

for many years. He was a PGA - Prison Governors' Association - representative, he's always been there to support people, and I think he has taken more of a robust style of management here, but I think that would have been my personal view, that he'd been driven a bit by Ben's expectations of what he wanted from Steve.

I was here the last time with Steve, and I've since had discussions with him because I've had to look at some of the disciplinaries that he's done recently. I'm a firm believer, having joined this job 27 years ago, everyone deserves a second chance, it's a learning environment and different people have different styles, don't they?

285. Q. Is your view, on looking at those grievances and things that he's handled, that he has been a bit authoritarian?

286. A. Robust in decision-making.

287. Q. You don't really have to have much of this for it to have an effect on an institution that's just a bit jumpy and a bit unsettled, doing an incredibly difficult job.

288. A. What adds to it, though, and what I found quite alarming when I came here 2016 when we started writing the bid at the same time as well, there were some elements of criticism aimed at G4S staff from outside, not from G4S, from the Home Office, about showing too much empathy, supporting detainees in their appeals and the likes. That's what staff will do, they are going to build rapport, grow that relationship and support, and you often hear people saying, it says Immigration Removal Centre, that's what it says on the tin, and it's about preparing people for removal.

Well, ultimately, if you're working with people - that's why I don't like the "No Notice" charters, because I think, again, it's all about building relationships, and staff who work with them day in, day out, if you want them to have job satisfaction, they can't be taking hope away from someone. If someone's hope is to stay in the country, that individual is going to work with them and signpost them in the right direction, because if somebody has an opportunity to stay in the country, staff of course will work with them on that.

When I was here nearly two years ago, there was some criticism aimed at those who empathised to that extent. I acted as an advocate for a number, because you do, that's what we do to fellow humans, we work together. Whereas the case workers will just see it as a case, and as I said to staff on my leaving day the last time, never be afraid to be the advocate, never be afraid to support people, because that's ultimately, we're their voice.

289. Q. That's your job here now, isn't it, to slightly change that culture, to bring back a bit of stability, clear management, and a bit of confidence to advocate, and confidence to deal through engagement, as opposed to deal through barking.

290. A. Yes, of course.

291. Q. Actually, that's a more sophisticated approach.

292. A. Yes, and you bark and you get the result once, you build the relationship you get it forever - really, nobody wants to be barked at.

293. Q. This is not to say that any one person is responsible, it is just something that builds up, isn't it, over a time of insecurity.