

**Private and Confidential**

Stephen Webb



06<sup>th</sup> October 2017

Dear Steve

**Disciplinary Hearing Outcome**

I write to confirm the decision taken at the disciplinary hearing, which took place on 27 September 2017. The hearing was conducted by me and also in attendance was Michelle Fernandes, as Company Representative.

You chose to attend this meeting with Bonnie Spark as your workplace colleague.

At this disciplinary hearing, the question of disciplinary action against you, in accordance with the Company's disciplinary policy was considered with regards to your conduct (including words, actions and omissions) in particular (but not limited to):

**On the 6<sup>th</sup> July you made inappropriate comments and threats of a violent nature towards a detainee.**

At the hearing I concluded the following in relation to the allegation (s) detailed above:-

- You confirmed you were aware it was inappropriate for you to talk about a detainee in this manner
- You stated the comment was born out of frustration following multiple contact with a particularly challenging detainee during the shift and that you had no intention of carrying out the threat
- You made the comment in the unit office to a colleague and not to, or within earshot of the detainee
- You have 6 years' service as a DCO with no previous disciplinary record
- You have been a permanent DCM since August 2016 for over one year
- You understood the expectations of your role and the requirements of being a fit and proper person
- You showed openness and honesty at this disciplinary hearing
- You reported a number of mitigating operational pressures including long shifts, staff rotation and staffing constraints
- You agreed that as a manager and a C&R instructor you need to lead by example and set standards of behaviour
- You showed remorse for your actions and recognised the need to empathise with detainees in order to try to understand their behaviour
- You have provided me with the assurance that you will not be in this position again

In making my decision today, I took into account the information contained within the investigation report and the information you provided at the Disciplinary Hearing.

Based on the above, I took the decision to issue you with a final written warning which will stay on your file for 12 months. You are advised that in the event of any repetition of this misconduct further disciplinary

action may be taken against you up to and including dismissal. For the period that the warning is current, this warning will be taken into account at any disciplinary hearing arising from such circumstances.

You have the right to appeal this decision, which must be made in writing to Lee Hanford Centre Director at the address above, within 7 days of receipt of this letter.

I have enclosed a copy of the notes taken at the hearing for your records.

Yours sincerely

**Signature**

**Sarah Newland**  
**Head of Tinsley House, Borders & PDA**  
**Gatwick IRCs**