



Project Executive Summary			
Report Date:	10/11/17	Project Manager:	Peter Corrigan
Project Sponsor:	Jerry Petherick	Business Unit:	CDS
Project Description:	Brook House Action Plan		
Project Status Summary		This Report	Last Report
Overall RAG Status Commentary			
<p>The Centre had an important week with a visit from Stephen Shaw and the Home Office over 2 days. Initial feedback is as follows:</p> <ul style="list-style-type: none"> • Very positive visit at both Brook & Tinsley • Good atmosphere across both sites, acknowledged the different types of Detainees at each site, recognising 'how boisterous' some detainees ta Brook can be – young ex prisoner population • Good examples of the management of Adults at risk and difficult detainees/Supported Living Plans • Good interaction during review boards – very positive about Michelle Brown's management of case reviews • Good interaction on living units • Good example of recent management of detainees that had been unfit for detention <p>Almost all the actions are on track or ahead of target with the exception of 2 which are beyond the milestone, they related to Jill Dando Institute recommendations.</p> <p>A summary of recruitment activity is:</p> <ul style="list-style-type: none"> • We have recruited 34 new staff so far out of a target of 100 between September 2017 and April 2018 with a further 62 assessed and awaiting training courses. • ITC 2 is in week 3, (of 8), and goes live with 14 new staff on 15th December • ITC 3 starts on the 27th November and currently has 8 starters, this is a reduction from the first estimate of 15. • Further assessment days are being timetabled for November and discussions continue with a recruitment agency, (Hayes), to increase the number of potential candidates for assessment. <p>The additional hours and loyalty bonus scheme continues to have a positive impact with 86 staff having applied to join the scheme. This will generate an additional 466 staff hours per week or 12 full time equivalents.</p> <p>The training needs analysis has been completed. Priorities that were identified are leadership and the skills gap in the supervisor and middle manager grades. DCO needs will be addressed in a learning forum scheduled in January to develop a training plan to commence in March 2018 towards the end of the recruitment programme.</p> <p>Final preparations are taking place for the delivery of the Security Intelligence Operations Apprenticeship with either a December or a January start.</p> <p>Planning to train staff in Mental Health First Aid and in progress. Discussions are taking place to identify a contractor to either:</p> <ul style="list-style-type: none"> • Procure external trainers to deliver Mental Health First Aid training 			



	<ul style="list-style-type: none"> • Deliver a 'training for trainers' course <p>Review the ITC content and DCO Induction programme has commenced.</p> <p>The introduction of additional Body Worn Cameras and supporting processes is ahead of schedule and will go live on 11th December.</p> <p>The PDA Executive Oversight Board has agreed to oversee safeguarding across the Gatwick IRCs.</p> <p>Approval has been received for the wing closure programme which will allow the cleaning of detainee rooms, toilets, showers and other communal areas and to retrofit inundation points. The installation programme will run from 24th November 2017 to 10th January 2018:</p> <p>There are 2 actions which are beyond their milestones. Both relate to recommendations made by the Jill Dando Institute. It was our intention to locally implement these. However the wider organisation has seen the value in them and the company has decided to implement them across C&DS. Both are currently marked RED on the action plan</p> <p>Workstream status:</p> <ol style="list-style-type: none"> 1. Staff recruitment, retention and support – Amber – although the staffing position is improving more progress is needed 2. Staff development/training - Green 3. Management Structure – Green 4. Reporting Governance - Green 5. Drugs - Green 6. Environment and Detainee Experience – Green
Specific Items for Project Board	
Change Requests to consider:	Not applicable
Other items requiring attention/decisions:	



Activities Summary			
Key activities targeted for completion this Report Period:	Target	Status	Key activities planned for completion next Report Period:
Jill Dando Institute recommendation: Select and train staff "Speak Out" Champions.	31th Oct	Beyond Milestone	<ul style="list-style-type: none"> Roll out level 3 team leader apprenticeship for first line Managers
Jill Dando Institute recommendation: Hold staff discussion group with all staff on the Milgram experiments during staff training sessions.	31th Oct	Beyond Milestone	<ul style="list-style-type: none"> Roll out Level 5 Strategic Leadership Apprenticeship for Middle Managers
Expand the role of the PDA Executive Oversight Board to oversee safeguarding across Gatwick.	31 st Oct	Complete	<ul style="list-style-type: none"> Continue implementation of management and staffing structure
Indicative date to achieve Target Staffing	20 th Nov 17	At risk	<ul style="list-style-type: none"> Finalise recruitment agencies to speed up DCO recruitment
Conduct a Training Needs Assessment exercise for all staff	30 th Nov 17	Complete	<ul style="list-style-type: none"> Continue recruiting staff for the Additional Hours and Loyalty Bonus Scheme
Launch Prism	30 th Nov 17	On Track	<ul style="list-style-type: none"> Accelerate ITC training programme
Introduce Level 4 Security Intelligence Operations Apprenticeship. Jill Dando Institute recommendation:	30 th Nov 17	On Track	<ul style="list-style-type: none"> Continue PRISM Assessment
Develop environment plan – identifying potential changes to activities and physical environment from Detainee Focus Groups.	30 th Nov 17	On Track	<ul style="list-style-type: none"> Introduce Jill Dando Institute recommendations
Introduce Candour logs (if appropriate)	30 th Nov 17	On Track	<ul style="list-style-type: none"> Continue organising Security Intelligence Operations Apprenticeship
Review BWV Policy	30th Nov 17	On Track	<ul style="list-style-type: none"> Commence retrofitting of inundation points in detainees rooms
Explore the possibility of introducing a "Detainees Speakout" line with an agency such as Crimestoppers.	30th Nov 17	On Track	<ul style="list-style-type: none"> Commence refurbishment of residential units
Introduce new Body Worn Cameras and supporting processes.	31st Dec 17	On Track	



Project Workstream Updates

Workstream Name	Workstream RAG Status	Workstream Progress and Status Commentary	Workstream activities planned for completion in next Report Period
Staff recruitment, retention and support		<p>A summary of recruitment activity is:</p> <ul style="list-style-type: none"> • We have recruited 34 new staff so far with a further 62 assessed and awaiting training courses. • ITC 2 is in week 3 of 8 and goes live with 14 new staff on 15th December • ITC 3 starts on the 27th November and currently has 8 starters, this is a reduction from the first estimate of 15. • Further assessment days are being timetabled for November • Discussions continue with a recruitment agency, (Hayes), to increase the number of potential candidates for assessment. <p>There were 3 confirmed DCO leavers in November, against a forecast of 6 in the recruitment plan</p> <p>The additional hours and Loyalty Bonus scheme was launched this week. So far 86 staff have applied to join. This will generate about 460 additional hours per week, the equivalent of 12 FTE staff or 5 additional all-day shifts, 7 days a week.</p>	<ul style="list-style-type: none"> ▪ Finalise recruitment agencies to speed up DCO recruitment ▪ Continue recruiting staff for the Additional Hours and Loyalty Bonus Scheme ▪ Accelerate ITC training programme
Staff development/training		<p>The training needs assessment has been completed. The major priority that was identified is leadership and the skills gaps in the supervisor and middle manager grades. DCO needs will be addressed in a learning forum scheduled in January to develop a training plan to commence in March 2018 towards the end of the recruitment programme</p> <p>An initial review has taken place of the Milgram experiment which decided that a wider discussion and roll out of Milgram learning is desirable.</p> <p>G4S Head of Learning and Development, (Jane Shannon), will design a training course with the Jill Dando Institute for staff for roll-out across the G4S business</p> <p>Jill Dando institute have indicated that they have 'interns'</p>	<ul style="list-style-type: none"> ▪ Introduce Jill Dando Institute recommendations ▪ Roll out level 3 team leader apprenticeship for first line Managers ▪ Roll out Level 5 Strategic Leadership Apprenticeship for Middle Managers ▪ Continue PRISM Assessment



		<p>who would benefit from custodial experience who will deliver the course at Brook House.</p> <p>Further discussions between Jerry P, Lee H & Nick Ross, (Jill Dando Institute), on Tues 14th Nov.</p> <p>Planning to train staff in Mental Health First Aid has commenced. Discussions are taking place to identify a contractor to either:</p> <ul style="list-style-type: none"> • Procure external trainers to deliver Mental Health First Aid training • Deliver a 'training for trainers' course <p>Review of ITC content has commenced with Trevor Beeston, (training manager from Oakwood), reviewing course content with Head of Learning and Development</p> <p>JS is organising Security Intelligence Operations Apprenticeship.</p>	
Management Structure		All actions have been completed	■
Reporting Governance		<p>Introduction new Body Worn Cameras is ahead of schedule with:</p> <ul style="list-style-type: none"> • Fitting of infrastructure w/c 13.11.17 • Training for DCMs scheduled w/c 13.11.17 • 'Go-Live' date 11.12.17 <p>Version 2 of Candour log has been completed</p> <p>Speak-out champions are to be implemented across the G4S estate.</p> <p>Phase One is complete. This is the review of the C&DS management structure this has been revised and agreed and provides a new assurance framework.</p> <p>Speak-out champions will be part of this structure when it is rolled out across C&DS</p>	
Drugs		<p>Final preparations are taking place for the delivery of the Security Intelligence Operations Apprenticeship course.</p> <p>Nominations are being taken from all G4S establishments as well as other private sector providers, (Sodexho and Serco).</p> <p>Co-ordination is taking place with other companies for either</p>	



		a December 17 or January 18 commencement.	
Environment and Detainee Experience		<p>Expanding the role of the PDA Executive Oversight Board to oversee safeguarding across Gatwick ITCs was discussed at PDA Oversight Board meeting on 7th November. Expanding their remit was discussed and agreed. The detail of the expansion of their role will be clarified as an agenda item in their meetings.</p> <p>Approval has been received for the wing closure programme which will allow the cleaning of detainee rooms, toilets, showers and other communal areas. The closure programme is as follows:</p> <p>B-wing 24th Nov – 4th Dec C-wing 5th Dec – 14th Dec D-wing 15th Dec – 27th Dec A-wing 27th Dec – 10th Jan</p> <p>Approval has been received to commence the installation of inundation points on the 24th November. The programme will continue until the 10th January 2018</p>	<ul style="list-style-type: none"> ▪ Commence retrofitting of inundation points in detainees rooms ▪ Commence refurbishment of residential units