

extent that they should have, nor on the risks these matters pose to the care and experience of detainees.

## Recommendations

**1.160** The following recommendations are developed from our findings and conclusions in this report.

**1.161** We make recommendations under seven headings:

- Centre management
- Training
- Staffing
- Regime and detainee welfare
- Environment
- Learning from incidents
- Safety and security

**1.162** Below we set our recommendations out thematically and with a priority categorisation attached to allow G4S to take appropriate action efficiently. Recommendations will appear in the main body of the report alongside the evidence and issues in support of them.

### *Centre management*

**R1** The SMT should be more present in the centre and should consider how they can better engage with staff. ***(To be completed as a matter of urgency)***

**R32** G4S and the SMT should ensure that the welfare team has the technological and administrative support it needs. ***(To be completed within 6 months)***

**R39** The SMT, in consultation with the local safeguarding boards, should review and redraft the safeguarding policy to ensure that it:

**R8** The SMT must ensure that all trainers are appropriately trained in the subject on which they deliver training and in how to deliver training. *(To be completed within 3 months)*

**R9** The SMT and G4S managers should undertake regular and systematic evaluation and quality assurance of the training provided at Gatwick IRCs to ensure that staff receive training of a consistently high standard; that it meets the operational needs of the IRCs, trains and develops staff appropriately and promotes appropriate values. *(To be completed within 3 months)*

**R10** The SMT should undertake unannounced observation of training sessions as part of the evaluation and quality assurance of training. *(To be completed within 3 months)*

**R13** G4S and the SMT should ensure that all staff receive annual refresher training in a timely way. *(To be completed within 3 months)*

**R14** Managers at Gatwick IRCs should undertake a full review of the training needs of existing staff, including needs identified in individual EDRs, and should ensure that the annual refresher training programme and specialist further training meet those needs. *(To be completed as a matter of urgency)*

**R15** The SMT should ensure that staff dealing regularly with detainees with mental health problems or with drugs or other substance misuse issues receive specialist training. *(To be completed within 3 months)*

**R33** G4S and the SMT should consider with the Home Office the possibility of providing the welfare team with training in immigration processes. *(To be completed within 6 months)*

**R36** Residential DCMs responsible for ACDT case management should receive regular refresher training. *(To be completed within 3 months)*

**R38** The SMT must ensure that staff are trained in the management of age dispute cases. *(To be completed within 3 months)*

**R40** The SMT in consultation with the local safeguarding boards must ensure that all staff receive appropriate annual safeguarding refresher training. *(To be completed within 3 months)*

**R43** Healthcare and G4S management should ensure that nurses involved in control and restraint understand their role and responsibilities. This should be as part of their induction and refreshed yearly. *(To be completed within 3 months)*

**R49** The SMT with the violence reduction manager should undertake a development programme with staff to:

- develop their confidence and skills in dealing with disruptive detainees; and
- improve their awareness and understanding of the anti-disruption policy and how it should be implemented. *(To be completed within 3 months)*

#### *Staffing*

**R4** The SMT at Gatwick IRCs must review arrangements for providing care and support to staff and ensure that they have ready access to a care service they trust. *(To be completed within 3 months)*

**R6** The SMT should urgently ensure that Brook House is fully staffed. *(To be completed as a matter of urgency)*

**R7** G4S managers should undertake a comprehensive review of matters affecting staff retention at Brook House including remuneration, shift patterns and working hours and G4S needs to develop plans to address the matters arising from such a review. *(To be completed as a matter of urgency)*

**R11** G4S managers should agree with the Home Office ways that recruits in training can be given early and regular opportunities to experience the environment at times when the detainees are at large in Brook House. *(To be completed within 3 months)*

**R12** The SMT should consider giving trainees the opportunity to view body camera images of incidents recorded at Brook House. *(To be completed within 6 months)*