G4S Custodial & Detention Services

Gatwick IRC Culture Web Report April 2019

12th April 2019

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Introduction

What is Culture?

Our culture is made up of our attitudes and ideas, our behaviours and the physical things around us. It's "the way we do things around here". We all play a part in the culture and so it is everyone's responsibility. However leaders, particularly senior leaders have a particular influence on an organisations culture as they set the tone for what is important through what they say and what they do.

A positive culture is one where all the aspects of our culture support resettlement and re-integration; it contributes to the establishment being safe, decent, hopeful and supportive of change, progression and hope. A positive culture is not about being soft or always saying yes to people but about working in a way that supports the evidence for what can help people.

A positive culture not only helps to resettlement and re-integration. It also helps to make our work place safer for everyone. It is related to improved job satisfaction and reduced stress. Hope makes people perform better and feel more satisfied, and so has benefits for everyone.

What is the Culture Web?

As part of the drive to understand the culture in our establishments the Assurance Team have been using the Culture Web to assist in achieving understanding and allowing Directors to develop a plan for culture change.

The Culture Web considers six interrelated areas that the authors (Johnson and Scholes 1992) consider make up culture namely: stories, symbols, power structures, organisational structures, control systems and rituals and routines.

Using the Web can help formulate a strategy towards managing change. The six elements of the Web are fundamental to how the place sees itself and assumptions which are taken for granted. This can help staff consider how the culture is at present, in what way the place would like the culture to change, why and how this should look. They can then examine the differences between the narratives and consider next steps.

Culture awareness sessions have been run with groups from across the establishment involving all grades from detainees through to Senior Management Team. This process is used as different groups will perceive culture in different ways and they are impacted differently by decisions and ethos.

The first part of the Culture Web explores the culture that exists in the establishment today. The second part of the Web explores where the establishment would like to be in the future.

Gatwick Immigration Removal Centre

Gatwick Immigration Removal Centre (IRC) consists of two sites, Brook House and Tinsley House. Within Tinsley House is also a family pre-departure unit (PDA). The two sites are situated less than a mile apart from each other but there are distinct cultures within each sites and even within the PDA based at Tinsley.

What is clear through the Culture Web is that there are many aspects of working with this short term and transient group of Detainees that can be difficult for the establishments to over-come and produce positive outcomes. However, Gatwick has spent time focusing on the population, working with the authority and is clearly focused on moving towards a more positive resettlement culture for the detainees.

Whilst levels of violence are relatively low within Gatwick compared to other CDS sites, they are not without their complex and difficult detainees. A key difference within Gatwick is that detainees are focused more on being released and thinking "outside" of the establishment than completing their "sentence" as prisoners are. With no set length for detention, this impacts greatly on the thoughts, feelings and behaviours of detainees. This is a key challenge that the management team at Gatwick IRC are going to have to work with when seeking to impact staffs and detainees perceptions, behaviour and culture.

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1. Themes from Culture Web Sessions

The six elements and key identified themes of **where the establishment is today:**

1.1 - Stories at Gatwick IRC - these are stories which involve past events or individuals within and outside the IRC. They are stories that are chosen to immortalise the history of the IRC. The stories an organisation chooses to immortalise can offer information as to what the organisation perceives to be appropriate behaviour.

The key themes from the groups are as follows:

How Gatwick IRC is seen by the external world:
- Riot
- Panorama – negative press story but positive outcomes are: Cameras, staffing, cleanliness, improved procedures and contract change
- Shaw report (positive)
- Horror stories relating to Panorama – paints a bad picture regarding the environments
- Staff lack people skills – ground floor
- Metal doors – too prison like
- Visitors, searches/scans etc
- Worst Centre in UK for looking out for the welfare of immigrants
- TV/Press
- Man handling of Detainees by staff - abuse
- Disturbance - 6th June 2009
- Panorama which has led to a change of the culture and outlook

What stories we share ourselves:
- 100s/1000s of successful removals
- Multiple lives saved i.e. ligatures, suicide attempts and ACDT procedures
- Positive Detainee feedback
- Detainee   DX
- First Tinsley escape
- IT systems (shocking and no email for staff)
- Reduction in hours for DCOs/pay difference between DCOs and DCMs is significantly reduced, there is also bank holiday pay for various grades
- Detainee Name Irrelevant – Tinsley – Paralysis
- Detainee   D87   - Violent, threats to staff
- Detainee   D5104
- Detainee   D3489   (plane)
- Gossip – staff worried about what other staff say
- Kate Lampard report was not anonymous
- Control & restraint, dirty protests, what is the worst that can happen
- Camaraderie of staff and how they support and encourage each other – positive
- Banter with one another and knowing limitations – positive
- Cross-deployment – operational need – but needs to be fair, staff don't often understand the reasons why
- There is a difference between the two Centres and there are misconceptions
- Hearing Detainees tell sob stories that sound the same from different Detainees
- Tinsley is the nice place, Brook is the bad place
- Healthcare – negligence/lack of communication
- ID cards when leaving Wing?? – ok on return

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- Asked for opinion but don't see change
- Lack of access to internet – speed of internet/restrictions
- Opening of sites CEDARS, Tinsley and Brook House
- D287 – damage to Centre and assaults on staff
- G4S national award for teamwork 2011
- HCC award for dealing with PS i.e. 22 responses in one day
- Protestor gluing himself to a vehicle
- Protestor glued to the gate at Tinsley House
- Relaxed atmosphere at Tinsley

In summary there are some positive events that are being passed on and immortalised in Gatwick IRC's history. It was of particular interest to note that previous incidents that at the time were perceived as very negative (Panorama Programme) are now perceived in a positive light due to the changes that the incident brought to the IRC. The majority of traditional IRC stories were negative or reflective of notorious incidents or Detainees which would be natural for the environment in which we work and operate. There was a good mix of positive stories however it is of note that none focused on staff recognition or success. The stories that are shared provide a bonding function for staff and managers.

1.2 - Ritual and Routines - this includes the daily behaviour of people, how they relate to each other, how people are addressed etc. It seeks to identify our attitudes to each other, our knowledge and understanding of our roles and whether or not we are able to keep to our rituals and routines.

The key themes from the groups are as follows:

Attitudes to each other:
- Critical of the other of the line of shift , consistency in approach etc
- Generally appropriate amongst each other
- Culture of staff reporting everything and not resolving personal issues at a ground floor level
- We are transparent but there is a lack of consistency with the Home Office
- Tinsley staff are generally appropriate with each other and is an improving culture
- Most staff are professional
- Very poor HR access
- Phil Wragg approachable (positive change)
- Detainees have more power than DCOs do
- It's mainly men used for C&R
- Element of favouritism – some staff seem to always be where they want
- Rumour mill, gossiping can be extremely damaging for people
- Need more respect for each other at all levels
- Lack of empowerment
- Historical 'face fits' culture
- Lack of praise from top to bottom
- Some Senior Managers are respectful, some are not
- Lack of consistent approach for the welfare of staff
- Try to match Detainees based on religion/smoking
- Staff need to improve listening skills

Knowledge and understanding:
- Lack of understanding of other managers and other depts. and what they do
- Managers concentrate of managing Detainees rather than managing staff

- Lack of operational training for managers
- Work has focused resources on the residential function
- Tinsley have a new training programme with mentors for DCOs
- Good understanding of culture due to staff diversity
- Not enough diversity in higher staff positions
- Good communication at DCO and certain DCMs
- Poor access to annual leave
- No incentive scheme for Detainees behaviour
- Poor training regime (staff need mentors/peers)
- The staffing increase is a positive
- No consistency between staff recognition
- Leadership skills in certain DCMs in question
- Suspension of Officers and Managers taking so long to resolve impacts on workload, annual leave and toil
- No consistency in how we manage/run in regards to Officers, DCMs and SMT
- Not a learning environment
- No first on scene or bronze training
- Disrespect due to lack of knowledge – cultural issues
- Lack of people skills – not malicious intent (cultural knowledge)
- Placed on Orange book if you say you are upset
- Need to offer counselling services

Keeping to routines and rituals:
- Inconsistent approach with managers
- Tinsley are good at sticking to their routines
- No consistency of staff rostered in certain areas
- Workload seems to have increased but not the staffing to match, there is not enough time in the day to achieve everything
- Residential staffing increase (positive)
- There are lazy staff who don't challenge and are not challenged consistently
- Standalone departments are under resourced
- Unlock is not on time
- Staff don't stick to routines

An outcome from the Panorama programme is a "report everything" culture. A by-product of this, further down the line is that staff do not deal with their own differences at a ground floor level. This has driven a culture of grievances and one where normal disagreements between people are formalised by being reported to managers. This may also be reflected in the management of detainees whereby they report that staff do not engage on a personal level and they are nervous of telling staff that they are having a bad day as this may result in them being placed on the "orange book" i.e. following process and not interacting on an empathetic level. All grades expressed some feelings of there being a gap in knowledge and skills on promotion in particular focusing on the lack of practical training or development for DCM's. Positive aspects focus on the increase in Residential staffing group which have been well received by all staff groups.

1.3 - Symbols at Gatwick IRC – this area is how the workplace defines itself to staff and those externally, e.g. logo, branding and dress code. These can represent the nature of the place of work.

Key themes from the groups are as follows:

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Are there any symbols and if so are they positive and meaningful:
- Environment – suitable for Detainee's
- Intro of Body Worn Video good for safety and de-escalation however there is a fear of consequences when used/viewed
- Everything has to be justified and decisions challenged daily
- High turnover of staff, lack of experience leads to conflict
- We treat everyone the same whilst meeting the need of all Detainees particularly people with protected characteristics
- We have a professional workforce but have differing standards
- Quality of communication is mixed
- Sites are stereotyped i.e. Tinsley = Disneyland and Brook = Broken
- Visits area/hall not very friendly (Brook), could be brighter with better furniture and food and drinks for visitors
- Tinsley – security not fit for purpose i.e. locks on large gates instead of control opening each gate
- Brook and Tinsley need more officers – not quality over quality though
- G4S
- No meaningful symbols
- Environment in Brook is a prison design so limited ability to change environment
- Home office have changed their focus to resettlement and Brook is a work in progress
- Alvin Brisett sign has a negative connotation attached to it

Uniform /Clothing/Environment:
- Polo shirts take power/authority away from DCOs
- There is different uniform in Brook and Tinsley, all needs to be the same.
- Key chain in Tinsley is plastic and not fit for purpose
- Boots should be part of the uniform and provided by G4S
- Uniform should be smarter and more impactful like HMP
- There are no outside areas for staff to relax i.e. gardens or benches
- No separation on induction to Immigration v G4S
- Closing shop while people are queuing
- Limited outside areas and activity space
- Tinsley house is a relaxed open environment
- The PDA unit is the right environment
- Brook is a clean environment
- Recent changes have been made to make the Brook environment more appropriate
- Tinsley house HCC needs improving
- Enforcement of appropriate uniform is not consistently applied

The responses to this area were mixed with a focus on the 'prison like' and sterile environment of Brook House. Discussions in the groups around whether or not Gatwick IRC should have a symbol that everyone can identify with are something that needs to be explored more by the establishment. There are some wider issues related to Uniform that has negative connotations with some groups. There was a positive reflection on the cleanliness of both sites and in particular the PDA unit was seen to have achieved the right environment for its residents.

1.4 - Organisational structure – this includes the power structures within the IRC, as well as the key integral relationships which emphasise what is important in the organisation, e.g. who is influential. Key themes from the groups are as follows:

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Stability issues:
- Money is important to G4S
- Time and a half rate for overtime(saving money)
- Not providing staff with free meals – greedy and uncaring (others stated don't forget G4S is a business)
- Compliance, law, social responsibility and Home Office are important to G4S
- Compliance with the contract
- Smooth and successful daily operations
- Wellbeing of Detainees
- Healthcare/no access to tablets from Prison
- Why is there a restriction on access to Human rights information i.e. IT access
- G4S: - Finance, Reputation, Risk, Shareholders
- Gatwick: - Reputation, Finance, Re-bid, Recognition, The site is stable

Structural issues:
- Home office dictates and overrides decisions
- The new structure appears to be better but needs time to bed in
- Always a Profit Improvement Plan (PIP) in place
- HMIP
- Residential staffing is good but more focus is needed on standalone departments i.e. Security, ACOs, HR and Safer Community
- Access to fresh air
- Need headphone jacks on all PCs
- Decisions made on what music you can listen to
- Broken gym equipment
- G4S are not a people organisation
- Areas of responsibility not clear across all groups
- Tinsley – new DD rota impacting on management of Tinsley
- Small SMT for Tinsley but a breadth of responsibility

People:
- Staff that have ideas or opinions get ignored and have no say on decisions
- Detainee welfare is very important and staff welfare is not
- Not enough security staff on a daily basis
- Pay structure is awful – one size fits all, nothing to recognise additional responsibilities
- Duty of care isn't just for Detainees, it feels like staff welfare is an afterthought
- If staff ask for help we get fobbed off i.e. just phone the helpline
- Micro managing
- Support staff performance, management and progression (positive)
- Gatwick takes not gives
- Lots of forums but no outcomes
- Nothing for South Africans
- People are not made to feel valued
- Disconnect with staff

This was an area where there was a wide range of responses from all levels. Outcomes strongly indicated a hierarchical structure where the lower levels felt that there was a lack of consultation and autonomy in decision making. There were the usual indicators of money / profit and meeting targets being clear priorities for the company. There were some concerns expressed over

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micromanagement and staff not feeling empowered or valued. The IRC is felt to be stable and the good staffing levels on the Residential units have contributed towards this, however the external areas staffing levels need to be reviewed.

1.5 - Control systems – this emphasises the manner in which the workplace is controlled, such as financial and reward systems that focus upon the activities which the site values as important. Both implicit and explicit control systems are reviewed.

Key themes from the groups are as follows:

Explicit control systems:
- The regime is good, however not enough control over Detainee movements
- Staffing on Units is better
- Physical presence of more officers makes staff feel safer i.e. HCC Officers
- Home office induction not in depth enough for each Detainee i.e. case management
- Home office is the only ones that decide if Detainees are put on rule 40
- DCOs need more power to make decisions rather than a DCM
- DSOs
- Contract
- Daily regimes
- Policies
- Operating procedures
- HMIP
- Locking/unlock
- Boards/notices/separate areas
- Detention Centre Rules
- Management Process's
- Being transparent
- CQC

Implicit control systems:
- If a Detainee breaks the rules there are no consequences i.e. we need basic, standard and enhanced regime
- DCM and SMT have too much control, more should be given to DCOs
- Inconsistency for addressing Detainee behaviour i.e. if an officer gets threatened nothing happens but if it happens to SMT or management they get put on rule 40 or transferred
- Newer staff unsure what they can and can't do giving control to Detainees
- Numbers are low so we control the current environment but most new staff won't know what it is like working at full capacity so could become a potential issue
- Undermining behaviour by DCMs i.e. DCO says no and DCM will then say yes – appropriate decision making
- Home office don't care or respect DCOs they treat us like minions
- Suspension culture
- Paranoia and worried about consequences
- Confidence of staff and good relationships with Detainees (positive) more issues with staff on staff than with Detainee's
- Length of time to complete investigations
- Fear culture and lack of experience
- Public shaming
- Lack of coaching

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- Lack of confidentiality
- Standards of behaviour – what is in a culturally different environment – words are important – review all comms
- Means of getting attention
- Orange book
- Boredom leads to distraction
- Discrimination
- Perception of staff in relation to investigations/suspensions
- Gossip shop
- Lack of trust in Line Managers (DCMs) to keep personal issues confidential
- SMT keep things confidential
- There is a report everything culture
- Tinsley less concerned about implicit control but gossip and big issue

The explicit control systems that are identified in this section are common themes that are reflected elsewhere within CDS. Clear themes came through in relation to trust, handling personal issues appropriately and a lack of confidentiality across the site. Staff welfare is again commented on in relation to investigations and how long they can take to complete. There is evidence of some implicit control systems linked to a fear of consequences for challenging decisions or speaking out of turn. Positive statements in this section are reflected about the regime and staffing and it is important to note that there are no comments from any group that reflect a culture of implicit control via bullying in Gatwick.

1.6 - Power structures - this focus' on those individuals or groupings that have the greatest influence over the decisions, operations and strategic direction of the IRC. They are most likely to be those who strongly support the organisation's existing key values and beliefs. This area looks at the style of management and control, who has the power and are there any informal mechanisms where power is held.

Key themes from the groups are as follows:

What "style" of management / control?
- One way traffic – I say you do….
- SMT – inconspicuous/unseen – only around if something kicks off (in background)
- Patronising attitude – they don't treat us like adults/professionals
- EDRs, why have them? They never get actioned unless you keep going and pushing
- Training department not supported – no power to actually put people on training
- No recognition for staff who deal with everyday key roles
- Not everyone is trained in all fields so less susceptible to be disciplined in the event of something going wrong
- Lack of consultation
- Lack of communication over change
- Those who shout the loudest are listened to
- DCMs and ACOs do not feel valued
- ACOs work more hours
- No consequences for actions by Detainees
- Divide between Tinsley and Brook
- Missing some professionalism
- Lots of forums but no change

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- SMT are consultative within their peer group
- There is a lack wider consultation
- Once decisions are made by the SMT then these are cascaded Autocratically
- Micro management in some areas but not all
- Not all staff or managers feel empowered
- There is an element of trust but with oversight
- Lack of consistency in approach in managing poor performance
- Tinsley more consultative
- Divide between PDA and Tinsley
- Divide between FCMs and DCMs in Tinsley

Who has the Power?
- Director
- Home Office – but inconsistent in decision making
- An element of power sits within Security and Officers are asked by Senior Managers for advice/support on decision making
- DCOs have power /influence (collectively)
- Detainees
- White shirts have power
- Director
- HCC Manager
- Home Office
- Groups of Detainees
- NHS

Informal power:
- Face fits culture at both Brook and Tinsley
- Detainees - conditioning of staff and managers
- Appeasement of Detainees rather than challenge for an easy life
- There are Cliques – SMT are involved
- Some staff think they have power
- Certain staff stick together no matter what
- When cultural groups are together you can feel a shift in the control
- Some staff who participate in cliques have the potential and do abuse power

The theme of power was evident in many conversations and to be expected in a hierarchical organisation. The consistent theme across the piece is that the power sits at the Director, Home Office and SMT level but there is a feeling of a lack of trust and empowerment down the line. This is reflected in the way decisions and the strategic direction of the establishment is set. The SMT agree that they are consultative amongst themselves but that this does not operate at the lower levels hence the feelings of "I say …. you do" Tinsley was felt to be more consultative in its approach than Brook.

There was some expression of "cliques" existing and influencing decision making, however it was also felt that in the last year this was not as strong as it used to be. In previous sections there were some comment that reflected a "face fits" culture which when linked with concerns about "cliques" could draw a bigger picture in relation to culture. However, the picture described by the groups was one that was improving so whilst it should not be ignored it is not a strong or persistent theme. There does appear to be a divide between the two sites with staff not being happy about cross deployment. Despite all this it is felt that strategically the IRC is working together to achieve its goals and that the sites are much improved from a year previously.

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Summary

Gatwick IRC has experienced a great deal of change in the last 18 months which is reflected in much of the Culture Web sessions. DCO's reflect greater satisfaction with their terms and conditions, retention is improving and Residential staff feel much safer due to the increase in staffing levels. Standalone departments feel that they have been "left behind" as part of the re-structure with work-loads increasing and no additional resource being allocated to manage that change. There are key themes around the trust and empowerment of the staff and managers as well as the training and skill set of first line managers. There is an absence of negative comments around how people interact with each other suggesting that everyone feels they are polite and respectful in their daily interactions.   There are also clear indications that the strategic direction of the IRC is one that all staff buy into and contribute to on a daily basis.

Repeated themes:

- Poor staff welfare provision
- The need to improve staff reward and recognition
- The need to improve practical training for DCM's and staff on or before promotion
- Positive response to the Panorama Programme
- Lack of empowerment / trust
- A report "everything" culture
- Lack of confidentiality
- Improved staffing levels on Residence
- Decision being over ruled
- The feeling of a lack of consultation with staff / managers
- Gatwick IRC is safe and stable
- The positive and relaxed culture of Tinsley House

It is also of note that for the establishment it is clear that positivity is good when it comes to the environment in which they all live and work. There is also evidence of positive stories being shared about the IRC from detainees and staff which reflects an environment that has hope in its ability to do good work and provide an enhanced environment.

2. Culture Web Sessions

These sessions focus on getting staff to think positively and look at where they would like the establishment to be in the future. The same six areas are used thus enabling the Senior Management Team to focus on plans to address the concerns that are raised within the first sessions.

The six elements and key identified themes of where the establishment would like to be:

2.1 Stories at Gatwick IRC - these are stories which involve past events or individuals within and outside the IRC. They are stories that are chosen to immortalise the history of the IRC. The stories an organisation chooses to immortalise can offer information as to what the organisation perceives to be appropriate behaviour.

Key themes from the groups are as follows:

How we're seen by external world:
- Brook House – better contact with immigration/material/tools/books
- Phone in pockets
- Staff and Detainee conditions are good
- HMIP Level 4
- Achieve gold standard for NHS
- Be a provider of choice
- Safe place for Detainees, staff and visitors
- Positive/realistic stories from Detainees
- Praise/accomplishment – culture kitchen/music lesson etc
- Proud achievements
- Inspirational stories – A gentleman was in a very low place and went to welfare. The team called an interpreter and was able to communicate and address his issues and improve his mood
- Improve image of IRC
- Documentary showing the day in the life of an Officer
- Positive report from HMIP

What stories we share ourselves:
- Better internet
- Support networks
- Charity networks
- More freedom – i.e. drinks to be brought into visits
- Good place to work
- Staff feel valued
- Be open and transparent
- Centre of excellence – all other Centres to aspire to be like Gatwick
- Detainees to have positive experiences and bee treated with dignity and respect
- Positive and supportive environment
- Gatwick work as one team
- Contractual change to allow a lock down briefing once a month
- Deliver a more effective communication strategy
- Managers lead on their own areas with communication
- Good IT in place to support effective communicate

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- Trailblazers
- Known for Innovation and people to want to work at Gatwick
- Better staff recognition for length of service
- Charity events
- Inspirational speakers coming to Brook and Tinsley
- Monthly competitions – cleanest wing
- Monthly newsletter
- Recognition awareness – awards
- G4S team community events (sports with other sites)
- Job opportunities in the wider G4S business
- Team building days
- Letters of thanks/praise to be shared
- D5104   sign to be removed and replaced by …..TBC (collective decision)

2.2 Ritual and Routines - this includes the daily behaviour of people, how they relate to each other, how people are addressed etc. It seeks to identify our attitudes to each other, our knowledge and understanding of our roles and whether or not we are able to keep to our rituals and routines.

The key themes from the groups are as follows:

Attitudes to each other:
- Improve HR access across both sites
- Have more diversity when promoting DCMs
- Managers to enforce appropriate wearing of uniform
- People to be professional in their approach
- SMT and DCMs to treat people equally (no favouritism)
- Better policies and practices in place for staff welfare
- Better interpersonal skills
- Better communication skills

Knowledge and understanding:
- Have a talent team that identifies and prepares people
- Staff to have exposure to different areas and tasks
- Have appropriate levels and appropriate channels of communication
- Staff to be empowered to make decisions
- Staff trained appropriately to feel trusted to make defensible decisions
- Improve supervision in both quality and quantity
- Have better schemes for Detainee behaviour
- Team to be appointed to stay behind if there is an issue with roll count
- New starters to have mentors (this is already in progress at Tinsley)
- Better information for staff i.e. more forums
- More women to be selected to take part in C&R
- Committee to be appointed for staff recognition
- Shift patterns are better now
- Have a learning environment
- IT support on site
- Management/staff development programme in place
- Role briefs to be developed for areas/roles
- Evaluate staffing profiles for standalone areas

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Keeping to routines and rituals:
- To have a consistent approach to:
- Managing HR issues
- Managing sickness
- Managing absence
- One to one face to face contact
- More chance for annual leave i.e. consider increasing for school holidays etc
- Better shift patterns for HCC staff
- Better staffing levels in HCC to meet need
- Annual leave to be managed fairly by each department not as a whole
- Have music room facility and ban playing music in IT
- Not have to show ID card to leave the unit at 0830
- Review how roll counts are carried out

2.3 Symbols at Gatwick IRC – this area is how the workplace defines itself to staff and those externally, e.g. logo, branding and dress code. These can represent the nature of the place of work.

Key themes from the groups are as follows:

Symbols or those that are positive and meaningful:
- Improvement in engagement, passion, commitment and skills of DCOs
- Recognition and reward for DCOs
- HOPE for Detainees and better information flow from the Home Office
- Humanity
- Remove D5104 sign
- Don't want/need a symbol
- Have team building days
- Celebrate and publicise achievement
- Need a logo or flag i.e. something that is diverse maybe a mascot
- Create a garden
- Have turnstiles on Units
- Move unit offices to the first floor
- Display Detainee art around both Centres
- Have a brighter visits hall
- Staff PTIs to provide staff fitness classes
- Tinsley – have locks on gates instead of electric
- Display/information screens around the Centres
- Updated IT systems/access

Uniform / Clothing/ Environment:
- Have a learning environment for up-skilling Staff and Detainees
- Better HCC facilities
- Regime – community space and purposeful outcomes
- Have better facilities and increase office space
- Information Technology that is FIT for the 21st Century
- Uniform – Smart, presentable, durable and worn with pride
- Consistent application in uniform standards, hygiene and presentation and allowing for diversity, difference and individualism
- Professionalism of the DCO role

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- Break out rooms/multi-use
- Reduce the duplication of paperwork through use of tech
- Shelter for smoking/vaping
- Enforced uniform policy
- C&R DOJO training environment that is fit for purpose
- Staff to wear shirts not polo tops

2.4 Organisational structure – this includes the power structures within the IRC, as well as the key integral relationships which emphasise what is important in the organisation, e.g. who is influential.

Key themes from the groups are as follows:

Stability Issues:
- Improve staff retention
- Successful re-bid
- Ensure Schedule D and Org structure fits contractual requirements
- Business continuity planning in place
- Be financially stable
- Bad behaviour to be dealt with
- Staff to feel safe
- Adjusted regime – better warning system in place i.e. basic, standard and enhanced

Structural issues:
- Staffing review of standalone areas complete
- Resources and staff expertise reviewed
- Improve staff benefits
- Improve staff training to empower staff to be decision makers
- Contractually compliant
- Known for using the wider business
- IT resources i.e. people, equipment and technology
- Known of innovation and being ahead of competitors
- Have a gym orderly
- Fix broken things quicker
- Cinema room to be open
- Better communication
- Review of staff vs workload in standalone depts
- Introduce twilight shifts so that Detainees can be unlocked to clean after 2100hrs
- Managers to follow correct procedure when finishing late

People:
- Succession planning in place
- Staff training and development plan in place
- Appropriate staff recognition and appreciation
- Improve in trust and confidentiality in staff
- Caring and put people first
- Break out areas for staff
- DCO opinions should be listed to more
- Company to look after staff – duty of care
- Verbal/physical assaults to be taken seriously – not brushed off

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- Staff to be more cooperative and help out other staff in difficult situations i.e. have your back
- HCC fully staffed including clinical lead
- Have a better dental service in place
- ACOs to work 40hr week same as officers and have equitable bonus scheme same as officers

2.5 Control systems – this emphasises the manner in which the workplace is controlled, such as financial and reward systems that focus upon the activities which the site values as important.

Key themes from the groups are as follows:

Staff focused:
- Successful re-bid to provide stability
- Structured staff training
- Use of best practice across sites
- Lessons learned
- Experience other work environments
- Structured one to one/quarterly reviews/regular supervision of staff
- Trustful and respectful environment
- Confidence that people are listened to
- Have a learning environment
- Working environment with no fear
- Trusted to do the right thing
- Promote staff mediation
- Consistent support from staff and managers
- DCMs to engage with DCOs before overturning a decision and let the DCO deliver the outcome
- Consistency with detail – work allocation

Detainee focused:
- Clear pathways
- We manage case work
- Effective IT systems and access to social media
- Consistency with discipline for Detainees – consider the victim

Systems focused:
- Clear contract to understand
- Contract differences are shared and understood i.e. HCC
- Access to Skype
- IT system/show when on screen
- Appropriate communication in appropriate surroundings
- Confidentiality needs to be a priority
- Home office consistency – need to listen to staff especially over rule 40 and apply it especially when threats to staff are involved
- Feedback on SIRs – need to know that it has at least been looked at/actioned

2.6 Power structures - this focus' on those individuals or groupings that have the greatest influence over the decisions, operations and strategic direction of the IRC. They are most likely to be those who strongly support the organisation's existing key values and beliefs. Tis area looks at the style of

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management and control, who has the power and are there any informal mechanisms where power is held.

Key themes from the groups are as follows:

Across teams:
- EDR process actually being meaningful/productive
- Training courses provided for career progression
- Development of skills in current role should be recognised and supported
- Clear access to central detail/HR – clear info on who you speak with if you have issues/concerns
- Have a better induction process in place for support staff
- Improved communication
- All staff members to have email
- Process of staff forums to be reviewed
- Two way communication
- Better listening skills from management
- ACO working hours to be reviewed
- Pay gap between DCOs and DCMs to be reviewed
- Double time for bank holidays to be reviewed for all staff not just Officers
- Fair and consistent rotation policy
- Link training to accountability
- Deliver performance management
- Build trust and effective relationships
- Value knowledge and experience of others

Within teams:
- Females who are trained in C&R to be used the same as males
- Staff understand where they fit
- Include HCC in SMT
- Have an inclusive SMT

Power sharing:
- Less autocratic approach – DCOs have good ideas and need feel they can input
- Less patronising – all doing equally valid/important jobs across all roles
- Management needs to be more approachable and take staff seriously
- DCMs act more like Managers
- New Managers to have mentors and learn how to manage staff conflict not take a back seat
- No cliques and power to be shared appropriately
- Equal power – give more respect
- Treated fairly
- Step away from fear of investigation and have open communication
- Empowering DCMs and Managers through training, development and improved decision making
- Develop working parties and have a collaborative inclusive approach
- Home Office to be more understanding and have an improved relationship

Outcomes

There are two main suggestions open to Directors in terms of taking the information from the Culture Web work forward. These are:

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- To set up a Culture Change Meeting that invites all grades who have contributed to the above process. The meeting should also include detainees representatives to ensure a holistic approach to changing culture
- To incorporate aspects of the Culture Web into meetings that are already happening within the establishment.

There are of course no set ways in which change around Culture Web outcomes should be addressed, however, to build an action plan of change it must be truly collaborative across all grades. It is recommended that the Culture Web process is completed again a year after the commencement of the change process so that it can provide a measurement of progress for the establishment.