



Investigation into the inappropriate behaviour and language used by C&R Instructors during ITC training at Brook House IRC

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Investigating Officer: Richard Stedman

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Section 1 – Background

On the 22nd of February 2018, a Personal Safety course was held at Tinsley House (Gatwick IRC) for eight members of staff at the centre. Three of those staff in attendance were employed by Hibiscus Initiatives (a partner agency working with G4S at Gatwick IRC), a further three members of staff in attendance were employed by G4S Health (the healthcare provider for Gatwick IRC), whilst the final attendee was a representative of the customer (Home Office). The Personal Safety course is aimed at non-operational staff and provides those in attendance with Home Office approved training in the appropriate use of force around issues of personal safety and breakaway techniques. The personal safety course is split between a classroom environment for theory and group discussion alongside use of the Tinsley house DOJO for training in the practical application of the different techniques being taught. The course was approximately 8hrs in length and was facilitated by PCO Jason Riggs (a trained C&R Instructor and G4S employee on secondment from HMP/YOI Parc) and DCO David Webb (a trained C&R Instructor and a permanent employee of G4S at the Gatwick IRC cluster).

On the 26th of February 2018 at 08.26hrs an email was received by Sarah Newland (Head of Tinsley House, Borders and PDA at Gatwick IRC). The email had been sent by Donna John (Project Manager International Resettlement-Hibiscus Initiatives) and was entitled 'Serious Concerns-Personal Protection Training. The email made reference to concerns raised by the three Hibiscus employees in attendance on the 22nd to "the language used and general attitude towards detainees displayed by the trainers and other participants. An attachment to the original email contained seventeen specific points of concern.

Section 2 – Methodology

Terms of Reference were issued by Paul Kempster (G4S C&DS Chief Operating Officer) to Richard Stedman (Director of Oakhill STC) (with agreement between G4S C&DS and G4S Health that the Investigating Officer was to investigate on behalf of both G4S C&DS and G4S Health) with direction to investigate the following allegations;

- Inappropriate behaviour, language and conduct of C&R Instructors PCO Jason Riggs and DCO Dave Webb, during a personal protection training course, held on the 22nd of February 2018.
- Inappropriate behaviour, language and conduct of C&R Instructors DCO Dave Webb and PCO Luke Rual during a personal protection training course held on the 5th of February 2018.

The deadline for the report was stated as Friday the 2nd of March, however during a telephone conversation on the afternoon of the 27th of February between the Commissioning Authority and the Investigating Officer an initial report was requested for the 28th of February 2018.

On the 27th of February 2018 the Investigating Officer attended Gatwick IRC to conduct a series of interviews as detailed below:

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Interview One: Kerry Smith (Hibiscus Initiatives) accompanied by Sister Margaret Baxter (Hibiscus Initiatives). *Appendix IV.*

Interview Two: Tesni Woodfall (Hibiscus Initiatives) accompanied by Sister Margaret Baxter (Hibiscus Initiatives). *Appendix V.*

Interview Three: **Name Irrelevant** (Hibiscus Initiatives) accompanied by Sister Margaret Baxter (Hibiscus Initiatives). *Appendix VI.*

Interview Four: Maria-Claire Llaudes (Healthcare Assistant-G4S Health) accompanied by Sandra Calver (G4S Health). *Appendix VII.*

Interview Five (held via tele conference due to shift timings of interviewee) Stanislava Fedorcova (Healthcare assistant-G4S Health) accompanied by Sandra Calver (G4S Health). *Appendix VIII.*

NB*-No further interviews have been completed at the time of report submission, so my conclusions are based on the interviews as of 17.00hrs 27/02/18

Section 3 - Sequence of events

Interviews

Interview One: Kerry Smith (Hibiscus Initiatives) accompanied by Sister Margaret Baxter (Hibiscus Initiatives).

Interview Two: Tesni Woodfall (Hibiscus Initiatives) accompanied by Sister Margaret Baxter (Hibiscus Initiatives).

Interview Three: **Name Irrelevant** (Hibiscus Initiatives) accompanied by Sister Margaret Baxter (Hibiscus Initiatives).

Interview Four: Maria-Claire Llaudes (Healthcare Assistant-G4S Health) accompanied by Sandra Calver (G4S Health)

Interview Five (held via tele conference due to shift timings of interviewee) Stanislava Fedorcova (Healthcare assistant-G4S Health) accompanied by Sandra Calver (G4S Health)

Section 4 – Conclusions

Allegations contained in Hibiscus letter (Substantiated Yes/No).

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Allegation 1: *"I'm going to fucking destroy you" (said multiple times by David and Jason). Jason also said at one point during the practical training when referring to reacting to a detainee attacking you "To use Dave's favourite line, "I'll fucking destroy you".*

All three of the Hibiscus staff interviewed were entirely clear and consistent in their description of the use of this phrase, which is overly aggressive in content and unacceptable in the use of inappropriate language. It does not send a message that the two instructors were promoting the use of considered and reasonable force and appears thuggish. (Substantiated: Yes)

Allegation 2: *"If it was down to me, give them one more punch for luck" (PCO Jason Riggs)*

All three of the Hibiscus staff when interviewed were clear and consistent in their account that PCO Riggs had articulated this view when describing how to move out of an area where the member of staff has had to inflict punches (as trained in the C&R manual) to deal with a violent or aggressive prisoner. The C&R manual is clear in equipping staff to use reasonable and appropriate force which they feel is necessary for the risk posed. However to suggest to staff in a training environment that any use of force over and above what is reasonable is to promote the use of excessive and unnecessary force, which is both inappropriate and potentially criminal. (Substantiated: Yes)

Allegation 3: *In reference to an incident on Monday night where an officer had punched a detainee in the face (several detainees had barricaded themselves in their room and had weapons and had made the floor wet and soapy. An officer was apparently the last one standing and punched one of them, Vanessa from the Home Office said he deserved it and "had it coming. Dave then said "we don't say that Vanessa".*

All of the Hibiscus employees interviewed on the 27th were clear and consistent that this conversation had taken place as described. Since this allegation relates to a Home Office employee the Investigating Officer is due to meet with Home Office representative on the 1st of March 2018 to discuss. (Substantiated: Yes)

Allegation 4: *Dave and Jason said that the punches taught in the syllabus are never used because they don't do anything. They said they would just punch in the face (Dave and Jason).*

All of the Hibiscus staff interviewed were clear that this approach had been articulated at a number of points during the training by both trainers. Whilst it is entirely appropriate for trainers to reinforce with learners on the course that they are able to do what they feel is reasonable and necessary in the circumstances to protect themselves, if approved methods from the manual are dismissed or minimized by the trainers it does not give a clear message about force needing to be reasonable and proportionate. If force is not used in this way our legitimacy to those in our care will be significantly reduced. (Substantiated: Yes)

Allegation 5: *The duty of care part of the legislation was just added in to "fluff it up" (Dave).*

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All of the Hibiscus staff interviewed were consistent that DCO Dave Webb had used this phrase when describing our duty of care in the classroom component of the training. In describing our legal duty of care as "fluffing it up" this minimizes and belittles a critical part of our responsibility to use appropriate force only where is necessary and to a degree that is reasonable. It seemingly further evidenced to Hibiscus staff that our (G4S) view of detainees was that they are not deserving of the protection provided to them in law, which is both inaccurate and inconsistent to our company values. (Substantiated: Yes)

Allegation 6: *In reference to a story told by Dave about a female officer swearing at a detainee when he put his hand on her shoulder, Kerry asked whether she couldn't just ask politely first without swearing. Dave said no because they are prisoners. Maria from Healthcare said they were murderers, paedophiles etc. and couldn't be communicated with normally. Encouragement given by Laurel and the others in the room.*

All three Hibiscus staff were clear that this conversation happened as described in the above text and were unambiguous and consistent in their description of what was said. When interviewed Healthcare Assistant Maria Llaudes stated that she had spoken about the serious nature of some of the index offences for those in detention at Brook House however Maria remained adamant that she had not then gone on to say that as a result detainees could not be communicated with normally. When interviewed Maria's G4S Health colleague Stanislava could not recall the conversation and believed that she might have been out of the room at this time. As such there is a clear discrepancy in the account given by the G4S Health staff to that given by the Hibiscus staff. It is possible that in describing the serious nature of the offences committed by a proportion of those held at Brook (which in the context of the course would have been entirely legitimate) this has been misinterpreted or misconstrued by those in attendance. However the view of the Investigating Officer is that this seems to have been a further example whereby the two trainers have not reinforced with the staff on the course that detainees are human beings who should expect to be spoken to with decency and as adults at all times. (Substantiated: Yes)

Allegation 7: *The presentation was geared towards prison staff. Jason said that the training is in the process of being changed.*

Given the fact that Jason Riggs is a PCO with a long history of working in an adult prison environment it is understandable that this is where he would draw on for examples and context. The environment at Tinsley is significantly different to that at either Brook House or an adult prison environment however a risk of violence exists at Tinsley. The concern from Hibiscus staff was that there was very little focus on the de-escalation techniques which could be even more relevant in a context such as Tinsley and the brushing over of this content by the trainers continued to promote the wrong message of an overly aggressive approach to those in attendance. (Substantiated: N/A)

Allegation 8: *Frequently referring to them as prisoners rather than detainees and calling the centre a prison.*

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As described in allegation 7 it is understandable that for PCO Riggs occasionally he might lapse into calling the IRC a prison (due to his length of service working in an adult prison environment) and using the term prisoner rather than detainee. DCO Webb does not have that excuse. However language and terminology is important in setting the tone for how we speak about those in our care and it is regrettable that the terminology used did not support the approach or context which was required. (Substantiated: Yes).

Allegation 9: *Dave mentioned that due to his great report writing skills he was the only suspended staff member that was allowed back to work after the Panorama documentary. He also said that "he got a cruise out of it" during his time being suspended.*

The Hibiscus staff all confirmed that this exact phrase had been used by DCO Webb, although Maria Llaudes from G4S Health could not remember it is being said. Concerningly there was a further allegation raised during interview that DCO Webb stated that as a result he now hates the BBC. Any reference by DCO Webb that "he got a cruise out of it" is entirely misjudged and inappropriate in the context of the training environment, since it suggests to those who did hear it that DCO Webb is dismissive of the incredibly serious and concerning issues raised by the Panorama documentary. To seemingly bragg to those in attendance about being able to enjoy a cruise whilst suspended as part of such a serious and significant investigation sends a message that the matter was not a serious one to him despite the documentary containing evidence of serious harm and inappropriate conduct towards those in our care. Whether this was mere bravado or a more determined stance to minimize the issues contained in the programme it portrayed both himself and G4S in a wholly unacceptable fashion. (Substantiated: Yes)

Allegation 10: *All members of staff joined in with Dave commenting on how Tinsley staff can't deal with working at Brook and alluded to them being weaker than Brook staff.*

All of the Hibiscus staff were clear during interview that DCO Webb had offered this view at multiple points during the course of the training. There are significant differences between the nature of the operation and the circumstances of those held in detention at Tinsley by comparison to Brook House. The suggestion by DCO Webb that those working at Tinsley can't deal with working at Brook House is unhelpful, unnecessary and disrespectful to his own colleagues at Tinsley who do a complex and challenging role. This falls far short of the expectation for a member of staff in a training role and the standards of professionalism they should be exhibiting. (Substantiated: Yes).

Allegation 11: *Jason was teaching the basic phrase of "Fuck off" from the beginning of the training as a way of defending yourself. There was swearing used throughout the training which was in our view unnecessary, however, Dave did say at the beginning of the training that there would be swearing and that we should speak to him if we don't like the use of swearing. Nobody raised concerns with him about the swearing but we felt that the level of swearing was unnecessary and we don't feel it added to the effectiveness of the training.*

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In addition to the accounts given by the three staff from Hibiscus during interview Maria Llaudes from G4S Health also confirmed a large amount of swearing. It is important to note that when in a training environment there is a need for realism and as such when describing and demonstrating when force can be used it is not unreasonable for some swearing to show realism. However when that swearing becomes a consistent component of the language all through the day and is part of regular conversation it is unprofessional and lazy. By the trainers speaking in such a way to their own colleagues as well as customer representatives and partner agencies, they both lost sight of the need to demonstrate the highest standards when training on the company's behalf. Given that the classroom component of the course describes the cyclical relationship between the use of aggressive behaviour and language and an escalation in violence and frustration, the two trainers were not demonstrating the content of their own subject matter. (Substantiated: Yes).

Allegation 12: *Vanessa from the Home Office, seemed to have a very negative attitude towards detainees. This was shown through laughter at comments made, comments she made herself and her general attitude to violence e.g. "I'd go to town on them"*

All three of the Hibiscus staff reported a significant level of concern around the behavior of Vanessa which will be raised by the Investigating Officer with her immediate line management at the Home Office on the 1st of March 2018. (Substantiated: Yes)

Allegation 13: *Dave said that the reason they respond aggressively with swearing, when a detainee touches them in a friendly manner, is because other staff members are lenient and this leads to detainees thinking that they can touch staff e.g. putting their hand on their shoulder. However as Dave and Jason are training new staff to say "fuck off" they are adding the negative approach.*

The three Hibiscus staff were clear and consistent during interview that the stance promoted by Jason and Dave to any inappropriate contact by a detainee was immediately to be aggressive as opposed to clear, calm and assertive. By promoting such an approach it creates the potential for an escalation in the level of conflict rather than an opportunity to de-escalate and manage the situation through the use of good interpersonal skills. In an environment such as Tinsley this is missing out on early opportunities to limit and restrict the requirement for force to be used and places both detainee and staff member at greater not reduced risk. C&R Instructors should always structure expectations as to how force can be minimized rather than escalated, this is poor practice in both PCO Riggs and DCO Webbs capacity as trainers. (Substantiated: Yes)

Allegation 14: *A lot of the training was geared towards working in Brook. There should probably be a different version geared to those in the PDA/Tinsley.*

Whilst as an observation there is some merit to this due to the contrasting circumstances between the two centres that make up Gatwick IRC, the course can only be delivered using approved techniques as per the prescribed manual. As such the Investigating Officer has no further view on the matter. (Substantiated; N/A)

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Allegation 15: *Regarding the Right to Life article in the Human Rights Act, Dave alluded to our lives being worth more than a detainee's life. He gave a hypothetical example about smashing a fax machine over a detainees head if they were attacking him or the other staff. He said "it's me. Myself and I".*

A personal safety course will quite appropriately focus on how those in attendance on the course are able to reasonably and legally protect themselves from harm from a detainee. In describing how any individual is able to use a level of force that they judge to be proportionate DCO Webb uses an extreme example. Whilst not technically incorrect, clearly the manner of his explanation and the language used to illustrate the point appears to move away from calm rational explanation based on what is proportionate to an emotive example that does not contain the appropriate degree of balance. (Substantiated: Yes)

Allegation 16: *In the presentation slideshow there was a line about how to deescalate a situation by using a clam/soft voice and Dave said that we could ignore that as it doesn't work.*

All three of the Hibiscus staff were clear and consistent in their account that this was the approach taken by DCO Webb when discussing de-escalation. For a trainer to discount such an important part of the course content seems a significant misjudgment in failing to equip those attending the course with the skills required to manage a difficult situation holistically. On a more basic level it sends a message to any staff member that our first instinct should not be to speak to a detainee but to use force at the first opportunity, this is not reasonable and is contrary to the C&R manual. (Substantiated: Yes)

Allegation 17: *After a discussion about the Jimmy Mubenga case where he dies after being restrained on a plane during his removal, Laurel said that sometimes mistakes have to be made in order for you to learn from them.*

The Investigating Officer put to the three Hibiscus staff the notion that it surely important that after any tragic death such as that of Jimmy Mubenga every possible attempt is made to learn from such an event to ensure that any mistakes are not to be repeated. All three of the Hibiscus staff agreed with this sentiment, however they all stated that it was not what Laurel said that concerned it was the manner in which Laurel made the point that seemed flippant and without sufficient regard to the death of Mr Mubenga.

Did the Control and restraint Instructors act in accordance with our expected standard of conduct and behaviour and in line with company values?

From the information ascertained from interviews with five of the members of staff present on the 22nd of February, it can be considered reasonable to conclude that the high standards of professionalism expected of staff in a training and development capacity were not seen to be upheld by PCO Riggs and DCO Webb. Frequent and unnecessary use of bad language in the context of a training environment is inappropriate at best, however when it is used in the context of

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demonstrating how we speak about and to those in our care it can be considered highly inappropriate. Use of language that is derogatory and belittling falls a long way short of how all of those in our employment are expected to treat and refer to those in our care with dignity and respect. Use of language when describing to new staff how we carefully consider and manage challenging behaviour is a critical part of demonstrating that care. The apparent promotion of the phrase "I am going to fucking destroy you" as acceptable terminology suggests that both PCO Riggs and DCO Webb felt that using clear, calm and assertive language to describe how to best engage with a detainee using force that is both reasonable and proportionate, was better replaced with their own more aggressive and bullying language. As such the message delivered to both G4S staff, partner agency staff as well as a representative of the customer was that we are overly aggressive in our use and application of force.

Further to the concerns raised by our Hibiscus colleagues the concern raised by [Name Irrelevant] over the language used by PCO Riggs when asking Healthcare Assistant Maria Llaudes to straddle him for the purposes of a demonstration whilst asking her "do you not want to get 'jiggy' with a Welshman?" had the consequence of harassing a colleague in a very public forum.

Was the training delivered in line with the C&R training manual and guidance?

Whilst the Investigating Officer is not a C&R specialist or a trained facilitator, he is C&R trained and has a basic working knowledge of the C&R manual. In the view of the Investigating Officer there is significant deviation from the C&R manual in the sense that insufficient time and exploration is given to the importance of de-escalation in managing any potentially violent situation. This fails to adequately equip those on the course and it could lead to force being used prematurely and therefore that force would be unnecessary and or illegal. This poses a significant risk to our legitimacy in operating a safe, decent and caring environment.

Richard Stedman
Investigating Officer
28/02/2018

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APPENDICES

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Appendix I – Terms of Reference

Private and Confidential

From: Paul Kempster
Chief Operating Officer

To: Richard Stedman

Date: 27th February 2018

Re: Authority to Investigate

Direction: You are directed to investigate the following allegations:

- Inappropriate behaviour, language and conduct of C&R Instructors PCO Jason Riggs and DCO Dave Webb, during a Personal Protection Training course, held on the 22nd February 2018.
- Inappropriate behaviour, language and conduct of C&R Instructors DCO Dave Webb and PCO Luke Rual, during a Personal Protection Training course, held on the 5th February 2018.

Your investigation should not be limited to the complaints submitted if further allegations become known as part of your investigation, they are to form part of your investigation report.

Authority: You act with my authority in conducting this investigation.

Objectives: Your investigation should aim to explore the nature of the incident and include the following:

- The facts and circumstances surrounding these allegations.
- Did the Control and Restraint instructors act in accordance with our expected standards of conduct, behaviour and in line with the company values?
- Was the training delivered in line with the C&R training manual and guidance?
- Was the complaint raised by an attendee on the 5th February course, dealt with and investigated appropriately?
- Your conclusion and recommendations in regards to these allegations.

Resources: Appropriate support will be provided to you.

Recommendations: Your report will make recommendations to prevent recurrence specifically related to Gatwick IRCs or Custodial and Detention Services in general and on the better handling of such incidents in future. You should report good practice that becomes apparent.

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Timescale:

Please provide your full report to me by Friday 2nd March 2018
The timescales can only be revised with my agreement.

Paul Kempster
Chief Operating Officer
Custodial & Detention Services

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Appendix II - Course attendance data (05th Feb 2018)



Custodial & Detention Services

Learning & Development Course Attendance

Course subject Personal Protection Course Code _____

Date of course 5/2/18 (Enter start and end dates)

Course students details

Surname	Forename	Signature	Work Location	G4S Employee (please provide payroll)
ALBERTO	WETE			784 539
ALBERTO	NEWMAN			784 538
GALE	CRWIG			784 549
ALBERTO	HARD			784 539 784 533
ALBERTO	STOR			784 522
THOMPSON	GEORGE			784 551
WALLIS	JAMES			784 550
SCOTT	DAVID			784 533
CANT	CHRISTOPHER			784 557
EDMUNDSON	JAMES			784 560
LEWIS	MARK			
EDMUNDSON	EMMA			781 726
ALBERTO	CHRISTOPHER			766 601
ALBERTO	UMAR			766 601
ALBERTO	COCKROFT			783 150

Total number of students: 15

Internal / External: Internal

Training Hours: Eight hours

Facilitator/Trainer Name:

Signature

Signature

For Learning & Development use only

Training database updated? YES / NO

Workforce updated? YES / NO

Event ID: _____

Entered by: _____

Return completed attendance sheets to: CDS - Learning & Development Team,
3rd Floor, Admin Office, HMP Oakwood, Oaks Drive, Featherstone, Wolverhampton, WV10 7DD

Use of Learning & Development L&D Formatted Course Attendance Form.doc

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Appendix IV - Kerry Smith, Hibiscus Initiatives - Interview notes

Investigation Meeting

Date	27.02.2018	
Meeting commenced	09:40	
Meeting closed	10:55	
Present	Name	Title
Hibiscus Employee	Kerry Smith	Personal Trainer
Hibiscus Representative	Margaret Burns	Shift, Area, Supervisor
Chair of Meeting	Richard Stedman	Chief of Police
HR Rep Note Taker	Anne Shaw	Recruitment Administrator

RS Thank you for agreeing to come today, My name is Richard Stedman I have been asked by Paul Kempster to investigate, here are the terms of reference, please have a read through.

RS handed KS a copy of the terms of reference for KS to read

KS Read the notes and understood them

RS Are you happy to continue?

KS Yes

RS If at any time you'd like a break, you are free to have a break at anytime, Kerry I can see you registered to attend personal protection training on 22nd February 2018. We received a letter from Donna John with your observation from the training

RS Is this the first time you have done personal protection training?

KS Yes it was the first time and it was very new to me.

RS Had you spoken to anyone about what to expect?

KS I had heard from the welfare team that there was swearing and they were shocked that there was swearing.

Richard reads point 1 from the observation list

RS Did you hear that said directly?

KS Yes I heard them both say that line throughout the classroom training and when giving examples. So they were saying 'I'm going to fucking destroy you' throughout the training.

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RS It is unacceptable language and can you remember when they used this language?

KS I can't think of a specific example but Jason kept saying lets use Dave's favourite line "I'll fucking destroy you" was given as an appropriate response to a detainee. They weren't saying we should say it, it was like a bravado in the room as if someone was to come up to them they would say I'm going to fucking destroy you. I'm not going to try and calm you down. When Jason said to use Dave's favourite line it was like Jason had heard it before, not sure if it was on the floor or during training.

RS Were you told to say it?

KS We weren't told to say it – he said he would react like that. We don't have experience over at Brook, we don't know if they say it over there. Jason just said it during acting out when someone was coming at him. It wasn't until afterwards when we had a debrief (with Tesni and [redacted]) that we realised of the scale of it and how it made us all feel uneasy.

RS If you ever feel unhappy and anything doesn't feel right, always put your hand up and speak out about it.

Richard reads point 2 of the observations

RS Did Jason say this?

KS Yes it was during a practical session the Healthcare lady was on the ground that's exactly what they said, give them as many punches as you need and if they're down, one for luck, and he showed us how to do a punch.

RS You heard those exact words?

KS Yes.

Richard reads point 3 of the observations

RS Did you hear any if this conversation?

KS Yes, we were in the dojo I heard Vanessa say it there was lots of discussion and I did hear Dave Webb challenge her but didn't say anymore.

Richard reads point 4 of the observations

KS I'm not a C&R instructor I don't know if that's the correct punch. We were told not to follow the manual, it's invalid, we just punch in the face. If one to one you may be able to do the "special" punch. I was just aware there was lots of f-ing.

Richard reads point 5 of the observations

RS Did Dave say this?

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KS Yes, that was in the morning powerpoint, that's when he said it's there to fluff it up.

Richard reads point 6 of the observations

RS Did you hear this conversation?

KS Yes I did hear the conversation, Dave said they don't listen and Maria said you can't speak to them because they are all murderers and paedophiles and you can't speak to them normally.

RS You definitely heard Maria? Was Laurel backing her up?

KS I only heard Maria, I didn't hear what Laurel said. Why is he so aggressive when the detainee is no direct threat?

RS How did it make you feel?

KS It made me feel uncomfortable and concerned for the people at Brook or wherever the staff work. It seemed to me this happens throughout the working day, I find it really worrying for the residence at Brook. Why was that approach necessary? If it was me, I would feel belittled. I felt strongly about it and I spoke up and I was confident that this wasn't the right approach to deal with a detainee.

RS That's good, raising it and feeling that you were able to. Some people wouldn't feel confident to raise it.

Richard reads point 7 of the observations

KS The training was aimed at prisons and they kept mentioning prisons.

RS C&R is the same in prisons and IRCs and is the same for all adults in detention.

KS With Jason I can understand it's a slip of the tongue, he works in a prison, with Dave, he was always referring to them as prisoners and he should be looking at them in a different way.

Richard reads point 9 of the observations

RS Did you hear Dave say that?

KS Yes, it was in the classroom and we were talking about the importance of report writing, he said because I wrote such a good report I was the only one out of 15 to be kept in employment and then Healthcare said to him, didn't you go on a cruise? Yes, I got a cruise out of it. He said that in a kind of bragging way.

Richard reads point 10 of the observations

KS The detainees at Brook are different to Tinsley and Tinsley staff don't have real keys, Brook have real keys and I said we've worked at Harmons worth and

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Colnbrook and Dave said that's nothing. It's worse here at Brook and it was like they suggest Tinsley staff are weaker because Brook get the worst people.

Richard reads point 11 of the observations

KS This was the general conversation of the day – there was lots of swearing. We had been warned at the beginning of the day that there would be some swearing, but I just assumed that it would be used during the scenarios. I didn't like the fact that Jason said fuck off. Why can't you say "Back off" it's just not professional.

Richard reads point 12 of the observations

RS Was that a direct quote?

KS Yes that it was in the practical session. The guys were doing a scenario, and she seemed to be making comments and laughing and said it to the group. I felt uncomfortable about her demeanour towards the detainees.

Richard reads point 13 of the observations

KS So if someone puts and hand on you or is close to you, we have to respond aggressively as there are some staff that are lenient and us tougher guys have to instil the boundaries. When the residents have their induction, are they told that they are not allowed to touch staff?

RS Yes they are. So tell me again what the conversation was.

KS He said the reason him and others are aggressive and say fuck off is because other staff are allowing them to touch and get close to them.

Richard reads point 14 of the observations

KS I think we've covered that – it's very different to what I've experienced here in the PDA. They talk about E Wing and gave the impression that it needs sorting. The training wasn't geared towards the PDA, but now I know the techniques are all the same.

Richard reads point 15 of the observations

KS Again, I understand one to one with a detainee, it just seems to go to the extreme before they try another avenue first. Right to life is a right to life for staff too and not just the detainee. People at Brook say horrible things to staff – Laurel agreed. I appreciate it's hard to have that type of abuse. Me, myself and I – I'm the one I need to look out for. He said if he's in a room and can't get out, he will smash the fax machine over the detainees head, he said me and the staff come first.

RS So, he's in a room, the exit is blocked. There are colleagues in there and he takes a fax machine over a detainees head using no C&R. Is that how to describe it?

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KS He said to make an exit me and the staff come first and he used the fax machine as an example of how to get out.

Richard reads point 16 of the observations

KS In the presentation calming was dismissed as it doesn't work – there was no attempt to think of deescalating – he just dismissed the point on the slide and said go straight to extreme. One to ten – he's going straight to ten, there's no de-escalation. Going back to point 15 and thinking of yourself and the abuse staff get are they going to be affected in a derogatory way and treat people as if they are not important.

Richard reads point 17 of the observations

KS Yes this was during the presentation in the morning and I asked why there was no first aid – Laurel said that at the end of the conversation 'oh well, a life had to be taken for people to learn from it' I said I didn't think that was appropriate.

RS Sometimes it is important to learn lessons. Especially from a tragedy.

KS I think it was the tone it was said in, and a member of Healthcare saying that came across as if the life was insignificant.

RS I am pleased that you have had the opportunity to say how you feel. Is there anything else you would like to add?

KS Overall the training had an undercurrent of horrible feeling from a lot of people in the room and the level of aggression was quite high. If you are aggressive with someone, then they will be aggressive back. How can they act in a positive way if they are treated like that?

RS Ok, I'm going to draw this to a close now. You have given me a huge amount to think about. This conversation will be typed up and you will get a copy. If there's anything else you need to say to me, I'm back on Thursday or speak to me over the phone. Thank you again for talking about this, we have the highest standards and I'm grateful that you put this in writing. We have the Speak Out policy too.

Richard passed Kerry the Speak Out leaflet

RS Any other questions for me?

KS No.

RS Margret, have you got anything to add?

MB I think there should be some positive recommendations, staff need some psychological help and maybe and psychological testing because they might have mental health issues if they are mirroring what they are receiving. I don't think you will get quality from the staff.

RS Thank you. **END**

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Appendix V - Tesni Woodfaii, Hibiscus initiatives - interview notes

Investigation Meeting

Date	27.02.2018	
Meeting commenced	11.45	
Meeting closed	12.15	
Present	Name	Title
Hibiscus Employee	Tesni Woodfaii	Project worker
Hibiscus Representative	Margaret Gower	Family Project Coordinator
Chair of Meeting	Richard Stedman	Director of
HR Rep/Note Taker	Anne Shaw	Operations Administrator

TW Thank you for agreeing to come today, My name is Richard Stedman I have been asked by Paul Kempster to investigate, here are the terms of reference, please have a read through.

RS handed TW a copy of the terms of reference for KS to read

TW Read the notes and understood them

RS Are you happy to continue?

TW Yes

RS If at any time you'd like a break, you are free to have a break at anytime, Tesni I can see you registered to attend personal protection training on 22nd February 2018.

Can you tell me a little bit about yourself?

RS Family project worker, family resettlement, supporting returns returning home, I'm as pleasant as possible and keep in contact with them.

RS The PPT training on the 22nd February 2018 is this the first training you had been in.

TW I had heard from the other welfare team, if we were in a situation, they thought to deescalate to use our voice; I had to wear sportswear so I was aware of having to take part in scenarios.

RS Ok, I'm not going to go through this in as much depth as I did with Kerry, so looking at point 1 – "I'm going to fucking destroy you" Did they use that line?

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TW	During the practical training how they were going to perform during a scenario, Jason said we are going to use Dave's favourite line as Dave was being the resident and it had been used in the morning this was why it was referred to as Dave's favourite line If someone got in their personal space, give a punch and say those words. They said there was going to be swearing "going to destroy you" – Derogative and I felt uncomfortable, it was a shock to hear such language, especially delivering training, they probably want us to use that terminology as well.
RS	2 nd Point
TW	Yes I heard that quote, when we were in the dojo, describe a punch, not in the syllabus, direct to the face
RS	Direct words from PCO Riggs
TW	Yes
TW	Whatever force is over and above necessary force and this was contradicting, to make sure he had enough time to get out, one extra for luck
RS	Did you say anything at the time
TW	No, on reflection, I was intimidated by them Kerry spoke up and asked if she there was another way to say it.
RS	You felt intimidated
TW	It was the amount of swearing, violence and aggression, the amount of violence and aggression made it quite intimidating.
RS	The observation notes talk about Dave Webb swearing at detainees Kerry said could you say it in a polite way. He then said Marie did you hear that?
TW	After Dave Webb explaining, Maria sharing no you can't be rational with them, you have to talk to them in that way, that's when Kerry spoke up and said can't we ask politely? Maria went on to say that you can't communicate normally, the trainees agreed with her then.
RS	You didn't miss hear, you are sure you heard that?
TW	Yes 100% the nodding, encouraging her, they didn't disagree, body language
RS	Point 9 – The comment by Dave – did you hear it?
TW	I heard it vaguely – I couldn't hear the exact words from Healthcare, but Dave said "It was due to my good record taking, that I'm the only one out of 15 that still has a job and it's now that I hate the BBC but I got a cruise out of it" I was shocked, he was bragging.

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RS The final point about the quote is that conversation what you recall?

TW Obviously people learn from mistakes he said in a flippant way, it was a life coming from healthcare, lives are lost then we learn, I feel that lives shouldn't be spoken about like that, it made me feel uncomfortable.

RS Of course you want to learn by them.

TW it was the way she said it, it was the way she emphasized it

RS What you describe in the training, you had concerns about language and tone, is there anything else

TW I just feel dignity and respect would be given to detainees, which if you treat with aggression is what you will get back. Go in positively and you will have a positive effect, the others in the room joining in appropriately and with no passion.

RS Are sure you have said everything you need to say

TW Yes

RS This investigation is confidential, please keep this conversation to yourself and don't share with anyone. I'm grateful that you felt you could talk to us. It shouldn't have happened and if you need to speak again please contact me.

END

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Appendix VI - [Name Irrelevant] Hibiscus Initiatives - Interview notes

Investigation Meeting

Date: 27.02.2018

Meeting commenced:

13:00

Meeting ended: 13:39

Present	Name	Title
Hibiscus Employee	[Name Irrelevant]	Project worker
Hibiscus Representative	[Name Irrelevant]	Family Project
Chair of Meeting	Richard Stedman	Chairman
1st Secretary	[Name Irrelevant]	Secretary

RS Thank you for agreeing to come today. My name is Richard Stedman I have been asked by Paul Kempster to investigate, here are the terms of reference, please have a read through.

RS handed KS a copy of the terms of reference for KS to read

[Name Irrelevant] Read the notes and understood them

RS Any questions? Annie is here taking the notes and you will be sent a copy. If at any time you'd like a break, you are free to have a break at anytime. [Name Irrelevant] can see you registered to attend personal protection training on 22nd February 2018.

[Name Irrelevant] Yes

RS Can you tell me a bit about yourself?

[Name Irrelevant] Family Project Worker in Gatwick PDA, I also work at Colnbrook and Yarlwood, been here since May. I have a bit of experience in and around custodial environments. I have not experienced personal protection training before.

RS What were you expecting of the training?

[Name Irrelevant] I thought I was going to be shown ways of how to de-escalate through talking this is how to do it, not by being violent.

RS Which bits surprised you?

[Name Irrelevant] He showed us how to punch from the syllabus. But not in the syllabus way, but if a detainee falls give them one for luck.

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RS I have spoken to Kerry in depth and not so with Tesni, I don't want you to feel that you haven't had the opportunity to say everything you want to say. I'm just going to pull out the finer bits.

RS Is this your signature for Personal Protection training on 22nd February?

RS
Name Irrelevant Yes, I was present.

RS In the observations letter it said that some of the language was inappropriate, did you hear any of it?

RS
Name Irrelevant Yes, quite a few times. DW said it was his line "I'll fucking destroy you" and in physical how Jason used it saying "I'll use DW's line" and referred to as DW's favourite line when using scenarios If you're on the floor and is someone on top of you throw them off and say his favourite line.

RS How did you feel?

RS
Name Irrelevant I didn't like it, constant swearing. They weren't teaching us and I didn't feel I could challenge it.

RS I understand why you felt that in a training environment.

RS
Name Irrelevant The word 'fucking', 'do you want to straddle or sit on top of him?', 'Who wants to get jiggy with a Welsh man?' Come on it's fine

RS What time did this happen?

RS
Name Irrelevant At 15.15 it happened. We didn't really laugh. Some laughed. Marie and Shaun didn't.

RS Across the day, was there any other inappropriate language?

RS
Name Irrelevant Dave told us in the morning "it's my personal line I use it outside the classroom as well." I can't believe he would use that to a resident or any man.

RS
Name Irrelevant Jason Riggs said one more punch for luck. If you've tackled someone and they are on the floor if it was down to me one more punch for luck back to them. It was horrible. I knew it wasn't right, I started thinking that wasn't right.

RS
Name Irrelevant In an example Kerry asked if there would be another way to speak to the detainees without swearing. Dave said no because, other staff members become more comfortable with, you have to respond to them in this way. This was around the time that Marie said she couldn't communicate with murderers and paedophiles. They kept referring to prisons and prisoners. Maria said you couldn't communicate with murderers and paedophiles.

RS This is really important...how did she say it? If they are murderers? That is a fact

RS
Name Irrelevant She said you can't communicate with them normally, they are murderers and paedophiles. The other Healthcare (Laurel) people were nodding in agreement. I

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thought it was horrible, a very small percentage of detainees are prisoners and we have a duty of care.

RS

Name Irrelevant

Did you hear Dave speaking about his report writing skills?

Dave said, of the 15 staff that were suspended he was the only one that came back as he knew what to write in the reports. He seemed to be proud.

RS

Name Irrelevant

Any reference to the BBC?

No, I can't remember.

RS

Name Irrelevant

What examples of scenarios were used?

JR – Putting hands up and saying 'fuck off'. I used 'back off' and he said that was OK, I didn't have to swear.

RS

Name Irrelevant

Give an example.

He said if he was in a room he'd have no problem to pick up a fax to smash over the detainees head. In a room, with colleagues, detainee was being aggressive, I don't mind if I take someone's life to save a colleagues life'. He doesn't have a problem with violence

RS

Name Irrelevant

Where DW talks about killing someone with a fax machine, did that feel excessive?

Yes.

RS

Name Irrelevant

Point 17 – How do you feel about Laurel's comment?

The mistakes that happened Jason and Dave felt quite sad about what had happened. Laurel said it quite flippantly.

RS

Name Irrelevant

Could she have been saying learning needs to be taken from a tragic death?

It was a shocking way with a flippant tone. It didn't seem nice. We talked about mental wellbeing, about what staff get in the way of help, but what about the detainees mental health if staff are like that to them? There is a cycle: your feelings affect their feelings – they might be in a bad mood. And if you're in a bad mood and you go around saying 'fuck off' it will have an effect on residents. There was no de-escalating techniques. No calm talking – DW said that doesn't work and it was passed over.

Ok thank you – is there anything else you would like to say?

RS

Name Irrelevant

No

Anything from you Margret?

RS

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-
- MB It does sound that they need more wellbeing to ensure mental stability, raising standards. I've been in violent situations but that is a last resort, but for someone to pick up a fax machine. There needs to be some kind of programme for mentality.
- RS The next step. I need to finish all interviews, some of that will take some time. You will receive a copy of the notes.

END

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Appendix VII - Maria-Claire Llaudes, G4S Healthcare – interview notes

Investigation Meeting

Date	27/02/2018	
Meeting commenced	11:05	
Meeting closed	11:35	
Present	Name	Title
Healthcare	Maria-Claire Llaudes	ML
Healthcare	Sandra Calver	Head of Recruitment
Representatives		
Chair of Meeting	Richard Steadman	Director of Quality
HR Rep Name	Annie Ross	Compliance & Quality
Take		

RS Thank you for agreeing to come today, My name is Richard Steadman I have been asked by Paul Kempster to investigate, here are the terms of reference, take a couple of minutes to read through these.

RS handed Terms of Reference to ML.

RS Do you have any questions?

ML No.

RS For the purpose of today, Annie is here to take notes and a copy will be given to you.

ML I need some water.

Sandra fetched water for Maria

RS If at any point you have a question, please ask, I only have couple of questions for you.

RS So we have received a complaint from one of our partner agencies about an incident which took place on the 22nd February, when you were present at PPT training which was being conducted by Jason Riggs and Dave Webb. Can you confirm that you were present?

ML Yes I was.

RS So some of the concerns that have been raised were that the language used was unacceptable and that "fuck off" was used. Was there unacceptable language used in the room?

ML Yes. I don't think I said any swear words.

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RS What language was used?

ML Fuck Off. When they did a move or scenario they said you speak with a tone, "back off there mate", or if we were dealing with a person being a threat to us then there was a "fuck off" with a push away.

RS In general conversation when they were speaking to the class, were they swearing then?

ML I think maybe once or twice. At the beginning of the day I can't really remember inappropriate language, but when we were in the dojo there was more swearing during the scenario, they said to say what comes out of you because I don't swear but that's how they would deal with it.

RS I would like to come to the part where you are referenced; Dave Webb was giving an example to the class of how a female officer said "Fuck Off".

ML I do vaguely remember Kerry saying is there any need, that's when he said no you don't have to, but that is how they would deal with it. He didn't say that you have to swear, but that it was different here as it was Category B prison.

RS Can you remember what you exactly said?

ML I can't remember what I said.

RS You said that some were murderers and paedophiles etc. and they couldn't be communicated with normally?

ML No I didn't say that, I said they are from prison and they have hurt people, I didn't say that comment, they are still human beings.

RS Can you be clear about what was said, you need to be clear about what was said.

Meeting adjourned at 11.25 hours

Meeting re-commenced at 11.30 hours

Richard re-iterates the question

ML the response was about them being prisoners, but I didn't say that. I basically said a lot of them, they've murdered, are drug dealers and that I was talking to Vanessa in the Home Office and I said one has even killed his mum, and that they had committed murder and serious offences against children.

RS So you didn't say you can't communicate with them?

MI No

RS Did you say how you could communicate with them?

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ML I didn't say you couldn't talk to someone.

RS So you didn't comment on the subject of communication at all?

ML We were talking about different scenarios and how you would deal with that setting. I do remember the trainer, he was adamant you have to use forceful language.

RS You are alleged to have said "they were murders, paedophiles etc. and couldn't be communicated with normally".

ML I passed a comment to the Home Office during a 1-2-1 conversation during the training that a detainee had killed his mum.

RS You didn't pass further comment? At no point did you say you can't communicate with detainees?

ML No.

RS Or at any time something that sounded like that?

ML No.

RS Were there any concerns about the training you felt uncomfortable with?

ML I did feel comfortable pretending to be an officer or a detainee, it was an example.

RS Did they make you feel uncomfortable?

ML No I didn't feel uncomfortable?

RS Anything from you Sandra?

SC No.

RS These notes will be typed up and a copy sent to you to sign, and for the purposes of the investigation please don't share this with your colleagues. I have nothing else for the time being, unless you have anything else you wish to raise?

ML No.

Meeting concluded 11.35 hours

Signed: _____

Date: _____

Employee Name: Marie Clare Llaudes - Healthcare

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Signed: _____ Date: _____

Chair of Investigation Meeting Name: Richard Steadman - Director

Signed: _____ Date: _____

Note Taker Name: Annie Steel

END

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Appendix VIII - Stanislava Fedorcova, G4S Healthcare (held via conference call) – interview notes

Stanislava Fedorcova – Telephone Meeting

Date 27.02.2018

Meeting commenced

13.45

Meeting ended 14.10

Present	Name	Title
Employee Name	Stanislava Fedorcova	Healthcare
Chair of Meeting	Richard Stedman	Director of Operations
Workplace Representative	Sandra Steel	Healthcare Manager
HR Resource Team	Annie Steel	HR Manager

RS Thank you for agreeing to talk to me today, My name is Richard Stedman I have been asked by Paul Kempster to investigate, I have the terms of reference, here with me, I will pass a copy to you, but for the call, I will go through the main points of the terms of reference and Annie Steel is with me taking a written record of our conversation. If at any point you would like a break, you can speak to Sandra at any time and Annie and I will step out of the room. There was personal protection training on 22nd February at Brook House, your name isn't on the register, did you attend this?

SF Yes I did attend, I arrived 20 minutes late and I did put my name on the list.

RS One of the things we have been told today was there was a lot of swearing whilst explaining the scenarios during the practical part of the training and also generally.

SF Yes there was a use of swear words during scenarios.

RS Was it used inappropriately during scenarios?

SF No

RS Can you give me an example of the scenario?

SF A female officer was touched on the shoulder and the female officer said "fuck off". Kerry said can't we ask politely instead of just swearing.

RS Did anyone mention how to communicate with detainees?

SF No, I don't think so, upstairs we talked about communication and how detainees feel frustrated occasionally.

RS Do you remember anything said about their offenses?

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- SF It doesn't matter of their previous convictions – they are still people.
- RS Do you remember any conversations about communication?
- SF No I don't – sorry.
- RS Can you remember DCO Dave Webb saying anything about whilst he was suspended?
- SF He did mention that he wrote his report really well. He didn't mention that he went on a cruise.

Richard reads Point 17 of the observations –

- RS did you hear a comment made by Laurel about D3489?
- SF Jason was talking about the legislation when G4S officers was escorting – they didn't have the training in those days that they have these days. That mistakes were made and flight staff and first aid wasn't in place and they have had to learn from it.
- RS Any other concerns?
- SF I found the training different – I attended one in Yarlswood, I did personal protection there and found it very different.
- RS How?
- SF Different in how staff protect themselves. You are taught how to protect yourself if they have a weapon at Yarlswood. At Brook, they seemed to show how to throw a punch technique and nothing else.
- RS Did you feel more prepared attending the training at Yarlswood or at Brook?
- SF It was more in-depth at Yarlswood.
- RS Anything else from the day you would like to mention?
- SF No
- RS I may need to speak to you again, but I'm really grateful for you talking to me today, if there is anything else you would like to say, please get in touch.

END

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Appendix IX – Observations from Personal Protection Training referenced against allegations.

Observations from Personal Protection Training (22/02/18)

Hibiscus staff attending the training: Name Irrelevant Kerry Smith, Tesni Woodfall
Trainers: Jason Riggs (external trainer), Dave Webb (G4S trainer)
Also present at the training: Maria, Laurel, Stanislava and Shaun? (Healthcare staff) and Vanessa (Home Office)

- 1) "I'm going to fucking destroy you" (said multiple times by Dave and Jason). Jason also said at one point during the practical training when referring to reacting to a detainee attaching you "To use Dave's favourite line, "I'll fucking destroy you" "
- 2) "If it was down to me, give them one more punch for luck" (Jason).
- 3) In reference to an incident on Monday night where an officer had punched a detainee in the face (several detainees had barricaded themselves in their room and had weapons and had made the floor wet and soapy. An officer was apparently the last one standing and punched one of them), Vanessa from the Home Office said he deserved it and "had it coming". Dave then said "We don't say that Vanessa".
- 4) Dave and Jason said the punches taught in the syllabus are never used because they don't do anything. They said they would just punch in the face (Dave and Jason).
- 5) The duty of care part of the legislation was just added in to "fluff it up" (Dave).
- 6) In reference to a story told by Dave about a female officer swearing at a detainee when he put his hand on her shoulder, Kerry asked whether she couldn't just ask politely first without swearing. Dave said no because they are prisoners. Maria from healthcare said they were murderers, paedophiles etc. and couldn't be communicated with normally. Encouragement given by Laurel and the others in the room.
- 7) The presentation was geared towards prison staff. Jason said that the training is in the process of being changed.

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- 8) Frequently referring to them as prisoners rather than detainees and calling the centre a prison (Dave and Jason).
- 9) Dave mentioned that due to his great report writing skills he was the only suspended staff member that was allowed back to work after the Panorama documentary. He also said that he got "cruise out of it" during his time being suspended.
- 10) All members of staff joined in with Dave commenting on how Tinsley staff can't deal with working at Brook and alluded to them being weaker than Brook staff.
- 11) Jason was teaching the basic phrase of "Fuck off" from the beginning of the training, as a way of defending yourself. There was swearing used throughout the training which was in our view unnecessary, however, Dave did say at the beginning of the training that there would be swearing and that we should speak to him if we don't like the use of swearing. Nobody raised concerns with him about the swearing but we felt the level of swearing unnecessary and we don't feel it added to the effectiveness of the training.
- 12) Vanessa from the Home Office, seemed to have a very negative attitude towards detainees. This was shown through laughter at comments made, comments she made herself and her general attitude to violence e.g. "I'd go to town on them".
- 13) Dave said that the reason they respond aggressively with swearing, when a detainee touches them in a friendly manner, is because other staff members are lenient and this leads to detainees thinking that they can touch staff e.g. putting their hand on their shoulder. However, as Dave and Jason are training new staff to say "fuck off" they are adding to the negative approach.
- 14) A lot of the training was geared towards working in Brook. There should probably be a different version geared to those in the PDA/Tinsley.
- 15) Regarding the Right to Life article in the Human Rights Act, Dave alluded to our lives being worth more than a detainee's life. He gave a hypothetical example about smashing a fax machine over a detainee's head if they were attacking him or the other staff. He said "it's me myself and I".

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16) In the presentation slideshow there was a line about how to deescalate a situation by using a calm/soft voice and Dave said that we could ignore that as it doesn't work.

17) After a discussion about the D3489 case where he died after being restrained on a plane during his removal, Laurel said that sometimes mistakes have to be made in order for you to learn from them.

END

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