

Prisons beyond the New Penology: The Shifting Moral Foundations of Prison Management

Alison Liebling and Ben Crewe

The present state of our prisons, blighted by age, severe overcrowding, insanitary conditions and painfully slow progress in modernization makes it necessary to consider ungent new ways of dealing with these problems which at present seem almost insoluble.

Olome Affairs Committee, 1987: 1)

INTRODUCTION

The sociological study of prisons began with the prisoner community (Clemmer, 1940; Sykes, 1958), has unevenly included the study of prison officers (see, Toch, 1978; Liebling and Price, 2001; Crawley, 2004) but has rarely included senior managers (for the best exceptions, see Jacobs, 1977; also Riveland, 1999, on prison management trends in the USA). In some respects, it is understandable that there has been so little close emgirical study of prison managers – access is difficult, and as power-holders, senior managers appeal less to critical scholars than prisoners do. But it is unfortunate that we know so little about the professional orientations of senior prison practitioners. As translators and transmitters of penal policy, they shape what goes on in prison. They are also indicative of wider shifts in the terms of prison governance. Important transformations have taken place in the organization, management and purpose of prisons in the last few decades, and in the social and philosophical orientations of prison managers. These transformations can be detected in the experience of the prisoner and the prison officer.²

The version of managerialism seen to emerge in criminal justice during the late 1980s and onwards was described by Feeley and Simon (1992) as 'the new penology': an emerging strategy of corrections having negative ideological effects on practitioners via new

Society And Prisons Some Suggestions For A New Penology

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