



Staff survey methodology and results

Brook House IRC

August 2024

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Staff survey methodology

A survey of staff is carried out at the start of every inspection, the results of which contribute to the evidence base for the inspection.

HMI Prisons researchers developed an online questionnaire consisting of structured questions exploring the experience of staff at the IRC. There are also fifteen open questions which allow staff to expand on their experiences and tell inspectors anything else they think is important. These comments are not published or shared with the establishment.

Distribution

HMI Prisons researchers provide a link to the survey embedded in a covering email. The covering email explains the purpose of the survey, that participation is voluntary and gives assurances about confidentiality and anonymity, enabling staff to give their informed consent to participate. This email is sent to the establishment with a request that it is forwarded to all staff working at the establishment; an HMI Prisons researcher is copied into this email to provide assurance.

Survey response

It was not possible to ascertain the number of email addresses that the survey was sent to at Brook House IRC. Staff were given seven days to complete the survey. We received a total of 86 completed questionnaires.

We cannot be sure that every member of staff working at the establishment received the email. Furthermore, because the online survey is set up to enable multiple responses from a single device (to facilitate participation by those who share computers) it is possible that individuals may have completed the questionnaire more than once. It is therefore not possible to provide an accurate response rate.

Full survey results

The full survey results for staff at Brook House IRC provide a breakdown of responses for only the structured questions. Percentages have been rounded and therefore may not add up to 100%.

The full inspection report is available on our website at:
<https://www.justiceinspectorates.gov.uk/hmiprisons/inspections/>

Staff survey

Q1.1 Please tick the option which most closely matches your role:

Frontline operational staff	42 (49%)
Operational manager	13 (15%)
Home Office staff	8 (9%)
Health care staff	6 (7%)
Education, skills and work staff	3 (3%)
Administrative staff.....	4 (5%)
Other staff	10 (12%)

Staff well-being

Q2.1 How well is the centre supporting staff well-being?

Very well	13 (15%)
Quite well	23 (27%)
Neither well nor poorly	21 (24%)
Quite poorly.....	21 (24%)
Very poorly	8 (9%)

Q2.2 How would you describe your morale at work?

Very high	9 (10%)
High.....	23 (27%)
Neither high nor low	25 (29%)
Low	22 (26%)
Very low	7 (8%)

Support at work

Q3.1 Do you feel supported by your colleagues?

Always.....	23 (27%)
Often	30 (35%)
Sometimes	31 (36%)
Never	2 (2%)

Q3.2 Do you feel supported by your immediate line manager?

Always.....	34 (40%)
Often	22 (26%)
Sometimes	24 (28%)
Never	6 (7%)

Q3.3 Do you feel supported by senior managers?

Always.....	14 (16%)
Often	23 (27%)
Sometimes	27 (31%)
Never	22 (26%)

Q3.4 How often do you meet with someone (a manager or mentor) to discuss how you are progressing in your role?

More than once a month	22 (26%)
Approximately once every three months	15 (17%)
Approximately twice a year	14 (16%)
Once a year or less	25 (29%)
I have not had the opportunity to meet with someone.....	10 (12%)

Q3.5 How would you rate the quality of support you receive from your line manager?

Very good.....	32 (37%)
Good	21 (24%)
Neither good nor poor	16 (19%)
Poor	14 (16%)
Very poor	3 (3%)

Q3.6 What other support can you access? (Please tick all that apply.)

Through Serco	52 (65%)
A union.....	46 (58%)
Staff association.....	20 (25%)
Home Office	10 (13%)
Health care provider.....	10 (13%)
Other welfare services	27 (34%)

Detainee well-being

Q4.1 Please indicate to what extent you agree or disagree with the following statements:

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know
Detainees are being kept safe.	51 (59%)	26 (30%)	7 (8%)	0 (0%)	2 (2%)
Detainees have enough time out of their rooms.	76 (89%)	6 (7%)	0 (0%)	1 (1%)	2 (2%)
Vulnerable detainees get the support they need.	29 (34%)	34 (40%)	14 (16%)	8 (9%)	0 (0%)

Q4.2 How do Serco staff treat detainees in this centre?

Very well	56 (67%)
Quite well	26 (31%)
Quite poorly.....	1 (1%)
Very poorly	1 (1%)

Q4.3 How do Home Office staff treat detainees in this centre?

Very well	16 (19%)
Quite well	30 (35%)
Quite poorly.....	18 (21%)
Very poorly	7 (8%)
Don't know	15 (17%)

Q4.4 How do health care staff treat (behave towards) detainees in this centre?

Very well	14 (16%)
Quite well	31 (36%)
Quite poorly.....	15 (18%)
Very poorly.....	15 (18%)
Don't know	10 (12%)

Leadership in this centre**Q5.1 How clearly are the priorities of this centre communicated to you?**

Very clearly	22 (26%)
Quite clearly	30 (35%)
Not very clearly	23 (27%)
Not at all clearly	6 (7%)
I don't know the top priorities.....	5 (6%)

Q5.2 To what extent do you agree or disagree with this centre's priorities?

Strongly agree.....	17 (20%)
Somewhat agree	47 (55%)
Somewhat disagree	8 (9%)
Strongly disagree	5 (6%)
Don't know	9 (10%)

Q5.3 Please use the scale to rate the following statements:

	Always	Often	Occasionally	Never
Senior managers in this centre are approachable (e.g. they take time to listen).	18 (21%)	30 (35%)	25 (29%)	13 (15%)
Senior managers in this centre acknowledge and celebrate good work.	12 (14%)	28 (33%)	29 (34%)	17 (20%)
Senior managers set high standards of behaviour for staff.	18 (21%)	33 (39%)	27 (32%)	7 (8%)
Senior managers challenge poor behaviour by staff.	20 (23%)	30 (35%)	28 (33%)	8 (9%)

Q5.4 To what extent do you agree or disagree that your knowledge and skills are sufficient to do your job well?

Strongly agree.....	40 (47%)
Somewhat agree	42 (49%)
Somewhat disagree	3 (3%)
Strongly disagree	1 (1%)

Raising concerns**Q6.1 Do you know how to raise concerns (whistleblowing) in this centre?**

Yes.....	79 (92%)
No	7 (8%)

Q6.2 Have you raised concerns about this centre?	
Yes.....	15 (17%)
No	71 (83%)
Q6.3 Would you raise concerns if you had any?	
Yes.....	55 (79%)
No	6 (9%)
Don't know	9 (13%)
Q6.4 Who or what organisation did you raise your concern to? (Please select more than one if relevant)	
A manager	12
Home Office	5
Care Quality Commission	0
HM Inspectorate of Prisons	0
Trade union / Professional organisation.....	1
Police	0
Non-governmental organisation	1
Other	3
Q6.5 Were your concerns taken seriously?	
Yes.....	5 (33%)
No	6 (40%)
Don't know	4 (27%)
Q6.6 Was any effective action taken in response to the concerns you had raised?	
Yes.....	4 (27%)
No	8 (53%)
Don't know	3 (20%)
Q6.7 Have you ever witnessed staff behaving inappropriately towards detainees?	
Yes.....	16 (19%)
No	70 (81%)
Q6.8 Have you ever witnessed staff behaving inappropriately towards each other?	
Yes.....	28 (33%)
No	58 (67%)
Q6.10 Do you believe that issues you raise would be taken seriously?	
Yes.....	42 (49%)
No	14 (16%)
Not sure	30 (35%)
Q6.11 Do you have any other concerns about the behaviour of staff (including managers)?	
Yes.....	26 (30%)
No	60 (70%)