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THE  
**BIG**  
QUESTION  
REPORT

**AUGUST 2015**

**cilip**

Chartered Institute of  
Library and Information  
Professionals



# INTRODUCTION

I am very pleased to introduce the Big Question report on behalf of the committee of the Cilip Prison Libraries group.

The world of prison libraries is a constantly evolving landscape, responsive to and affected by change both in public libraries and in the prison service. The last few years have been a time of significant development and challenge in both sectors, and we were keen to see what effects – positive and negative – this has had on the delivery of prison library services.

The collection and analysis of such a large amount of data was a mammoth task and I would like to thank members of the Prison Libraries Group committee for their efforts in this respect.

Most of all, I would like to thank all of the prison library staff right across the country who took time to complete the survey and have enabled us to produce an accurate picture of prison libraries today.

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Chair, Cilip Prison Libraries Group  
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# EXECUTIVE SUMMARY

- | This survey generated a response rate of 72%. It analyses the responses of 91 establishments of all types and category
- | 73% of respondents were part way through the implementation of New Ways of Working and this report demonstrates that NWOW has had a profound effect on prison libraries
- | There is an increasing reliance on civilian library staff for the supervision of offenders within the library
- | 74 prisons are operating at a staffing level below that recommended in the PSI 45/2011, which was in force at the time of the survey
- | More than half of prisons responding have a signed service level agreement between the prison and library service provider
- | 84% of prison libraries deliver some activity in partnership with a third party organisation. These range from creative reading activities to job clubs and family learning groups
- | Satisfaction levels for legal enquiries were generally good, with 67% of respondents always or often being able to provide information
- | Half of the libraries responding are connected to their public library authority library management system, but 5 libraries are still reliant on a manual issue system
- | 61 prisons have PCs in the library for offenders to use, and 13 have Virtual Campus PCs in the library

# BACKGROUND AND METHODOLOGY

This report details the findings of the Big Question survey which was carried out by the Cilip Prison Libraries Group in 2014. The aim was to gather a clear picture of what is happening in prison libraries at a time of great change in both the prison estate and public libraries.

There were four key objectives:

- | To establish what, if any, effect New Ways of Working is having on prison libraries.
- | To see how prison libraries are actually being managed.
- | To see how the library fits into the prison structure and regime.
- | To see what access there is to IT for both staff and offenders.

The Big Question survey was distributed to libraries in prisons and IRCs during May 2014 and by October 72 % of prisons in England and Wales had responded. There was also one response from Scotland and one from Northern Ireland and one from Jersey. (Jurby prison in the Isle of Man also responded but work under such different circumstances that it was not possible to include their responses). The survey included public and private facilities. All categories of prison are represented in the survey, including two Immigration Removal Centres.

This survey is the first comprehensive look at the function of prison libraries since 2003, when the Offender Learning and Skills Unit commissioned the RCU Ltd. to carry out a detailed survey to inform the creation of a service specification for prison libraries. Certain elements of the RCU survey are referenced in this report.

At the time of the survey, libraries were working under Prison Service Instruction 45/2011 and the guidelines included within that. With the publication of PSI 2/2015, these guidelines have changed. The answers in this report are relevant to the earlier guidelines.

A narrative report is presented with complete statistical information in Appendix 1. A copy of the Big Question questionnaire can be found in Appendix 5.

# SECTION A

## NEW WAYS OF WORKING

(New Ways of Working (NWOW) was devised to enable public sector prisons to deliver NOMS policy priorities. It involves changes to both the prison regime and to staffing levels. Modifications include changes to the core day, maximising opportunities for offenders to be in purposeful activity, less time for structured association and fewer layers of management. Implementation was phased in, beginning in October 2013, with completion in 2014. New Ways of Working does not impact on privately run prisons).

### A1 Impact on NWOW on prison

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The majority of prisons responding to this question – 73% were either part way through the process or nearing the end. 11% were just about to start and 15% had no knowledge of NWOW.

### A2 Impact of NWOW on uniform staff

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Inevitably, NWOW will impact on prison regimes and the number of officers available to support prisoner movement to activities. 59% of respondents reported that officer numbers in their prisons seemed to be very low, with 53% stating that there had been regime delays or shutdowns because of lack of officer availability. Only 2 respondents said that NWOW doesn't seem to have made much difference to staffing in their establishment, and 1 person stated that there are plenty of officers at their workplace. As NWOW is only part-way through the implementation process, it seems inevitable that these results will change in time.

### A3 Impact of NWOW on library

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The establishment of a new core day as part of NWOW has meant changes to library opening times to enable offenders to access the library service outside the times allotted for core activities. 60% of prison libraries are open outside the core day during the evening, lunchtime and at weekends. 24% of these stated that their opening hours had changed as a direct result of the implementation of NWOW. 24 libraries are open for more hours, with 16 open for fewer hours. These changes in opening hours mean that prison library staff are having to work more flexibly to accommodate extra evenings and weekend opening in order to maintain the service.

Some of the libraries who have more opening hours state that, due to frequent unscheduled closures, they are actually open for fewer hours. Officer support for prison libraries is variable across the estate. 19 prisons currently have an officer based in the library, and 70 do not (Please note: this question was not relevant to 2 establishments as their libraries are fully staffed by officers). 17 prison libraries stated that their officer had recently been removed. In 11 cases this was as a direct result of NWOW 55 respondents stated that although they do not have an officer actually in the library, there is an officer presence in the building in which the library is housed. 9 prisons had recently had the officer presence in the building removed, and in 2 instances, this was as a result of NWOW. In the RCU report of 2003, 33% of prison libraries had a prison officer librarian – an officer assigned specifically to work in the library and support the civilian staff.

In 49 prison libraries, library staff are issued with a radio for safety and security reasons and for ease of communication. This is a recent change in 14 libraries, reflecting a greater reliance on library staff to undertake a more supervisory role with offenders and more responsibility for good order and discipline within the library.

A key element of any prison library service is actually getting offenders to the library. In 28 prisons, offenders needed to be escorted by officers to the library. In 32 prisons, they were able to get there independently, and in 30 prisons, there was a mixture of both methods. Of the prisons reliant either fully or partially on escorts, only 12 said that escorts were always available. 24 stated that escorts were usually available with 16 stating that they sometimes were. 6 prisons reported that escorts were almost never available. These figures show that in 51% of prisons there is no absolute guarantee of offenders being able to access the library. 24% of prisons have real problems getting offenders to the library, resulting in poor access for a large number of offenders. Of the 6 prisons where escorts are almost never available 4 are category B prisons (3 of them local prisons), 1 is a YOI and 1 is a private prison. The 12 prisons where escorts are always available are a mixture of categories, including 1 category A and 5 category B establishments.

27 prisons reported that availability of escorting officers has been worse since the introduction of NWOW, with only 4 stating that it has improved. 21 prisons stated that library staff escorted offenders, with 2 stating that this was a recent change.

With a reducing officer presence and more reliance on library staff to supervise offenders, the safety of both library staff and prisoners is a key concern. The number of library staff on duty at any one time in relation to the number of offenders allowed to be in the library is a key element of this. 4 prisons stated that they had up to 3 staff on duty.

While a significant number of prisons have 2 staff, 26 prisons have only 1 member of staff on duty. The number of offenders allowed in the library at any one time is variable. 5 prisons allowed fewer than 10 offenders in, the lowest number being 3. 18 prisons allowed more than 30, the highest number being 80. 4 prisons had no limit to the number allowed in. An interesting point is that there does not seem to be any correlation between the numbers allowed in the library and the presence of an officer in the library. Of the 18 prisons who have 30 or more offenders in the library at any one time only 7 have an officer in the library. 21 prisons allow 20 or more offenders to be in the library with just one member of civilian library staff. Of the prisons with an officer in the library, 10 allow fewer than 20 offenders to be in the library. It is difficult to make any direct correlation between the category of prison and the number of offenders allowed in the library at any one time, as so many factors influence this. For example, the location of the library is a key factor. If the library is in a central location or in a shared location with another department, supervision and assistance is easier and therefore higher numbers can be allowed. However, the reverse may be the case if the library is located in an area away from the main wings or activity areas.

Respondents were asked to assess whether they felt more or less safe over the last year. The majority of people responding to this question – 68% stated that there was no change in how safe they felt. However, 30% said that they felt less safe – this is a worryingly high percentage. Only 2 respondents said that they felt safer.

It is inevitable that, at a time of significant change, prison managers will seek to provide services in alternative ways. 19 prisons stated that they had been asked to look at different ways of providing services. Of these, more than half were asked to provide a trolley service, but only 3 have so far done so. The others have refused on the grounds of health and safety and the inappropriateness of this method of service delivery.

The number of offenders visiting prison libraries has changed since the introduction of NWOW. 22 prisons report that their numbers have dropped significantly since the introduction of NWOW. Only 2 prisons state that their numbers have increased. One library said that they were open for fewer hours, but were busier when open, and one said that the amount of time that prisoners were allowed to spend in the library had decreased. One library reported that although visits were down, book issues had increased.

Libraries were asked to outline any other ways that NWOW has impacted on prison libraries. Many of the responses are included in the sections above, but others are listed in Appendix 2.

# SECTION B MANAGEMENT

*(The management of prison libraries is variable. The majority of library services in public sector prisons are provided by the local public library authority (PLA) and the management, staffing structure and salary grades will reflect the PLA structure. Some prison library services are managed by other contractors. Some private prisons do not use a contractor and manage the library service within the overall prison management structure. Some private prisons engage with their local PLA for things such as the provision of a request service, but some do not. All prison libraries receive a budget from the National Offender Management Service to provide stock and staffing for the prison library. The stock element of the budget is calculated in relation to the number of prisoners and is often referred to as the capitation figure. The library service provider invoices the prison for the payment of this budget).*

## B1 Staff

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This section aimed to get a picture of the ways in which prison libraries are staffed and the qualification level of staff in those libraries.

Management structures within prison libraries vary considerably – 81% of respondents to this question were directly managed by a senior manager from the public library authority. In many cases, this management was shared with a prison service manager. This tended to be either the Head of Learning & Skills, a cluster lead, the Education Manager or the Head of Reducing Reoffending. In 3 prisons, the library staff were directly managed by a governor grade, and in one prison they were managed by the education provider's managers.

Librarian hours were also very variable. Of the 82 prisons responding to the question about librarian hours, 66% (54 prisons) had a librarian for 30 hours or more each week, with the most hours being 54. 22% (18 prisons) had a librarian for between 20 & 30 hours, and 12% (10 prisons) had a librarian for fewer than 20 hours, with the lowest number of hours being 4.

73 libraries stated that they had library assistants. Of these, 45 had 30 hours or more library assistant time, with the highest number of hours being 78. 13 libraries had less than 30 hours, and 15 had less than 20 hours with the lowest number of hours being 11. 13 libraries stated that they had no library assistant hours. Of these, 3 stated that they had additional support.

14 prisons stated that they had additional support from, for example, prison officers. Of these, 6 prisons had 30 or more hours, with the highest being 40, 3 prisons had 20 hours or more, and 5 prisons had less than 20 hours, with the lowest being 6.5 hours.

9 prisons have a total of 100 or more staff hours with the highest figure being 133 hours. 10 prisons have 35 or fewer total staff hours with the lowest figure being 16. For the most part, the staffing hours relate to the size of the prison, although there are a few instances where the number of hours is very low for the size of the prison. One example is a prison with 800 prisoners and just 24 hours of library staff time.

Staff hours were compared to the guidelines on staffing in the Prison Library Specification which was in force at the time of the survey. 74 prisons were operating at a level below that recommended in the specification. In 7 prisons, the staff hours were less than 50% of the recommended hours. 12 prisons operated at above the recommended hours. 8 private prisons responded to this question. Of these, 7 operated below the recommended hours, one of them at below 50% of the recommendation. 1 private prison operated above the level of the specification.

33% of libraries responding (29 libraries) stated that their prison library was managed by a chartered librarian. 25% (22 libraries) are managed by a qualified librarian, and 41% (36 libraries) by someone with no librarianship qualification. The respondents with no library qualification had a variety of other qualifications. 11 were graduates, 2 had a Level 3 NVQ in information and Library Services, 1 had a business diploma, 2 had teaching qualifications and one had a level 5 business management qualification. Several also stated that they had many years library experience. In the RCU survey of 2003, 66% of prison libraries were managed by a chartered librarian, 20% by a qualified librarian and 14% by someone with no librarianship qualification. At first sight, this may appear to be a dramatic change, but it is broadly reflective of the changing situation in public libraries.

Library staff are employed on several different types of contract. 57 respondents (67%) were employed on permanent contracts, 10 (12%) on fixed term contracts, and 18 (21%) on a mixture of permanent and fixed term hours.

Library orderlies (offenders who work in the library) are an important part of the library staffing structure. Only 3 libraries responded stating that they had no orderlies. (A further 6 libraries did not respond at all to this question which may indicate that they do not have orderlies). 2 prisons employ 7 orderlies, most employ 2 - 4. Of the prison libraries employing orderlies, 72% employ them full time, 18% part time, and 10% a mix of full and part time.

## B2 Service Level Agreement

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Encouragingly, well over half of the prisons responding to this question have a signed service level agreement. However, only 25% of these are written jointly by the library service provider and prison management. Others are written either by the PLA or by an unspecified individual. A small proportion are written by prison management.

More than half of the respondents said that their agreement conformed to the template in the Prison Libraries Specification included in PSI 45/2011, and over 80% said that they held the required annual review meetings. 16 respondents stated that the prison librarian does not attend the annual review meeting.

## B3 Finance

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Responses to this question were very varied.

Respondents were asked how much control they have over the prison library budget. 35 respondents stated that they decide how to spend the budget following discussion with their manager, and 32 respondents said that they are informed by their PLA manager how much they can spend on stock, staffing and other items.

12 respondents stated that the prison tells them what they can spend. A point of interest is that 7 of these respondents were from private prisons – this may be indicative of the different funding payment structure.

11 respondents did not get an actual budget figure and said that they had to ask whenever they wished to purchase anything.

Budgets for stock varied, with 35 prisons stating that their stock budget is the same as the capitation figure. 10 prisons received more than the capitation figure for stock and 11 prisons received less. However, 33 prisons responded that they didn't know how much they received in this element of their budget.

Most public library authorities (30) invoice their prisons on a quarterly basis, 24 invoice annually and 16 invoice monthly. 19 prisons invoice for the entire budget as announced by NOMS, and 37 invoice for an amount agreed with the prison to cover salaries and stock. (24 prisons responded that they did not know how much their PLA invoiced for).

## B4 Meetings

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Each prison has a number of key meetings which are potentially relevant to the library and which are beneficial both to the establishment and the library service provider if the library staff on site are able to attend.

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The survey picked out four of the most common meetings and asked if library staff were invited to attend. These meetings are: Quality Improvement Group, activities meeting, reducing re-offending meeting and equality/diversity meeting.

75% of respondents attended the quality improvement Group and 25% the equality/diversity meetings. Attendance rates were lower for the activities meeting and reducing reoffending meeting, at 19% and 18% respectively. 13% stated that they attended none of these.

Several respondents stated that although they were invited to the meetings, they were not able to attend – 6 respondents said this was because they could not get cover to enable them to leave the library, and 3 said that the meetings were always held on a day they did not work.

## **B5 Culture**

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Respondents were asked to state if they felt that the prison library was seen as important by a number of different sections of the prison. Not surprisingly, 94% felt that offenders saw the library as being important. However, only 28% felt that officers shared this view. 75% felt that education staff feel that the library is important. Figures for other departments and senior management are 45% and 60% respectively. Respondents were asked if, as civilians, they feel part of the prison, separate from it, or if they feel that this varies. 46% felt that this varied, 38% felt part of the prison, and only 16% felt separate from the prison.

## **B6 Partnership working**

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The prison library offers offenders a unique opportunity to engage with the outside world through partnership working across a range of activities which may be creative, learning or skills based. There are a number of prison specific projects such as Six Book Challenge, Story Book Dads and the Shannon Reading Plan which are bespoke offers for prisons, but there is also the opportunity for the development of wider creative partnerships. The library also offers a neutral space within the prison which can be an attractive location for partner organisations to engage more directly with offenders.

84% of prison libraries deliver some activity in partnership with a third party organisation. These range from creative reading activities to job clubs and family learning groups. Fewer prisons – 20% have partner organisations working within the library. This may, of course, be due to space constraints. A full list of partner organisations engaged with prison libraries can be found in Appendix 3.

Respondents were asked for details of any recent changes in their partnership working. 2 prisons reported positive changes – being allocated extra time and officer resources to deliver the Shannon Reading Plan. Others were not so positive. One librarian reported that she had been told that delivering the Shannon Reading Plan and Story Book Dads was no longer in her job specification. Another prison reported that family days at the prison had been stopped as a result of New Ways of Working.

# SECTION C

## STOCK

(The purchase of prison library stock is mostly funded by the NOMS budget for each establishment).

### C1 Purchasing

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42 (48%) of respondents to this question stated that they have a stock plan. Of these, 76% said that it was written by the prison librarian or library manager. The remaining respondents stated that their stock plan is written by a manager in their library authority.

Supplier selection has become increasingly popular in public libraries and 21 prison libraries are currently using it. This is likely to have been a decision made by the public library authority who will have decided whether or not the prison library should be included. 7 stated that supplier selection was used for all the stock with 4 stating that the stock choices were appropriate, 2 saying it wasn't and 1 not indicating. Of those whose stock was partially purchased using supplier selection 5 indicated they were not happy with the choices.

70 prison libraries were required to use their PLA's library supplier, including 4 private prisons, 2 of which had moved from the public sector. 13 prisons were able to use alternative sources of supply.

41 prison libraries are able to order via Amazon of which 27 order via PLA and 14 via prison. It appears that private prisons are no more likely to order from Amazon than the public sector.

The supply of foreign language stock is very variable across the prison estate. 43 respondents, including 4 private prisons, used Bright's Books for purchase and/or rental of foreign language stock. Others used recognised suppliers Grant & Cutler, Foyle's and Books Asia. 14 prisons relied on their PLA stock and a further 4 purchased stock through their PLA supplier. 3 prisons obtained this stock via interlibrary loan, 2 relied on donations from other libraries, 1 on donations from embassies and 3 borrowed stock from other prison libraries.

## C2 Stock Loss

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63 (73%) of the respondents to this question do an annual stock take. 2 prisons do a bi-annual stock take, 1 does it irregularly and 1 stated that their PLA has stopped them doing a stock take.

20 prison libraries had previously charged the prison for lost stock. These were all in the public sector.

Half of the prisons responding to this question charged offenders for lost stock - these included all types of establishment.

Only 10% of respondents charged offenders fines for overdue books. Of these, four were open outside the core day hours, and 3 are open for more hours since the introduction of New Ways of Working.

Although they don't charge fines, 23 other prisons impose sanctions on offenders for overdue books. Of these, 14 (including 2 private prisons) used the Incentives and Earned Privileges (IEP) scheme. Others imposed borrowing restrictions, issued written warnings or used the adjudication process.

## C3 Enquiries and Requests

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78 prisons borrow from the Public Library Authority to satisfy requests. These include 5 private prisons (2 of which used to be in the public sector). 5 public sector prisons indicate that they don't borrow from the PLA. The reasons for this are unknown but may include security issues or a lack of suitable stock for the type of offender. 13, including 4 private prisons, also borrow from other PLAs indicating that if the item is not available from their own authority further efforts are made to obtain it. 3 stated that they will go as far as borrowing from the British Library and 1 prison stated that they used a local university. 1 respondent said they purchased to satisfy requests. This question wasn't actually asked but it would be likely that the majority would also do this.

93% of prisons provided legal information from their own stock. This is not surprising as all prison libraries are required to stock the mandatory legal publications as outlined in PSI 45/2011. 5 prison libraries indicated that they do not provide any legal information from their own stock. However, this included 1 respondent from Scotland and the respondent from the Channel Islands (who may not have the requirement to stock the mandatory publications as they may not apply to their countries). 36% of respondents also used their PLA stock to answer requests for legal information and 70% used websites. Other sources used include CD-ROMs, embassies and the purchase of specific items to meet the request.

Satisfaction levels were generally good, with 67% of respondents always or often being able to provide information. Pleasingly, no-one indicated that they could never provide information for legal requests. 31% of respondents stated that the demand for legal information had increased in the last year. Of the prisons stating that they are always able to find the information, all but one used websites in addition to their own stock and PLA stock. The two Immigration Removal Centres which took part in this survey both stated that they are only sometimes able to answer legal enquiries which may indicate a greater complexity of enquiry in those establishments.

Respondents were asked to give reasons why they may struggle to provide legal information. The most frequent answer was limited internet access. Others cited lack of training in this specialist area, and lack of funding to enable them to subscribe to legal information websites. Several also mentioned that offenders had unrealistic expectations of the level of legal support that the library can provide.

# SECTION D

## IT

### D1 Library Management System

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Over half of the prison libraries are using their public library's library management system. 44% have a stand-alone system, but 5 libraries are still reliant on a manual issue system. The vast majority of those using a stand-alone system or manual system were able to access the PLA system from a PC in an office. However there are 6 prison libraries where staff can only access the PLA's system by travelling to another library or from home. This situation obviously limits access to the Internet, the public library catalogue and other essential library management functions, such as HR systems. (The RCU survey of 2003, reported that 60% of respondents had a computerised system, as against 90% in this survey. 48% of those with a computerised system were using the PLA system, and 52% were using a standalone system).

The majority of libraries using stand-alone systems have arrangements for back-up of data. These include encrypted memory sticks, 2nd hard drives, CD, back up of server and back up by council IT depts. 5 libraries had no back up arrangements in place.

For prisons with a stand-alone system, the maintenance contracts tend to be paid for by the prison, with only 7 libraries stating that the PLA pays for maintenance. One library reported that there was no arrangement in place for maintenance of the system. One library authority with several prisons stated that they make an annual recharge to the prison for the LMS system.

Most prison libraries had had their PCs replaced within the last 4 years, but 15 reported that theirs had not been replaced for 5 years or more. Of these, 7 stated that their equipment had not been replaced within the last 10 years.

### D2 Offender Computers

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61 prisons have computers for the use of offenders. Of these, 13 have five or more PCs, with the highest number being 12. In the RCU survey of 2003, 40 libraries had computers available for offender use, only 5 of which had 5 or more PCs.

In 80% of these prisons, the prison pays for the maintenance of offender PCs. In other cases, maintenance is paid either by the PLA or by another source such as the education provider. 2 prisons reported that no-one is responsible for maintaining their offender PCs.

Only 5 prisons reported that their offender PCs had not been replaced within the last 5 years – of these, 3 stated that they had not been replaced within the last 10 years.

This shows that there is clearly an understanding with most prisons that the library budget does not have the scope to support computer equipment for offender use, although there are prisons where this area of responsibility has not been fully explored.

Half of the prisons with offender PCs allowed offenders to print from them. The majority of libraries do not allow offenders to print themselves, but have work saved so that it can be checked by staff (or, sometimes, by security) before being printed in the library office or education department. Some libraries restrict the things that offenders can print to educational work and legal information. The majority of prisons had some form of monitoring who uses the PCs, either via a booking system, security clearance or login IDs for offenders. Only 2 prisons stated that they did not monitor usage.

13 prisons stated that they have Virtual Campus PCs in their library, with two prisons having 12 VC PCs. One prison reported that its VC PCs were unused, one that they were broken and one stated that they were not used due to national security issues

# APPENDIX 1

## STATISTICAL INFORMATION

(91 prisons responded to the questionnaire, but not all gave a response to every question. Some questions were not relevant to private prisons. The response rate is given for each question. Percentages represent the percentage of respondents to each question).

### A New Ways of Working (NWOW)

#### **A1: How has NWOW impacted on your library?**

*(79 responses. Question not relevant to private prisons)*

I don't know what NWOW is	12 15%
My prison is only just starting to follow NWOW	9 11%
My prison is part way through the change process of NWOW but not at the end	28 35%
My prison is at the end / nearly at the end of changes relating to NWOW	30 39%

#### **A2: Around the prison, uniform staffing levels**

*(74 responses. Question not relevant to private prisons. Respondents could answer more than one element of question)*

Haven't changed much	13 18%
There are plenty of officers	1 1%
Officer numbers seem very low	44 59%
There have been regime delays / shutdowns because there aren't enough officers	39 53%
New ways of working doesn't seem to have made much difference to staffing	2 3%

**A3: The Library**

<b>Does your library open for prisoners outside core activity times?</b> (91 respondents)	
Yes	55   60%
No	36   40%
<b>If yes, which times do you open?</b> (54 respondents)	
Evening	47   87%
Weekend	40   74%
Lunchtime	13   24%
<b>Has this changed due to NWOW?</b> (68 respondents)	
Yes	22   32%
No	46   68%
<b>Is the library open for more or fewer hours?</b> (40 respondents)	
More	24   60%
Fewer	16   40%

<b>Officer support:</b> (89 respondents. Question not relevant to Peterborough Male & Peterborough Female as library is staffed only by officers)	
<b>Do you currently have an officer in the library?</b>	
Yes	19   21%
No	70   79%
<b>If no, did you previously have an officer</b>	
Yes	17   24%
<b>If your officer has been removed, was this due to NWOW?</b>	
Yes	11   65%
<b>Do you currently have an officer in the building?</b>	
Yes	55   62%
No	34   38%
<b>If no, did you previously have an officer?</b>	
Yes	9   26%
<b>If your officer has been removed, was this due to NWOW?</b>	
Yes	6   67%

<b>Library staff:</b> (91 respondents)	
<b>Are library staff issued with a radio?</b>	
Yes	49   54%
No	42   46%
<b>Have library staff always had a radio, or is this a recent change?</b> (47 respondents)	
Always	33   70%
Recent	14   30%
<b>Are offenders escorted to the library, or do they move there independently?</b> (90 respondents)	
Escorted	28   31%
Move independently	32   36%
Mix of both	30   33%
<b>If escorted, how often is an escort available?</b> (58 respondents)	
Always	12   21%
Usually	24   41%
Sometimes	16   28%
Almost never	6   10%

<b>Has availability of escorts been better or worse since NWOW?</b> (31 respondents)	
Better	4   13%
Worse	27   87%
<b>Do you ever escort offenders?</b> (90 respondents)	
Yes	21   23%
No	69   77%
<b>If yes, is this something you have always done, or have you recently been asked to do it?</b> (16 respondents)	
Always done it	14   88%
Recently been asked	2   12%
<b>Over the last year do you feel more or less safe working in the prison?</b> (86 respondents)	
Safer	2   2%
Less safe	26   31%
The same	58   67%
<b>Due to NWOW, have you been asked to provide a library service in alternative ways, e.g. trolley service or wing libraries?</b> (76 respondents. Question not relevant to private prisons)	
Yes	19   25%
No	57   75%

## B Management

### B1: Staff

<b>Is your library run by a qualified or chartered librarian?</b> (87 respondents)	
Qualified Librarian	22   25%
Chartered Librarian	29   33%
No library qualification	36   42%
<b>Are staff recruited on permanent or fix term contracts?</b> (85 respondents)	
Permanent	57   67%
Fixed term	10   12%
Mixture	18   21%

### B2: Service Level Agreement (Public prisons only)

<b>Do you have a signed service level agreement?</b> (81 respondents)	
Yes	56   69%
No	25   31%
<b>Who writes/updates your SLA?</b> (79 respondents)	
I do	14   18%
PLA Manager	30   38%
Prison Manager	5   6%
Other	30   8%
<b>Do you have annual meetings to update your SLA?</b> (74 respondents)	
Yes	60   81%
No	14   19%
<b>Does your SLA conform to the template in the Prison Library Specification 2012?</b> (76 respondents)	
Yes	53   70%
No	6   8%
Don't know	17   22%

### B3: Finance

<b>How much control do you have over your budget?</b> <i>(88 respondents)</i>	
I decide how it is spent in discussion with my manager	34   39%
My PLA manager tells me how much I can spend on stock, staffing & other items	33   38%
The prison tells me what I can spend on stock, staffing & other items	11   12%
I never get an actual budget, I just have to keep asking if I can buy stock etc.	10   11%
<b>Last year, was your budget for stock</b> <i>(89 respondents)</i>	
Less than capitation figure	11   2%
Same as capitation figure	35   39%
More than capitation figure	10   11%
Don't know	33   38%

<b>Does the PLA invoice the prison:</b> <i>(70 respondents)</i>	
Monthly	16   22%
Quarterly	30   43%
Annually	24   34%
<b>Do they invoice for:</b> <i>(80 respondents)</i>	
The entire budget as announced by NOMS	19   24%
An amount agreed with the prison to cover salaries and stock	37   46%
Don't know	24   30%

### B4: Meetings

<b>Which of the following meetings do you attend?</b> <i>(91 respondents. Respondents could make multiple answers)</i>	
Quality Improvement Group	74 (81%)
Activities	18 (20%)
Reducing reoffending	16 (18%)
Equality/diversity	22 (24%)
None	12 (13%)

## B5: Culture

<b>Do you feel the library is seen as an important part of the prison by:</b>	
Senior management	
Yes 53   60%	No 35   40%
Officers	
Yes 25   29%	No 62   71%
Education	
Yes 67   75%	No 22   25%
Other departments	
Yes 40   45%	No 49   55%
Offenders	
Yes 83   94%	No 5   6%
<b>As a civilian do you feel:</b> <i>(87 respondents)</i>	
Part of the prison	33   38%
Separate from the prison	14   16%
It varies	40   46%

## B6: Partnership Working

<b>Do you deliver or coordinate activities from third party organisations? E.G. Six Book Challenge</b>	
Yes	76   84%
No	15   16%
<b>Do you have any partner organisations such as Job Centre Plus working from within the library?</b>	
Yes	18   20%
No	72   80%

## C1. Purchasing

<b>Do you have a stock plan?</b> (88 respondents)	
Yes	42   48%
No	46   52%
<b>If yes, who writes it?</b> (42 respondents)	
I write it	32   76%
Someone else writes it	10   24%
<b>Do you use supplier selection for purchasing stock?</b> (83 respondents)	
Yes	21   26%
No	62   74%
<b>If yes, is this for all stock or a proportion?</b> (21 respondents)	
All stock	7   33%
Proportion	14   67%
<b>Do you have to use your PLA supplier(s)?</b> (83 respondents)	
Yes	70   84%
No	13   16%

<b>Can you order from Amazon?</b> (83 respondents)	
Yes	41   49%
No	42   51%
<b>If yes, is this via the PLA or prison?</b> (39 respondents. One was able to order via both PLA & prison)	
PLA	26   67%
Prison	14   36%

## C2. Stock Loss

(86 respondents Q. 1 & 2, 88 respondents Q 3 & 4)	
<b>Do you do an annual stock take?</b>	
Yes 63   73%	No 23   27%
<b>Have you ever charged the prison for lost stock?</b>	
Yes 20   23%	No 66   77%
<b>Do you charge the prisoners for lost stock?</b>	
Yes 43   49%	No 45   51%
Do you charge the prisoners for overdue items?	
Yes 9   10%	No 79   90%

### C3. Enquiries and requests

<b>To satisfy requests who do you borrow stock from?</b> (Tick all that apply) (85 respondents)	
Your PLA	78   92%
Other public library authority	13   15%
The British Library	3   4%
Other source	4   5%
<b>How do you provide legal information?</b> (Tick all that apply) (90 respondents)	
From your own stock	84   93%
From PLA stock	32   36%
From websites	63   70%
Other source	12   13%

<b>Over the last year, have requests for legal information increased?</b> (75 respondents)	
Yes	28   37%
No	47   63%
<b>Are you able to provide the information?</b> (83 respondents)	
Always	10   12%
Often	50   60%
Sometimes	23   28%
Never	0

**D1. Library management system**

<b>On your issue desk, do you have:</b> (91 respondents)	
A stand alone LMS	40   44%
The PLAs LMS	46   51%
A manual issue system	5   5%
<b>If you have a stand-alone system, who pays for the maintenance contract?</b> (37 respondents)	
Prison	29   78%
PLA	7   19%
No-one	1   3%

**D2. Offender computers**

<i>(61 respondents)</i>	
<b>Who pays for the maintenance of offender PCs?</b>	
Prison	49   80%
PLA	7   12%
No-one	2   3%
Other	3   5%
<b>Who pays for the replacement of offender PCs?</b>	
Prison	51   84%
PLA	7   11%
No-one	0
Other	3   5%
<b>Can offenders print from these PCs?</b> (61 respondents)	
Yes	30   49%
No	31   51%

# APPENDIX 2 IMPACT OF NEW WAYS OF WORKING

(Respondents were asked to list any impact of NWOW on their library not addressed in the questionnaire. This is a list of those responses).

- | Library staff are now doing the role of the prison officer
- | Inductions to the library have been withdrawn
- | Less time to interact with prisoners and do reader development
- | Prisoners think the library is limiting spaces
- | Officers think library visits are unimportant
- | Only offenders not required for other activities can attend during the core day
- | IT suite has been closed due to staff shortages
- | More competition for activities as everything happens at the same time
- | Full time workers have no access as library is closed in the evenings
- | Officers' morale is low, therefore support to the library has decreased
- | Offenders have to stay in the library for 3 hours if no escort is available
- | The prison changed the librarian's role, so they left
- | Library assistant resigned over plans to remove officer - PLA are thinking of pulling out
- | 2 staff have left due to the stress of finding escorts
- | Officers are generally more proactive
- | Officers' negativity is affecting library staff
- | No library officer to get books back from leavers, so losses will rise
- | Activities are affected by pressures on other areas such as security and OMU
- | Problems with escorts & searching as evening staff for library are also response staff
- | Feel more isolated - meeting often cancelled, emails not responded to
- | Change in reporting structure not always clear
- | Staff have less time for meetings
- | It has improved access
- | Part time staff have had to be more flexible to accommodate Friday pm opening
- | Difficult to keep orderlies busy due to reduced numbers coming to library
- | Patrol staff in corridors reduced from 6 to 2
- | Have to tick offenders in and out of the library - initially felt unsafe
- | No longer have officer in library in the evening, so have to double up on library staff

# APPENDIX 3

## LIST OF PARTNERSHIP ORGANISATIONS/ACTIVITIES

| Adult & Family Learning

| BCC

| Black History Month

| Bookstart

| Chaplaincy - family visits

| College Projects

| Education

| Fathers Inside

| Inside Stories (PACT)

| Koestler Trust

| Live Literature Scotland

| Me and My Dad

| Not Shut Up

| PRG Roehampton

| Reading groups

| RNIB Support Group

| Six Book Challenge

| Surrey Reading Challenge

| User Voice

| Yes, We Can Read

| Age UK

| Big Book Share

| Books on Prescription

| Business Clubs

| Cognitive Stimulation Therapy

| Creative Writing

| English Pen Author Visits

| Heathfield Learning Tree

| IT taster session in public library

| LGBT group

| Mass Observation Project

| National Literacy Trust

| Open University

| Reading Agency

| Right to Read

| Scrapbook Mums

| Storybook Dads/DVD Dads

| Shannon Trust (Toe by Toe)

| World Book Night

# APPENDIX 4

## GLOSSARY OF TERMS & ABBREVIATIONS

### CAPITATION FIGURE

| the amount of budget expected to be spent on stock using the following formula:  $A/B * C = \text{Annual Establishment Stock Funding}$

Where:

**A** | the total number of notional materials per establishment, calculated by multiplying the prison's operational capacity by the number of materials to be provided per prisoner. The number of materials is set at 10 per prisoner.

**B** | the number of years during which all materials should be renewed.

The formula currently operates on a five-year renewal cycle.

**C** | the unit cost per new material acquisition.

### CHARTERED LIBRARIAN

| a qualified librarian who has provided the necessary evidence of continuing development through learning and reflection to become a chartered member of CILIP

### CILIP

| Chartered Institute of Library and information Professionals. The leading body representing the library and information professions.

### FREEFLOW

| general movement of offenders to or from activities without escort

### IEP SCHEME

| Incentives and Earned Privileges Scheme. This is a scheme operating in prisons to ensure that offenders' behaviour is appropriately rewarded or punished.

### LIBRARY MANAGEMENT SYSTEM

| a computerised system which deals with cataloguing, issue and discharge of library books. This can be a stand-alone system or can be linked to the PLA system

## **LOCAL PRISON**

| a prison that holds convicted offenders and remand prisoners from local courts.

## **NEW WAYS OF WORKING**

| process of benchmarking and staffing restructure within public sector prisons

## **PLA**

| Public library authority.

## **PSI**

| Prison Service Instruction. PSIs are a series of documents outlining the rules, regulations and guidelines by which prisons are run.

## **QUALIFIED LIBRARIAN**

| a library professional with a librarianship or information degree.

## **VIRTUAL CAMPUS**

| A highly secure virtual learning environment with both controlled internet access and access to stored learning resources.

# APPENDIX 5

## THE QUESTIONNAIRE

### The **BIG** Question

Prisons and prison libraries are changing  
we need to see the bigger picture

What is your job title \_\_\_\_\_

Which prison(s) do you work at \_\_\_\_\_ - \_\_\_ Private / Public

If you work at more than one prison please select one to answer this  
questionnaire for and state which prison that is

\_\_\_\_\_ Category \_\_\_\_\_

Approximately how many offenders are on the roll \_\_\_\_\_

Are you employed by the PLA, Prison or other body \_\_\_\_\_

### **A** New Ways of Working (NWOW)

*- If you work at a private prison please go to question A3  
and answer questions in italics*

#### **How has NWOW impacted on your prison / library;**

**A1** Please tick one statement that is most accurate for you;

- I don't know what NWOW is
- My prison is only just starting to follow NWOW
- My prison is part way through the change process of NWOW  
but not at the end
- My prison is at the end / nearly at the end of changes relating  
to NWOW

**A2** Tick all relevant answers for your prison;

Around the prison uniformed staffing levels -

- haven't changed much
- there are plenty of officers
- officer numbers seem very low
- there have been regime delays / shutdowns because there aren't enough officers
- New ways of working doesn't seem to have made much difference to staffing

**A3 The Library;**

YES  NO Does your library open for prisoners outside of core activity times

If yes please circle which times you open: EVENING | WEEKEND | LUNCHTIMES

YES  NO Has this changed due to NWOW

Is the library open for more or fewer hours: MORE | FEWER

Briefly describe below the change in opening hours  
e.g. how many more or fewer

YES  NO Do you currently have an officer in the library

YES  NO If no, did you previously have an officer

YES  NO If your officer has been removed was this due to NWOW

If not due to NWOW what was the reason \_\_\_\_\_

---

YES  NO Do you currently have an officer in the building

YES  NO If no, did you previously have an officer

YES  NO If your officer has been removed was this due to NWOW

If not due to NWOW what was the reason \_\_\_\_\_

---

YES  NO Are library staff issued with a radio

Have library staff always had a radio or  
is this a recent change: ALWAYS | RECENT

Are offenders escorted to your library or do they move independently (on freeflow, movement slips etc): ESCORT | INDEPENDENTLY | MIX OF BOTH

If escorted how often is escort actually available  
ALWAYS AVAILABLE | USUALLY AVAILABLE  
SOMETIMES AVAILABLE | ALMOST NEVER AVAILABLE

Has availability of escorts been better  
or worse since NWOW: BETTER | WORSE

Do you ever escort offenders: YES | NO

If yes is this something you have always done or have you recently been asked to do this: ALWAYS | RECENTLY ASKED

How many library staff are usually on duty in the library \_\_\_\_\_

With this many staff what is the maximum number of offenders will you have in the library \_\_\_\_\_

Over the course of the last year do you feel more or less safe working in the prison: MORE | LESS | THE SAME

Due to NWOW have you been asked to provide the library service in an alternative way e.g. a trolley service/wing libraries etc: YES | NO

Please give details below

Please briefly outline any changes to offender numbers visiting the library and staffing levels that may have occurred due to NWOW

If NWOW has impacted on the library in any other ways that are not covered here please give a brief description below

## B Management

- Private prisons please answer N/A to any questions that do not apply

### B1 Staff

How are you managed? Please briefly draw / describe your management structure including who you report to inside and outside (if relevant) the prison.

How many staff hours per week do you have;

Librarian \_\_\_\_\_ hours | Library Assistant \_\_\_\_\_ hours

Officer or other (state) \_\_\_\_\_ hours

Is the library run by a qualified or chartered librarian:

QUALIFIED | CHARTERED | NO LIBRARY QUALIFICATION

If no library qualification what qualification is held by this person

---

Are staff recruited on permanent or fixed-term contracts:

PERMANENT | FIXED-TERM | MIXTURE

How many orderlies do you employ at any one time \_\_\_\_\_

Do they work full time or part time \_\_\_\_\_

### B2 Service Level Agreement *(Public Prisons only)*

Do you have a current (signed) service level agreement (SLA): YES | NO

Who writes/updates your SL: I DO | PLA MANAGER | PRISON MANAGER

OTHER (PLEASE STATE) \_\_\_\_\_

Do you have annual meetings to review your SLA: YES | NO

Please say who is present at these meetings \_\_\_\_\_

---

Does your SLA conform to the template contained in the Prison Library Specification 17/02/2012: YES | NO | DON'T KNOW

### B3. Finance

How much control do you have over your budget  
- tick one statement that most applies to you

- I decide how it is spent in discussion with my manager
- My PLA manager tells me what I can spend on stock, staffing and other items
- The Prison tells me what I can spend on stock, staffing and other items
- I never get an actual budget I just have to keep asking if I can buy stock etc.

Last year was your budget for stock

- less than the capitation figure
- The same as the capitation figure
- More than the capitation figure
- I don't know

Does the PLA invoice the prison: MONTHLY | QUARTERLY | ANNUALLY

Do they invoice for

- The entire budget as announced by NOMS
- An amount agreed with the prison to cover salaries & stock
- Don't know

### B4. Meetings

Do you attend any of the following meetings - tick all you attend

- |   |                           |
|---|---------------------------|
| <input type="checkbox"/> QIG                  | Are you invited: YES   NO |
| <input type="checkbox"/> Activities           | Are you invited: YES   NO |
| <input type="checkbox"/> Reducing Reoffending | Are you invited: YES   NO |
| <input type="checkbox"/> Equality / Diversity | Are you invited: YES   NO |

If you are invited but do not attend please say why

**B5 Culture**

Do you feel the library is seen as an important part of the prison by

- YES NO  
  Senior management
- YES NO  
  Officers
- YES NO  
  Education
- YES NO  
  Other departments
- YES NO  
  Offenders

As a civilian do you feel:

PART OF THE PRISON | SEPARATE FROM THE PRISON | IT VARIES

**B6 Partnership working**

Do you deliver or co-ordinate activities from third party organisations such as Toe-by-toe or storybook dad: YES | NO

If yes please state below activities and partners you are involved with

Do you have any partner organisations, such as Job Centre Plus, working from within the library: YES | NO

If yes please state below which organisations

If there have been recent changes to your partnership working please outline this briefly below and say why those changes have occurred

## C Stock

- Private prisons please answer N/A to any questions that do not apply

### C1. Purchasing

Do you have a stock plan: YES | NO

If yes, do you write this or someone else: I WRITE IT / SOMEONE ELSE

- state who \_\_\_\_\_

Do you use supplier selection for purchasing stock: YES | NO

If yes, is this for all stock or a proportion of it: ALL | A PROPORTION

- please state \_\_\_\_\_

do you find the stock choices are appropriate: YES | NO

Do you have to use your PLA supplier(s): YES | NO

Can you order from Amazon: YES | NO

If yes, is this via the PLA or the prison: PLA | PRISON

How do you supply foreign language stock - please outline below

### C2 Stock loss

Do you do an annual stock take YES | NO

If no, how often do you do this \_\_\_\_\_

Have you ever charged the prison for lost stock YES | NO

Do you charge the prisoners for lost stock YES | NO

Do you charge fines for overdue stock YES | NO

If no and you have other penalties for overdue stock, please outline below

### **C3. Enquiries and requests**

To satisfy requests who do you borrow stock from – tick all that apply

- Your PLA
- Other Public Library Authority
- British Library
- Other – please state \_\_\_\_\_

How do you provide legal information – tick all that apply

- From our own stock
- From PLA stock
- Websites
- Other – Please state \_\_\_\_\_

Over the last year have requests for legal information increased: YES | NO

Are you able to provide the information:

ALWAYS | OFTEN/ SOMETIMES / NEVER

If you struggle to provide legal information please say why below

## **D IT**

### **D1. Library Management System**

On your issue desk do you have;

A STAND ALONE LIBRARY SYSTEM | THE PLA'S LIBRARY SYSTEM  
| MANUAL ISSUE SYSTEM

If you do not use the PLA's system on the desk please say below how and where you access the PLA's catalogue e.g. internet from library office, internet from home etc.

If you have a stand alone system, who pays for the maintenance contract:  
PRISON | PLA

If you have a stand alone system how is it backed up – please outline below

If you use the PLA’s system does the PLA cover the costs or do they charge you or the prison for maintenance etc – please outline below

When were the computers used for the library system last upgraded  
\_\_\_\_\_ year(s) ago

**D2. Offender Computers**

How many offender PCs do you have in your library \_\_\_\_\_

Who pays for the maintenance of these PCs: PRISON | PLA

Who pays for the replacement of these PCs: PRISON | PLA

When were these computers last replaced \_\_\_\_\_ year(s) ago

Can the offenders print from these PCs: YES | NO

If yes, outline what they are allowed to print and how this is monitored / safeguarded

How do you monitor who uses the PCs

How many, if any, Virtual Campus PCs do you have in your library \_\_\_\_\_



