

changed responsibilities of certain staff and their roles. It was part of this re-structuring that changed my role from Head of Children's Services to Head of Tinsley House.

93. In addition, they introduced a key vend, an automated fingerprint system to release keys, meaning staff members were no longer required to perform the role of handing out keys. This led to a reduction in staff and the number of Assistant Custody Officers by four. It was clear that the Home Office valued G4S' ability to save costs for both the Home Office and themselves and it led to them extending the contract on this basis, despite many criticisms from the HMIP (and elsewhere) on regime and conditions. These cost savings ultimately allowed G4S to gain margins and profit beyond that allowed in the contract, which I discuss further below. Any such proposals or changes that were made to the contract would have to be approved by Jerry Petherick and possibly others above him.

94. I also witnessed improper recording of information in relation to cost savings. For example, in around 2011-2012 I received an email, which I do not have access to now, from a G4S accountant with the asset list for Cedars' pre-departure list, asking me to highlight items that were charged to the Home Office but that we would never actually buy in the end. I ignored the request.

#### *Expansion of Capacity*

95. One of the main efficiency savings and profit-increasing measures that was agreed during my employment was the expansion of the capacity of Brook House. First, this was the introduction of an additional 22 bed spaces whilst I was still there in March 2013, taking the detention capacity up to 448 spaces. The G4S 360 contract review confirms at page 24 that this led to an increase in revenue of £482,000 per annum and £28,000 profit per annum. This was made despite the obvious pressures and demands on the staff from the existing population and the inadequate staff ratios.

96. Whilst I was still there, plans also started to be made to increase bed space by an additional 60 beds by introducing a third bed in 60 of the cells. As I set out below, I