



Staff survey methodology and results

Tinsley House IRC

June 2026

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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

The survey was sent to approximately 231 email addresses at Tinsley House IRC. Staff were given 11 days to complete the survey. We received a total of 36 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 Tinsley 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/hmiprison/inspections/>

Staff survey

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

Frontline operational staff	18 (50%)
Operational manager	4 (11%)
Home Office staff	6 (17%)
Health care staff	2 (6%)
Education, skills and work staff	0 (0%)
Administrative staff	0 (0%)
Other staff	6 (17%)

Staff well-being

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

Very well	3 (8%)
Quite well	16 (44%)
Neither well nor poorly	10 (28%)
Quite poorly	4 (11%)
Very poorly	3 (8%)

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

Very high	5 (14%)
High	10 (28%)
Neither high nor low	9 (25%)
Low	5 (14%)
Very low	7 (19%)

Support at work

Q3.1 Do you feel supported by your colleagues?

Always	15 (42%)
Often	13 (36%)
Sometimes	6 (17%)
Never	2 (6%)

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

Always	16 (44%)
Often	7 (19%)
Sometimes	8 (22%)
Never	5 (14%)

Q3.3 Do you feel supported by senior managers?

Always	9 (25%)
Often	8 (22%)
Sometimes	13 (36%)
Never	6 (17%)

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	9 (25%)
Approximately once every three months	8 (22%)
Approximately twice a year	3 (8%)
Once a year or less	12 (33%)
I have not had the opportunity to meet with someone.....	4 (11%)

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

Very good.....	14 (39%)
Good	10 (28%)
Neither good nor poor	3 (8%)
Poor	3 (8%)
Very poor	6 (17%)

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

Through Serco	17 (50%)
A union	21 (62%)
Staff association.....	5 (15%)
Home Office	8 (24%)
Health care provider.....	3 (9%)
Other welfare services	8 (24%)

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.	28 (78%)	7 (19%)	0 (0%)	1 (3%)	0 (0%)
Detainees have enough time out of their rooms.	30 (83%)	5 (14%)	1 (3%)	0 (0%)	0 (0%)
Vulnerable detainees get the support they need.	25 (71%)	8 (23%)	1 (3%)	0 (0%)	1 (3%)

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

Very well	25 (69%)
Quite well	11 (31%)
Quite poorly.....	0 (0%)
Very poorly.....	0 (0%)

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

Very well	9 (25%)
Quite well	12 (33%)
Quite poorly.....	5 (14%)
Very poorly.....	2 (6%)
Don't know	8 (22%)

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

Very well	4 (11%)
Quite well	15 (42%)
Quite poorly.....	7 (19%)
Very poorly.....	4 (11%)
Don't know	6 (17%)

Leadership in this centre

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

Very clearly	9 (25%)
Quite clearly	15 (42%)
Not very clearly	7 (19%)
Not at all clearly.....	3 (8%)
I don't know the top priorities.....	2 (6%)

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

Strongly agree.....	10 (28%)
Somewhat agree.....	18 (50%)
Somewhat disagree	3 (8%)
Strongly disagree	3 (8%)
Don't know	2 (6%)

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)	11 (31%)	13 (36%)	10 (28%)	2 (6%)
Senior managers in this centre acknowledge and celebrate good work	9 (25%)	11 (31%)	14 (39%)	2 (6%)
Senior managers set high standards of behaviour for staff	14 (39%)	8 (22%)	11 (31%)	3 (8%)
Senior managers challenge poor behaviour by staff	12 (33%)	11 (31%)	10 (28%)	3 (8%)
Senior managers encourage staff to reflect on and learn from their mistakes	13 (36%)	8 (22%)	13 (36%)	2 (6%)
Senior managers use feedback from detainees, staff and others to generate ideas, create plans and measure progress	10 (29%)	5 (15%)	15 (44%)	4 (12%)

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

Strongly agree.....	18 (50%)
Somewhat agree.....	16 (44%)
Somewhat disagree	1 (3%)
Strongly disagree	1 (3%)

Raising concerns

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

Yes..... 32 (89%)
 No 4 (11%)

Q6.2 Have you raised concerns about this centre?

Yes..... 9 (25%)
 No 27 (75%)

Q6.3 Would you raise concerns if you had any?

Yes..... 17 (63%)
 No 5 (19%)
 Don't know 5 (19%)

Q6.4 Who or what organisation did you raise your concern to? (Please select more than one if relevant)

A manager 7
 Home Office 3
 Care Quality Commission 1
 HM Inspectorate of Prisons 0
 Trade union / Professional organisation..... 3
 Police 0
 Non-governmental organisation 1
 Other 1

Q6.5 Were your concerns taken seriously?

Yes..... 1 (11%)
 No 4 (44%)
 Don't know 4 (44%)

Q6.6 Was any effective action taken in response to the concerns you had raised?

Yes..... 1 (11%)
 No 7 (78%)
 Don't know 1 (11%)

Q6.7 Have you ever witnessed staff behaving inappropriately towards detainees?

Yes..... 5 (14%)
 No 31 (86%)

Q6.8 Have you ever witnessed staff behaving inappropriately towards each other?

Yes..... 10 (28%)
 No 26 (72%)

Q6.10 Do you believe that issues you raise would be taken seriously?

Yes..... 20 (56%)
 No 8 (22%)
 Not sure 8 (22%)

Q6.11 Do you have any other concerns about the behaviour of staff (including managers)?

Yes..... 6 (17%)
 No 30 (83%)

