Subcommittee, each Directorate will assess the impact of the work undertaken in the last 12 months and will re-set the focus for the next 12 months.



## Our People

Being the best we can be



### Me: Being the best I can be

#### I HAVE PURPOSE

How can I better understand how my work fits in?

Look at NOMS' Statement of Purpose and Vision. How does it relate to your work?

Talk to your manager to clarify your purpose.

Re-prioritise or re-think your approach if necessary.



Paul Murray  
Prison Officer  
of the Year 2014

#### I HAVE INTEGRITY

How do I know what standards and behaviours are expected of me?

Look at NOMS' Values. How do you demonstrate these in the way you work?

Ask for feedback from your colleagues and manager.

Do you treat offenders, staff and partners fairly and professionally?

#### I VALUE

How will people know if I value their contribution?

Do your colleagues and manager give you feedback either formally (e.g. through SPDR), or informally (a 'thank you')?

How can you demonstrate your value?

Do you value the diversity of all the people you work with?

#### I ACHIEVE

How do I know what my goals are and how will I be supported?

Set and review your objectives with your manager.

Are they stretching enough?

Do you have the skills and resources you need to achieve them?



Stuart Huckle  
Public Protection Security  
and Risk Management  
Unit - Prison  
Officer of the Year  
Awards 2014

#### I ASPIRE


How can I make things work better? And what can I do to develop & learn?

Do you know how best to make your ideas heard in your team or area of work?

Have you thought about how you want to develop?

Look at Civil Service Learning. What support do you need?



- 
- NOMS staff are expected to meet high standards of professional and personal conduct in order to deliver the NOMS Vision. All staff are personally responsible for their conduct.
  - Misconduct will not be tolerated and failure to comply with these standards can lead to action which may result in dismissal from the Service.



- 
- **NOMS Professional Standards**
  - **be objective and take full account of public protection when assessing risk.**
  - **open, honest and transparent.**
  - **equality and diversity in all they do.**
  - **value and empower staff, and work collaboratively with others.**
  - **treat offenders with respect and dignity.**







Appeal No. UKEAT/0387/06/MAA

**EMPLOYMENT APPEAL TRIBUNAL**  
58 VICTORIA EMBANKMENT, LONDON EC4Y 0DS

At the Tribunal  
On 20 October 2006  
Judgment delivered on 15 November 2006

**Before**  
**THE HONOURABLE MR JUSTICE UNDERHILL**  
**(SITTING ALONE)**

---

HM PRISON SERVICE

APPELLANT

DR U XXX

RESPONDENT

---

Transcript of Proceedings

JUDGMENT

---