

144. Q. You were having a disturbance, was that the building falling down, was it the layout?
145. A. What I am told –
146. **Mr Marsden:** What we were told, at Yarl's Wood people broke through the walls.
147. A. That is absolutely right. That is why I make the cheap comment about papier-mâché, because there were fires, there was water and the C&R Tornado Teams are trained to go through and secure people in the nearest secure accommodation, which they were doing. They told me, and I have no reason to doubt it because I know them very well, they then found the detainees coming out behind them and attacking them from the rear. I should say I guess I have been a Gold Commander since '98, I think it is, so I know the people, and inevitably there is a network of conversation that goes on.
148. **Ms Lampard:** The history of escapes too, did that influence the -?
149. A. To the best of my knowledge, no. The Home Office may say something different, and so be it, but there hasn't been a huge amount of escapes, to be quite honest. Disturbances seem to have been more of a problem.
150. Q. What have been the latest escapes from the detainee centre?
151. A. In the detainee - the one at Brook, when Lee was there first time around. You know that this is Lee's second time there? I think on day two of his first period he had an escape.
152. **Mr Marsden:** That was the Albanian man who scaled the netting, and then dropped over the fence?
153. A. He went over, yes.
154. **Ms Lampard:** Do we have a date for that?
155. **Mr Marsden:** I don't think we have.
156. A. It would be about two years ago. It would be probably just under two years ago.
157. **Ms Lampard:** Then there were people on the netting.
158. A. There was an attempted escape.
159. Q. Earlier this year, I think about March this year. Is that right?
160. A. Yes, again, Albanians. There has been an escape recently from Dungavel, but not vast numbers, to be –
161. Q. There was an escape this year from Dungavel, wasn't there?
162. A. Yes.
163. Q. In your view, the design that we currently have, which is a pretty cramped place and a pretty desolate place -
164. A. Yes.
165. Q. What we are hearing is the assumption was that people were put in there in 2009, and the assumption was that people were going to be there for about three days. Can that be realistic?
166. A. No.

167. Q. It couldn't have been realistic, even at that stage, could it?
168. A. No is the answer, but the design was handed down by the Home Office and their architects, etc. I can remember we and the other providers went and gave opinions, and so forth, but, basically, it was fine-tuning. There was absolutely no debate about the actual physical structure, shape and structure.
169. Q. Did you at that stage have misgivings and expressed misgivings about what it amounted to, and how long you thought people might have to be in that environment?
170. A. I don't think we did. I am hunting my memory, Kate. I don't think we did because Andy was inevitably doing most of it, but it was a given, and it was taken as a given.
171. Q. I am insulting you to probably dredge up things you probably can't remember, but at that stage had you any sense of how long people were actually staying in a place like that?
172. A. The answer to that is no, not really, because we had Campsfield but then had lost it to Mitie, I think, some period before and it's a different structure. Certainly, people at Campsfield were staying longer. I think we all knew that the immigration estate doesn't actually deal with people for three days and under in the vast majority of cases.
173. Q. Did you all really know that, actually, it was going to be quite a challenge putting people in that physical environment?
174. A. I think our understanding at the time, or our belief at the time we were bidding it is it was going to be a challenge because of the structure. We knew that we would get the more difficult end of the detainees.
175. Q. I just want to press you on this business of how long people are there.
176. A. Yes, go on.
177. Q. You are going to have a very difficult population going into this quite austere, cramped environment.
178. A. Yes.
179. Q. Unlike many other places, you don't have the space to give people who are not subject to a regime the opportunities to have activities, get outside, generally lead a slightly more decent sort of life.
180. A. Yes.
181. Q. It is that decency question, really, isn't it? Did you even from the outset think this might be perhaps not as good a place as it ought to be?
182. A. I don't think we did, and I am not going to pretend otherwise.
183. Q. You didn't think it was a decent place?
184. A. No, I –
185. Q. Sorry, that is really putting words into your mouth. You are telling me -
186. A. The judge would have intervened at that stage!
187. Q. You are telling me, I think, that you all knew that this was a very limited physical environment, for what you were going to have to do in it?
188. A. Yes, I would agree, plus we knew that we would have the challenging detainees.

252. Q. However, that is not what you have agreed with the Home Office necessarily, that is probably what you have agreed is the right thing to do now, so who is going to pay for that?
253. A. Those debates are on-going!
254. Q. Could you let us know at both stages, and what you are planning for under the new bid?
255. A. I was going to say, that's the issue, that is the real debate.
256. Q. Let us know what the plan is in the new bid. I think we are going to have three sets of figures, or maybe four, as to what has been contracted and what you actually, notwithstanding the contract, had agreed as the plan, because I suspect they may be different too.
257. A. Yes.
258. Q. Is that okay?
259. A. Sure.
260. Q. Perfect. Therefore, contracts and plan for staffing levels, before, after and in the new bid.
261. Q. Going to the 60, when the 60 were moved in in October (I think they arrived in October last year) what was the process under which that happened?
262. A. As I recall, approach from the Home Office for us to increase. We then looked at it, made our plans, made our proposals, and it went through the normal notice of change process under the contract, and that is standard contractual stuff.
263. Q. As part of our analysis, [Name Irrelevant] Health and Safety, did the Safety Reviews, so fire loading, fire alarms, etc., and that was basically the process. It was normal contract change.
264. Mr Marsden: Did they say, "we want to put 60 more people in", or did they say –
265. A. "What can you do?"
266. Q. Yes. Can you write this more efficiently? Can you squeeze more value, as they would see it, out of the contract?
267. A. As I recall, there was no number given for us.
268. Q. Okay.
269. A. My recollection, which is probably imperfect, is that it was at a time when the Prison Service was struggling with numbers, because as you know there is an agreement with Home Office and MoJ about the number of timed served foreign national offenders in the prison system, and that ebbs and flows depending on the national population, which is why it was then transferred from prisons to detention, and is now being reversed.
270. Q. Is the agreement there should be no more than this percentage of -?
271. A. That is my understanding.
272. Q. Yes, okay.
273. A. The figure 3,000 comes to mind, but please don't hold that –
274. Q. Therefore, any breach MoJ will then start squeezing the Home Office to –

believe, went out to trip Ben up. Ben was having pressure from me because of a number of things. He was having pressure from Duncan. It ended in tears. Duncan left [redacted] Sensitive/Irrelevant [redacted] He now works for [redacted] Sensitive/Irrelevant [redacted]

That undoubtedly, caused some instability.

348. My take on Ben, you want it honestly, so I will give you it honestly. He is a really good schmoozer of people. He is a nice guy. I have a lot of time for Ben. We learnt through time that he always wanted to be considered well, felt well by everyone and he would actually work in that way. I am afraid every director needs a sword. If it is in the scabbard all the time it is no good. If it is out all the time it soon gets blunt and you need to find the balance. Ben is a very good schmoozer, a very good interactor. He did not like the confrontation with some of his staff, particularly senior managers, and we had a number of complaints and grievances from senior staff towards that. People will probably say nothing happened, but that is absolutely wrong because Ben was challenged in an appropriate way, and given guidance, given challenge. People won't necessarily have seen that, and nor should they.

349. You will know about Medway and the *Panorama* programme there. There was a need for someone to go into Medway, and I was asked to release Ben to go into Medway for the six-month period, which was Lee's first six months there. Then Ben returned and we progressed through. However, there was undoubtedly a number of unsatisfactory incidents of management of particularly the Senior Management Team, and I can evidence through file notes that Ben was appropriately challenged, advised, etc. I am happy to share appropriately file notes that do support that statement. I am sure not everyone in the centre would say that happened, but this is a one-on-one management conversation.

350. Ms Lampard:

Sensitive/Irrelevant

351. A.

352. Q.

353. A.

354. Mr Mar

355. A.

356. Ms Lar

357. A.

Sensitive/Irrelevant

358. Q.

359. Mr Mar

360. A.

361. Ms Lar