

Confidential

Independent Investigation into Brook House

Monday, 22 January 2018

**Interview with
Paul Gasson
Portfolio Management
Escorting and Training Programme**

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not massive. I would like to know why it isn't open. If it is going to be open tomorrow, great.

103. However, at the same time the expectation is that the place is clean. For example, I have already said, the relationship was good. We did clash heads every now and again, so the interpretation of the contract perhaps it is not that clear, the contract in parts. You might read it and read it one way, you might read it another way. It is dependant, I guess, on what side of the fence you sit on. However, a lot of the time it is clear and that is what we are working towards, to meet what's in the contract. It was frustrating at times, because I have raised that this is happening. It was not always at the weeklies. There are the emails before, I could drop in and speak to Ben. Ben often came in and spoke to me about things that were going on in the centre.
104. However, I think perhaps more so when Lee came in, he was a bit more challenging about what I was asking, why I was asking. "It is unreasonable to charge 300 points for a courtyard that's not been litter-picked", but I wasn't going to be led into a conversation about what the contract says because we are eight/nine years into the contract. If that is how strongly you feel about it you have to ask for a change in the contract because you think it's unreasonable. At the end of the day, if an area isn't litter-picked, then the chances are that other areas are also not being cleaned.
105. It wasn't me who should be saying to their staff, "why isn't this clean?" They should be saying it was what I was trying to steer them to. I never got there.
106. **Ms Lampard:** However, you think that maybe Lee is more proactive in terms of managing it and managing his staff, perhaps, than Ben?
107. **A.** Yes, he has a plan, has Lee. I am not saying that in a sarcastic way, but in the fact that there's staff recruitment. They are going to have a DCM on every wing. They are going to have this, that and the other.
108. **Ms Lampard:** As far as we can establish, at this early stage, the staffing has been an issue for some significant amount of time, but probably got a bit worse after the Tinsley House refurbishment when people went back to Tinsley House, found themselves working at Brook House with fewer staff and that accelerated people's dissatisfaction. Does that sound about right to you?
109. **A.** Yes, for that period.
110. **Q.** When did the Tinsley House refurbishment take place?
111. **A.** It shut for refurbishment, and I need to obviously check dates, but from memory, I think it shut in September or October '16. It might have been later. It might have been November, and it reopened the beginning or the middle of May '17. The majority of the staff were at Brook House at that time.
112. **Q.** Since that time, in particular, staffing has been apparently pretty tight. Is that fair?
113. **A.** Yes.
114. **Q.** We have not been there yet.
115. **Mr Marsden:** Tinsley, that is.