

Confidential

Independent Investigation into Brook House

Thursday, 31 May 2018

**Second interview with
Steve Skitt
Deputy Director, Gatwick Removal Centre**

This transcript has been prepared from a recording taken during the interview. Whilst it will not be attached in full to the final report, extracts from it may be included in the report. It forms part of the evidence to the Investigation and as such, will be relied on during the writing of the report and its conclusions. When you receive the transcript, please read it through, add or amend it as necessary, then sign it to signify you agree to its accuracy and return it to Verita. If the signed and agreed transcript is not returned within two weeks, we will assume that you accept its contents as accurate.

Independent Investigation into Brook House

Thursday, 31 May 2018

Second interview with
Steve Skitt
Deputy Director, Gatwick Removal Centre

Investigators: Mr Ed Marsden (Verita)
Ms Kate Lampard (Verita)

1. **Mr Marsden:** This is a second interview with Steve Skitt. It is 31 May 2018. It is part of the independent investigation. *[Introductions]*
2. Steve, thank you very much. It would help to start by talking about the staffing.
3. **Mr Skitt:** Yes.
4. **Q.** One thing we haven't yet entirely resolved – I think we know the answer to it, but we aren't absolutely sure is at some point back in time staffing numbers were reduced to, we think, 32 or thereabouts, and we think that was in response to Home Office efficiency savings around the time that they were suggesting putting in the additional beds. Do you recall the circumstances?
5. **A.** You have asked for clarity, and I will tell you who you have to meet with for clarity on that question -
6. **Q.** Tell us what you think. Tell us how staffing levels were that were occurring at the point when *Panorama* happened.
7. **A.** In my opinion, nothing has ever changed in regards to our clocked staffing levels. Contractually, we have to provide x amount of -
8. **Q.** Hours.
9. **A.** Hours or DCOs. I am not used to working in hours. I am used to working in MSLs of x amount of staff, and that is what you have to have on duty for minimum staffing levels for certain regimes, etc. That is my background, and I struggled a bit when I first came here about you have to have x amount of clocked hours and I would say, "tell me what that works out as."
10. Ultimately, we still have to work to the original clocked hours that were set out in the contract. When you looked into the contract there were a number of changes from the original contract that happened, and when you looked into it more deeply there wasn't a lot of evidence to support those agreed changes in regards to knocks, etc. I think some of them were done initially when the place first opened and there were a lot of issues. My opinion would be – I am not saying this was done underhand - it would have been agreed between the Home Office and G4S, but I don't think you would expect an SPCI to go in, a knock to go in.
11. What should happen, and I think what hasn't happened in the past, which has proved difficult in a lot of issues is although things may have been agreed the

contract wasn't changed. My view would be you have a contract. If there were any changes you would put the amendment in on the -

12. Q. A variation to it.
13. A. A variation to the contract, what the variation was, what the date was, etc., so you move on.
14. **Ms Lampard:** If you speak to John Kench and actually open up his spreadsheets, you do see that at some stage in 2016 you get fewer people actually in the building.
15. A. Yes.
16. Q. That doesn't necessarily mean on the wings.
17. A. Yes.
18. Q. However, you have fewer people in the building.
19. A. I would say, so, yes.
20. Q. Does that ring true for you?
21. A. There was a time in 2016, and there were a number of things that we – I think before the summer of 2016 was probably the time when we started to see attrition. We started to see lower staffing numbers and it was becoming more difficult.
22. Ideally, if you look at the contract, it would say 35 staff-ish. The contracts worked. When you look at the official figures in the contract it is worked on the occupancy.
23. **Mr Marsden:** Yes.
24. A. A percentage of the occupancy you would work at 35, and on there it has pluses.
25. Q. If it was full, what would be -?
26. A. 35, and it goes down certain percentage rates between, say, I think it then works out between 61 per cent, and 81 per cent it is 32. That is where I was trying to get the figure of 32, and it goes up in levels depending on that percentage. I do have it. I did capture that page on the contract.
27. Q. Can you just summarise that? Are you saying there wasn't a Home Office demand for efficiency savings that resulted in staffing levels -?
28. A. To my recollection, at the beginning of 2016, around 2016 there were a lot of efficiency savings across both Tinsley – or being looked at that were put into place across Tinsley, across Cedars, and I can't recall any efficiency savings that were in specifically for Brook. With Tinsley, the efficiency saving was around the core day. The core day at Tinsley used to be 7 o'clock until 11, I think it was. Some of the efficiency savings there would have been profiled. The timings were brought in line with the IRC estate, which is the same as here – 8 o'clock until 9 o'clock. There are some efficiency savings when you do those, so a re-profile exercise took place, and the numbers there were lower than the profiles.
29. There were certainly some efficiency savings within Cedars – Sarah probably would be better placed to give you more detail on that - but I think some of it was around if there was a reduction in families, I think some of the catering

and cleaning was taken out and catering was done on site with specific industrial-type microwaves and frozen meals, which was agreed.

30. Yes, there were some efficiency savings.
31. **Ms Lampard:** They might have had a knock-on effect on the efficiencies elsewhere. We are just a bit confused because Sarah Newland is quite clear that there agreements that there was going to be a reduction in the number of actual bodies in the building.
32. **A.** At Tinsley, yes.
33. **Q.** No, here too, and John Kench agrees, and he can show you how it happens in the sense that you can look at his spreadsheets and see that averages drop very significantly.
34. **A.** The actual staffing, or the actual profiles, because -?
35. **Q.** No, that would be the actual profiles. You are absolutely right, it would be the numbers that were deployed.
36. **A.** Yes.
37. **Q.** Within the centre.
38. **A.** I understand that bit.
39. **Q.** What was the decision about where and the numbers that were going to be deployed? How did that come about?
40. **A.** I don't think it was so much an approach to specifically go out and reduce the numbers. I think it was just the position we were in with the amount of staff that we had that we couldn't provide – you look at the details.
41. **Mr Marsden:** There was attrition, so that was really the source of it?
42. **A.** That was the main issue, yes.
43. **Q.** The 32 is a result of we are losing people and not able to replace them?
44. **A.** I can't recall.
45. **Ms Lampard:** Okay, that's fine.
46. **Mr Marsden:** Therefore, there wasn't a policy decision to reduce?
47. **A.** Not to my recollection.
48. **Q.** No, okay.
49. **A.** Unless there is anything I have missed.
50. **Q.** Okay. I think that's probably about as –
51. **Ms Lampard:** Far as we can go.
52. **Mr Marsden:** Yes.
53. **Ms Lampard:** Absolutely. The only other thing to ask is this. John Kench is also quite clear that you have never been able to meet the contracted hours.
54. **A.** Yes, that is right. It was always difficult to achieve, and I think we got to a point, if I recall, that we had a lot of attrition and it was becoming increasingly difficult to provide the staff that we were provided before.

55. Q. Okay.
56. A. There perhaps were some – you always like to have two on a wing deck. As it was two on a wing you always liked to put more in, but you weren't always in a position to do that. This is my view around MSLs. If you have an MSL, and we had the contract which outlined staff, and we had the contract which outlined the hours, my view was look at the staff numbers rather than the hours because it was the kind of process where everybody worked to. We have to meet the contracted hours.
57. Mr Marsden: Would you have been getting financial penalties for this in 2016 for staffing?
58. A. Yes, we suffered a number of financial penalties.
59. Q. That tells us it can't have been Home Office initiated, because they would hardly fine you for agreeing.
60. A. No.
61. Ms Lampard: No, because they would have been fining you for not meeting the contractual hours.
62. Mr Marsden: Yes, but what I mean is if they had agreed a change they wouldn't be fining you, would they?
63. Ms Lampard: Except that they might have agreed a change that still required the same contractual hours or fewer contractual hours, but you weren't meeting the contractual hours. I think they are separate things because this is about – I am talking about bums on seats, and we are told that there was a decision to reduce bums on seats from 36 to 32 in the centre.
64. A. I will go back and check this.
65. Q. Yes. You don't recollect it. That's fine.
66. A. My understanding is –
67. Q. It is very murky, it is very, very murky. It doesn't matter.
68. A. We weren't achieving the staffing levels on the contract because, effectively, we didn't have the staff.
69. Q. Yes, okay, thank you.
70. Mr Marsden: Okay, let's park that issue.
71. The pre-2017 shift pattern and the changes to the staff contracts, the negotiations with the POA – just give us your take on that. What happened?
72. A. There have been a number of issues, and I think it was mainly aimed at Tinsley.
73. Brook staff were on a 48-hour contract then, which is far in excess of what I would expect a contract. Tinsley - there were a number of different contracts that staff were working under because the place, from when the centre was reopened –
74. Q. The GSL days?
75. A. It had gone from GSL. It had moved across different organisations.

76. Q. Yes.
77. A. As that had happened, staff had different contracts, and there were different payments, etc., etc. You could have a member of staff that came here on 48 hours as it was then, and Tinsley was a different structure.
78. The idea of that, when we looked into pay negotiation talks there were a number of issues raised around trying to bring everything together. This was a time when it was also pre-retender, and I think some of the views were that retender was to bring it altogether as more of one centre, rather than the two different centres. We talked in a different era to what we are talking now. There was a thought about if you were structuring for retender would you be looking at one control room for both sites, one switchboard for both sites? Some of the thought processes for that was around bringing it together, and part of the pay negotiations as well was to bring the contracts more in line with each other for both sides. That was part of the pay negotiation talks. That was put to ballot at the Trade Unions and accepted by the staff. Therefore, the contracts at the time mainly affected the staff at Tinsley. It changed to a Gatwick IRC contract.
79. Q. It was harmonisation of the place?
80. A. It brought the hours down at Brook House from 48 to 46, and it brought the option of a unified contract at Tinsley where they could sign off for either 42 or 46 hours. Therefore, it gave them an option. If they wanted to go with the 46 hours, obviously, they would be paid more, and it was to bring it more in line with that.
81. Q. Were there any departures because of the change?
82. A. Yes, a lot of the older staff as part of that. Staff young in service were better off, and staff who had been with the company a long time probably didn't get the same benefits of somebody who had less service, but it brought it all in line so everybody was on the same.
83. Q. They took the opportunity to go?
84. A. There were also other issues, because I think at that point we were having to start to cross-deploy from Tinsley to Brook, etc.
85. Q. Because of this sort of attrition?
86. A. Because of where we were with staffing.
87. **Ms Lampard:** Did the longer-serving staff, that applied to Brook House, it was also Brook House longer-serving staff who perhaps didn't come out -?
88. A. No. It was more the attrition around didn't want to do that with the longer-serving staff at Tinsley as part of that.
89. Q. I am just trying to work out whether it had an effect on was it instrumental in causing you to lose some of the longer-term staff at Brook House? We and you u know one of issues is that there aren't enough experienced staff.
90. A. Yes.
91. Q. That has an effect, doesn't it, on everybody?
92. A. It does.

93. Q. Did that have an effect on that at Brook House at all? It obviously did at Tinsley.
94. A. I think a lot of the effect it had on the staff here when I look back. It was also around the time I think the centre became more problematic in incidents and other things, and I think there were some times when you have some staff leave, and I think at the time it depends also when contracts are run at the airport. I know that a lot of longer-serving staff at Tinsley left to go and work at the airport, and I think some of the staff here left to work at the same place. You tend to find sometimes when contracts are being set out within the airport you tend to get people go on that.
95. Q. Therefore, you don't think that there was anything about the contract changes in relation to staff at Brook House that directly affected whether they went, or it just coincided with renegotiations, all a bit complicated, and, anyway, they are recruiting at the airport. Is that what you are saying?
96. A. Yes, I think there was a change in the centre around then, particularly around the problems we were having in the centre. I think the dynamics of detainees changed.
97. Q. Right, okay.
98. A. I think there was the upturn of Spice, and I just think that sometimes when you get one or two people go –
99. **Mr Marsden:** It triggers a –
100. A. It triggers. I know there were also a number of dismissals during that period. Therefore, I think it is just a combination. I think the people at Tinsley, some had been at Tinsley a very, very long time, and to be frank, were just quite happy coming into Tinsley. It is a different centre. It is a different site.
101. Q. Yes.
102. A. They were quite happy to come in and wander around Tinsley on their structure, but when they were asked to come and work here they didn't like it.
103. Q. Yes.
104. A. It was strange, I spoke to a number of staff because at that point I used to do a lot of DDs down there, and talk to staff. "Brook's a nightmare." You try and talk to people, "actually, it is not." There was a perception of people working here that didn't like it because it was out of their comfort zone. They were going back to Tinsley and saying it was an absolute nightmare, where, in reality, I used to talk to staff and say, "actually, from my background, I find Brook relatively settled in comparison to where I have worked."
105. Q. Yes.
106. A. You would try and put this picture up. However, some people had always worked in Tinsley. They clearly didn't want to work here and in regards to the managing of the centre we have the staff group of x amount of people and we have to manage those resources to provide a safe environment for both places.
107. Q. Okay. Kate, is that clear with you?
108. **Ms Lampard:** Yes, that's fine.

109. **Mr Marsden:** SMT – the big picture message coming from people about the SMT, and we comment on it in the report is it is quite remote, not that much engagement between SMT and staff. Hierarchical investigation focused. I think some of the things you previously said to us confirms that. In a sense, that is the whole SMT, it is not just you, but because you have been here a long time and have a lot of experience of it, what is your sense of that?
110. **A.** I have worked in quite a number of SMTs and SMTs are always strange, but I found this – and I have said this to individuals and I have said this in general one-to-ones, I think individually there are people with some very good strengths – very knowledgeable, very good at what they do, but I have always said, and I have said it openly to the team that we are not a team and you look at why that is.
111. When I go back to when I first came down here, my initial remit was to come down here to offer support. There were quite a number of issues on-going at the time. I was supposed to come three months earlier, but it was around clearance. I didn't get any clearance. Even though I was cleared to one of the highest levels in the Prison Service, they still wouldn't let me on site without clearance until I had one that said Home Office on the top.
112. They had gone through a period, I think the previous Dep had just left, and there was –
113. **Q.** Was that Duncan?
114. **A.** Duncan, yes. There were a number of issues that had been on-going for a very long time between Ben and Duncan. I am aware there were other issues around other members of the SMT who had put grievances in. I think, including Duncan's, there were four grievances that had gone in. I think the Head of Security had left a few months prior to coming down here, and there had been other grievances that had been submitted by other members of the SMT in regards to that.
115. I think it was a very difficult time. I think people had withdrawn into themselves. I think they had withdrawn into themselves and felt that they were battling in a corner and would only come out fighting to protect themselves. It was a really -
116. **Q.** An unhealthy dynamic.
117. **A.** It was a really unhealthy dynamic, and that was evident, certainly, when I was here, and it was very difficult to pull that back. There were a lot of people, I believe, who had their own views, where they needed to listen to other people, and I think some of this also comes around where you have a management who really only know one area. I tried to say that here we work as a team, but I found it really, really difficult to come and build that. I think people, including Ben, had got into such modes around self-protection and this is my area that it was very difficult to –
118. **Q.** Therefore, not surprising, then, people, with the dysfunctionality between people that staff wouldn't have seen the SMT as supportive, engaging, helpful to -?
119. **A.** No, no doubt. I spoke to a member of staff not long after I had been here, and they were leaving. I thought it was a really good member of staff, and –
120. **Ms Lampard:** What year was that?

121. A. 2015.
122. Q. Yes. Thank you.
123. A. I asked the question, and he was scathing about the SMT. He called three members of the SMT the three witches, and that was a perception of him. I loved being here, and I was trying to put it into context, because people will be different to you, depending on the role and what people tell you, what people say.
124. Q. Do you think it has improved, that picture you are painting in the last few years, or do you think it has continued?
125. A. I think it has improved dramatically in the last few months.
126. Q. You don't think it had improved during Ben's time at all?
127. A. I tried, and this is nothing that we haven't spoken about – I worked for Ben. My loyalty was to the Director in regards to things, and it was clear I had frustrations when I hear those frustrations. I think Ben went to Medway. Lee came in. It is very strange - because of our backgrounds, both Lee and I have a similar understanding of how things should be, and sometimes when you have worked in different environments you understand where people are. I found it very difficult here, one, because it was the Home Office. That was out of my, I guess, comfort zone, and the other one was the way things operated, and when Ben came back I was – because Lee would have the conversations at the morning meeting, if some things weren't right he would be quite straight –
128. **Mr Marsden:** Directive.
129. A. And directive. I am not saying I am a directive person, but that is what I have been used to, and I think within the SMT it needed that person to actually say "no. This is what I want". Around a table of SMT you have to have people who could challenge you if something is not right, and I think it went past that. People would have a voice. There were some strong characters, and I don't think in some respects (I could probably be guilty of that) that there was enough challenge put down to say, "yes, I hear what you are saying, but this is where we are going." You had the sense when you came out of some meetings that you had achieved nothing and nothing was going forward, and everybody had had their say –
130. Q. However, there was no agreed direction?
131. A. Yes.
132. **Ms Lampard:** However, your evidence is really none of that improved until Lee came back here?
133. A. No. Lee came before and I think from the time I came in I perhaps got into a bit of a mode around this is how it is. I would have my meetings or manage those meetings. I think when Lee came back for that period it woke me up again to actually work out what it is all about. I discussed it quite a lot with Ben about – to put it in the crudest terms - "we need to get the SMT together, the senior managers and we need to go away somewhere for a day, and we need to have a (excuse my phraseology) a blood-letting meeting, and you need to be responsible for that."
134. **Mr Marsden:** Front that up.

135. A. Yes. I said, "I will do it. It is not a problem. It doesn't have to come from me." There were a number of things why I think we got to that point, and I think after about seven or eight months we actually had that meeting. I didn't realise that there was a Training Development Manager and an HR person who used to work for NOMS who came in to facilitate that, which I wasn't really expecting, and when I sat there it wasn't the meeting I was expecting to have. Therefore, my view of what I thought it would be didn't happen, as such.
136. Q. The blood-letting –
137. Ms Lampard: Never happened?
138. A. I know it is a phrase, but –
139. Mr Marsden: I know, but it didn't happen?
140. A. No.
141. Q. Therefore, it remained unresolved?
142. A. Unresolved, yes.
143. Q. There was, I think quite a strong message from people - and I am just going to tell you as we have heard it and let you respond to it - that your management style is quite hierarchical, disciplinary-focused.
144. A. Disciplinary, as in -?
145. Q. An investigation before wise counsel. How would you respond to that? It sounds as though you might have been brought in to do some of that from just what you have said a little earlier, to support Ben.
146. A. I believe in total conversations. Call me old-fashioned, but I think a lot of things can be resolved by having a conversation with somebody and if something is clear you have done wrong you need to sit down and have a conversation with the person and talk about what happened, what we do to resolve it, and what you have done is perhaps not what we would expect. I believe there is a complete over-emphasis of commissioning investigations. I tried a couple of times to sit down with people. Some of them – one in particular ended quite spectacularly in a number of grievances going in and –
147. Q. There is evidence in the SMT minutes that you are raising that concern about the number of investigations.
148. A. Yes.
149. Q. Who is the primary source of that? Is it still happening?
150. A. Yes. I believe I commission for the right reasons.
151. Q. Okay.
152. A. However, I also do believe that since *Panorama* there has been more of an emphasis that we need to get to the bottom of things and –
153. Q. It has gone back to investigating?
154. A. Yes.
155. Q. If it had stopped at all.

156. **Ms Lampard:** Steve, can't you stop that? Can't you just say, "that is the end of it. We are not going to have any more of those"?
157. **A.** To be honest with you, I am at the wrong end of my career and I have been brought up in Service, particularly in the Prison Service. I have come from an Armed Forces background, and when I joined the Prison Service it was mainly ex-Forces. I have come from perhaps a more disciplined service to what it is now, and I am a believer that if somebody has done something wrong or something has happened that you should have the confidence to sit in an office with somebody and talk through it, and if somebody has done something wrong, of if they haven't, you establish it within your conversation and you talk to somebody about the best way forward, acknowledging what has happened, and put it in somebody's record that we have had that conversation and this is the conclusion, because nine times out of ten people don't go out to do bad things.
158. **Q.** No, but it does go on here a lot.
159. **A.** I know it does.
160. **Q.** A lot of the staff have come to us and told us "I just did what I was told by somebody else and the next thing I know I am suspended for eight weeks." You must have control over that, don't you? Don't you know who is suspended and why, and can't you stop it?
161. **A.** I will look at something, and I will look at it on its face value and if it was a consideration that you need to suspend, and you look at a number of things when you are looking into suspending somebody. Based on what it is, can that person work within this environment? Can they work within a new environment, or is it the best option to suspend that person?
162. I think within this organisation there is an over-emphasis from me that you seek HR advice, you go through the directors, you seek advice from outside of HR, and you get advice on that as well. Therefore, I wouldn't necessarily have something come to me where I would make the ultimate decision whether the suspension goes ahead or not. It would have to go through a number of challenges in that within the organisation to agree to that.
163. **Mr Marsden:** Are you saying that you are not in the position to make the decision about whether or not -?
164. **A.** To be honest, I think all the ones that I have been involved in with suspensions, I believe, is the right choice.
165. **Ms Lampard:** Okay.
166. **A.** I am not saying I have to go through that kind of process.
167. **Mr Marsden:** In terms of visibility, as we have done, obviously, if you talk to people – DCMs, DCOs - people say that the SMT is not really visible in the centre. The exception to that would be I will see someone if they are Duty Director and they are doing their rounds. Is that changing? Is that true? Is that how it has been?
168. **A.** Whether people say that or not, I try to go round most days.
169. **Ms Lampard:** Onto the wings, or –
170. **A.** Everywhere. I will go around everywhere – onto the wings and all the areas.
171. **Q.** Okay.

172. **Mr Marsden:** In terms of if you think of today, have you been round?
173. **A.** I will be going around this afternoon, because I was at meetings with staff from the ITC, which finished four weeks ago this morning, and I have this meeting, and I will go round this afternoon.
174. **Q.** Yes, and were you here yesterday – you would have been?
175. **A.** Yes.
176. **Q.** Did you go round?
177. **A.** I went round all the external areas yesterday, because I did a health and safety.
178. **Q.** Okay.
179. **A.** One thing we don't forget is there are a lot of ACOs who work on the site.
180. **Q.** Yes.
181. **A.** I have to go round and also see them.
182. **Q.** Yes. Therefore, your response to that would be "I do get round the centre"? You are not the only member of the SMT.
183. **A.** You are right. Not every member of the SMT goes round every day, unless they are Duty Director. Actually, we all need to spend half an hour of our day just walking around.
184. **Q.** Yes, so have you been encouraging that?
185. **A.** I do. Not every single day, but I do encourage the people to go round.
186. **Q.** Yes. It is a very strong theme.
187. **A.** Yes.
188. **Q.** I think one of the things that as a consequence of this is that staff response to some DCMs, particularly the more experienced Oscars, or that management group is people think they are very operationally effective. If there is trouble on the wing they will deal with it, and they will deal with it very capably, but the DCOs might feel that they aren't at all approachable. Therefore, one of the consequences is that people don't perhaps seek support or help when they should do. Does that ring any bells with you?
189. **A.** Sorry, could you say that again?
190. **Q.** There is a feeling that DCMs aren't very approachable, Oscars aren't very approachable. People feel that they are left to get on.
191. **A.** I have had a letter this morning from a member of staff at Tinsley just covering the same.
192. **Ms Lampard:** The problem with the SMT not being very visible and around a lot is that they have nowhere else to go, and it gives, perhaps, some of the DCMs more cultural influence than they ought to have. There is a bit of, they are the only ones there, but, actually, they are not making anybody feel that they are managed.
193. **A.** There are a couple of things on that. Yes, you are right, I do agree around the DCMs. We have acknowledged that there are not enough DCMs to cover the contractual issues to expand that, and at most morning 8.30 meetings either Lee or myself will make a comment about DCMs getting to their areas.

I have written to them on numerous occasions about getting into their areas first thing. I attend the staff briefing every morning when I am on duty, and I expect the DCMs to do the same. We know it is a particular issue and even now – most days, with the additional hours we are trying to detail a DCM on each wing every single day. I am walking round and I am only generally seeing the same one or two people on the wings, and we will put that back to DCMs “you need to be out there. It may be just coincidence that when I walk round you have just gone off to do something, but the problem is I walk round a lot and I still see the same people on the same wings who I know will probably be on there when they are on duty.” It is something both Lee and I mention at most morning meetings, at the 8.30 meetings.

194. We have gone through a period of recruitment. I am not sure what has been said in the last few months. I don't like our current competency-based questioning. It doesn't answer the right questions, it doesn't put the right challenges in. All the DCM roles now Sarah and I chair, and we have changed the questioning more around an operational base. We did the last lot of DCM recruitment, and I think there has been some – I am not saying it is because we have done, but because we have changed the process, I think there are a few DCOs who we have recently promoted who are really starting to make some headway into the centre, around cleaning, around activities. Some of this is about putting round pegs in round holes.
195. We have just gone through another recruitment process to fill some gaps and we are waiting for the contractual issues to be signed off, and part of that is to announce the DCM levels on the wing, and, hopefully, I believe we will probably be appointing the right people going into those posts.
196. Q. Can I just ask about the general feeling, I think, about DCMs? What we are finding and what we are thinking is that DCMs (and you may tell me now that they are different) but there has been an over-emphasis on their operational capacity. What I mean by that is that they are very operationally effective, they can deal with an incident, and we have some great examples of them dealing with incidents really very well, and very sophisticated, but they may not be the full management package in the sense that they are not very good at the empathy, engagement bit, encouraging their staff, the softer skills.
197. **Mr Marsden:** Putting their arm around somebody whom they can see is –
198. **Ms Lampard:** Yes, supportive.
199. A. Yes, I accept that that's –
200. Q. That's also added to the alienation of the staff, who don't have anywhere to turn to.
201. A. Yes.
202. Q. You can see in some respects in *Panorama*, and I wouldn't for a minute suggest anybody should have identified or known that *Panorama* was going to happen. People behave as they behave, but you can see how if staff rely on each other, or are a bit closed, nobody is very open with them, you can get bad cultures which will reinforce, which explains why certain DCMs who are a stronger character could come to the top, who could encourage people to behave badly, and nobody blows the whistle.
203. A. That could happen in any organisation –

204. Q. It can, where you don't have a good management card.
205. A. You end up with the wrong people predominantly in the wrong area, and in any organisation there are bad people who will do things, and sometimes if you are not careful, as looking in hindsight, I was certainly surprised with one or two of the people involved in that, to be honest, but you can end up with the wrong people in the wrong area, who will self-manage those areas, and if there is no manager who is picking up on that and challenging it –
206. Mr Marsden: One of the things that we saw when we went to Rye Hill was members of the SMT working with officers, working with people on wings or round the centre. Do SMT members here do that? I am just wondering, is there some modelling of the behaviour that you are expecting that would really – if DCMs and Oscars don't do this, and still aren't on wings, or aren't necessarily showing the right approach, is there something about trying to model good behaviour that would help?
207. A. We used to do a back to the floor, but that stopped. I think if you look at Rye Hill, if you compare Rye Hill to Gatwick it is a very, very lean management structure here in comparison to the prisons.
208. Q. Sure, yes.
209. A. I can say that somewhere like Birmingham you have nearly 20 people as part of your SMT. Up until recently we have four to choose from here. Therefore, it is different in that. Some of that is around how Gatwick has always been, 'this is how we do it'. Some of it is about changing that culture, and a lot of it is also – I think that a lot of people are just also busy.
210. Q. Yes.
211. A. You are talking about the management structure is lean, but people should make the time to do things.
212. Q. Okay. I think probably we have exhausted that particular subject.
213. One management issue we would like to talk you about is Juls.
214. A. Yes.
215. Q. I think our sense of him is he is not performing. He is not effective. I know that Mark is now here as Head of Residential, but what's the story behind Juls? As I understand it, last year he was going to go down to Tinsley at one point and that didn't happen.
216. A. Yes.
217. Q. To put it bluntly, why is he tolerated?
218. A. He isn't tolerated – the word. I know other people have particular views around Juls. I have had a number of challenging meetings, certainly, since I have arrived here. I think as the place has changed, and there have been more issues going on in the centre, what I have found is if I go back a number of years it was a very steady place here in some respects. Perhaps the world hadn't changed, and everybody had come into that.
219. The place has changed, and there have been a number of challenges put to Juls in particular where he hasn't come to those challenges around some of the issues that we have been raising. We have identified, and I have had a

number of really difficult meetings, and at one point we had got to the stage where we needed to look at where we go with it.

220. He is only a single person and it is a big job he works on as well. It is a Residential function, and he does need a Head of Residence, and he needs that support with it.

221. I think there was a point where we were meeting most days, where I would have him in with the team, and I also have to accept that he has a number of learning difficulties. He is dyslexic and I have tried to work through some of that.

222. **Ms Lampard:** Was he here when you got here?

223. **A.** Yes.

224. **Q.** In that role?

225. **A.** Yes.

226. **Q.** Okay

227. **A.** I think this is a bit about you have three E1s, and Juls' role is an E1 position, and, to me, there was only one other option, which would have been to move Sara from Tinsley into Brook, which was where we had got to.

228. **Q.** Why didn't that happen? It is not very fair on Juls to have him in a job that's too much for him, is it?

229. **A.** He didn't see that. We tried a number of strategies to work through that, and I even had to sit down and say – what he is not good at is he is not good at managing his managers.

230. **Q.** However, that is a major part of the job.

231. **A.** That is a major part, it is. I spoke to all the managers, got their feedback of what they thought of Juls. I then sat down with Juls and fed that back, and said, "you need to start engaging." We set into place a number of simple strategies to start off with, and one of them was, "what I want you to do, Juls, is I want you to sit down in your office every single morning –". I went into his office and I said, "write on that white board things you want to discuss with your managers. Simple things like what staff you have on duty, what are the issues from the previous 24 hours, what is going to happen in the next 24 hours, any sickness, contact sickness." I put down some headers, and I said, "you need to sit down before you come to the 8.30 meeting and talk with your managers", and even things like going round the wings, because I think talking to some staff and listening to some staff, a lot of staff just thought he would come on and shout, and walked off again. He said what he wanted and that's it. I said "you need to go round your wings. What is wrong with going in your office, sitting down with your staff, making them a cup of tea?"

232. **Q.** The effect of that on the experience of detainees is quite profound.

233. **A.** It is, yes.

234. **Q.** You just have to think about, for instance, whatever happened about Ramon, I don't know – how did he get rid of Ramon, but he did. We didn't go into it, but it is quite clear that that was some sort of row he had with Juls, and the effect of that is that detainees lose out all round, because you just have not had an active activities programme. I don't understand why nobody steps in

- and says, "either Ramon must stay or we must do something about replacing Ramon", but nothing happened. Why did nothing happen?
235. A. I had spoken with Ramon and dealt with a number of issues around that. I think what it boiled down to, he had been doing the activities since year dot. I think in my conversations with him, regardless about whether he went back, he had just had enough within that role.
236. Q. Okay.
237. A. There were a number of meetings between Juls and Ramon, and I spoke to Ramon and said "where do you want to go with this in regards to a grievance, etc.?" There were a number of meetings between Juls and Ramon and they got through the issues, and some of that was around the way Juls expected Ramon to do things. I think the time was given to go back and sit down with him.
238. There was one thing that sparked it, and I am trying to remember what it was. I think it was –
239. Mr Marsden: They had a falling out over the office move.
240. A. That's right. When Juls went in and broke the locks on –
241. Q. He gave his filing cabinet to someone else.
242. A. Yes.
243. Q. Ramon's sensitive papers were put into a black bag and he was climbing the walls that -
244. A. We found them in the end.
245. Q. Yes.
246. A. It was the way it was done, yes.
247. Q. Just pulling away from the detail of this, the impression you have here is of Juls handling, managing in a very clumsy way; Ramon, who was, I am sure, probably pretty set in his ways, and probably sometimes doing things in a way that Juls didn't necessarily approve of, but he was, by all accounts, good at activities and there was a very (it seems) dynamic activities programme when he was here. The effect of Juls' management is that Ramon upped sticks and there isn't to this day even, really, an effective -
248. A. We have Luke in there now.
249. Q. You have Luke, but -
250. A. He is new.
251. Q. If you talk to Luke he will say he is still struggling to deliver the kind of service that he would want to deliver.
252. A. A lot of that is around –
253. Q. The staffing.
254. A. The staffing.
255. Q. Yes, absolutely.
256. A. Part of the –

257. Q. I suppose our view is that Juls' performance – people don't know what he does. People will say that to you – both DCMs and DCOs. There are things that over the course of the last year or so, particularly related to the incident on 28 November, I think he was probably told by you and the SMT to move people from Mr Lonpole, I think it was.
258. I suppose, pulling away from that detail, I think there are things that he has not done, or things that have not aided the management of the centre, and the fact that that is put with is corrosive of management generally. The question on people's lips is, why is this put up with? I know you are saying you have been trying to deal with it, and I know that Mark is now here.
259. A. Yes. I think the performance around Juls is not finished. It is work in progress and I have sat down with Mark and looked at some of the issues. Mark is acutely aware of those now. We have looked to try and put Juls on the leisure course. He is not doing as what we expect on that. He has fallen behind at doing that work.
260. Q. Yes. Cornel is this?
261. A. Yes. I think there will be a point in time in the near future where we are going to have to –
262. Q. Say enough is enough.
263. A. Enough is enough, but we have to go through those processes to be able to do that.
264. Q. Yes, sure.
265. A. I always give somebody an opportunity, but I am acutely aware of some of the issues that he perhaps has created.
266. Ms Lampard: Can we just ask about that incident on 28 November, because that is the most important event that happened while we were here in terms of security and safety? Do you remember, the mass insurrection in November when they all got on the netting and you had the nationals here.
267. A. The press here, yes.
268. Q. Yes, and eventually everybody talked them down and had them all locked up, but it was obviously a very tense day, a very unpleasant day, and rather frightening. The evidence of the minutes of meetings is that you said at one stage, talking about the three who were principally involved, you had said before the day you wanted them moved, they had misbehaved and you wanted them moved.
269. A. Yes.
270. Q. That was about two days before it happened. What did you want to happen? Did you want them to go to Rule 40, or did you just want them off? Can you remember whether you wanted them –?
271. Mr Marsden: Split up.
272. Ms Lampard: Split up because -
273. A. I am sure it was to be split up.
274. Q. Yes.

275. A. There was quite a meeting amongst the morning meeting afterwards as to the direction as to what was supposed to happen.
276. Q. You said to Juls, "I told you to split them up and you didn't"?
277. A. I told him on the day, because I am not sure whether he was DD, but I said, "this is what I want".
278. Q. Yes. There is evidence, because you write in the margin, "why haven't these people been moved?", so you are chasing it. You write something like, "I thought I said these people should be moved", or something. I just wondered what had happened after that.
279. A. Yes, I remember there was Mr D1159 and Mr –
280. Q. Mr DX!
281. A. Yes.
282. Mr Marsden: I suppose my question would be how serious is his failure to act on your instruction or direction to the good management of the place? He was given an instruction to do something. He didn't do it, and then there is a riot. There wasn't a riot, I know that, but you know what I mean. There was something very serious.
283. A. They were very difficult individuals. I am not sure – we may have gone down the route of Rule 40.
284. Ms Lampard: Yes, I think you do mention Rule 40, because what had happened was one of them had tipped over the food in the food queue. He had basically sprayed people with food, and things like that, and you said, "put him on Rule 40", I think. What doesn't come from the minutes is whether or not you had actually said, "split them up. Just put them somewhere."
285. A. Sometimes, when something happens, and it has changed slightly, because I have to say that with the new team coming into the Home Office there is a lot more support coming our way and understanding of some of the issues –
286. Mr Marsden: The Contract Team?
287. A. The Contract Team, and you have the PDT.
288. Q. Yes.
289. A. The Contract Team –
290. Q. The PDT Team -?
291. A. You also have the Contract Compliance Team, which I think are very good now in comparison to what they were.
292. Q. Yes.
293. A. I am just trying to recall exactly some of things. You obviously have it written down somewhere what I said! I think sometimes, if something happened in the place, to me, if it happened in the way that that happened at that point the person should go onto a Rule 40.
294. Q. I suppose my bigger question is, Juls was implicated in that incident. You had asked him to do something. He didn't do it. I don't know whether it has ever been got to bottom of why he didn't do what he was asked to do, that led the place into difficulty.
295. A. Yes.

296. Q. That is a consequence of his failure to act on a direction.
297. A. I am not sure – I am just trying to recall. When it all started there was an alarm at about 8.30 in the morning on Mr **D1159** who had really gone off on one. I am not sure if this was because of a failed move and they had chosen the wrong time to move him, but I ended up having a so-called nose-to-nose with Mr **D1159** on the wing because there was only myself and Dave Roffey, because I was in the office and I just went straight there. I am just trying to recall the details of that.
298. Q. In a way, I suppose -
299. A. Yes, you are right –
300. Q. It is just an example of his ineffectiveness in that position. I think we have probably done Juls –
301. **Ms Lampard:** To death.
302. **Mr Marsden:** To death, so perhaps -
303. A. I think it is on-going. I have probably formed the view now, I am not sure it is going to end well, I think once we have gone through those processes.
304. Q. Cleaning – where are you on cleaning of the wings? When we last spoke I think you thought that there was a scope for negotiating with Aramark.
305. A. I think so.
306. Q. We have spoken to Brian Harrison, who says, “cleaning the wings is not our responsibility”.
307. **Ms Lampard:** The Home Office the same. Paul Gasson said he has looked at the contract.
308. A. I will give you a good update on that.
309. **Mr Marsden:** Where are we?
310. A. I can bring you right up to speed on that. Obviously, since our last meeting Ryan Harkness has been appointed the Cleaning Manager, DCM. It has certainly been one of my focuses on a daily basis, cleanliness of the centre. Ryan is now in post. I think sometimes you have to give structure and you have to give responsibility to one person, and I think Ryan is the right person for that. He has gone in as Cleaning Manager. I now have a Manager, I now have a Paid Work Coordinator, DCO who manages all the paperwork. There is clear guidance and instructions gone out to all areas about what is expected of cleaning. There are role briefs that have been put together for detainees when they are given a job, because one of the things I have said to staff, “okay, you give somebody a job, but do they know what to do?” You need to sit them down and say, “I am going to give you a job as cleaning the showers. This is what you do. At such-and-such a time you clean the showers, and this is the expected outcome. If you don’t do it, then we have a chat and if you don’t do it again, then you may be looking that we may not need you as a cleaner.” There are all those processes gone in place, and I think from feedback from both our own organisation, from the Home Office, the IMB, and other reports that the centre is in a really good, clean place.

311. We work closely with the Home Office. They inspect the centre every morning. One of the Contract Team go round and inspect.
312. Q. That is Heena, isn't it? She is responsible for that.
313. A. Yes, that is her area, and there will be others if she is not on duty. She does pick little bits up, but it is not as it was that the places were –
314. Q. If we went down onto a wing – we have down on wings where lunchtime's arrived. People are about to sit down for lunch and there is egg from breakfast still on the table. Is that kind of thing being picked up and now and being dealt with by wing DCOs?
315. A. Yes. We go round at various times, and walk round, and I know Heena has. Sometimes it is about the staff getting out and about, checking that. It is also giving the expectations to the detainee.
316. Q. Yes.
317. A. What was happening before was they were giving people jobs and nobody was monitoring it. There could be an occasion where it hasn't been cleaned, but I would say now that has gone, and I think there is no feedback, or certainly when I have gone round and looked round, and other people have gone round. I remember the multiserver, we had Henry Smith turn up and inspect it. He had gone out early, and this was about 11 o'clock he wanted to walk round, and you sit there for a period and think, what is the place going to be like? People had been out, and it was spotless. I think the standard of the cleaning, there will be days where there might be things that get missed, I understand that –
318. **Ms Lampard:** What are you going to do about Aramark? They are not coming onto the wings?
319. A. Aramark, the contract was drawn up between Aramark and part of G4S Catering. Our expectation of what the contract says very loosely is that they should be cleaning the wings. Their expectation is that it doesn't read like that. We have had a number of meetings. We have accepted some of it, and what we have gone back to is - if you take another step, you have HMIP that have always recommended that each room is deep cleaned every month. We have discussed that. We have gone back to Aramark and accepted in some respects that they can't go on and deep clean the wings and it is ambiguous in the contract, but it doesn't say you can't and it doesn't say you can.
320. Therefore, we have asked them to put a price together for three levels of cleaning. We have agreed with the Home Office that they will close eight wings a day, or take eight spaces out of the central day. That will give us an opportunity to close a room down so it can be deep cleaned, and we are just working through the finer details with Aramark. They will come in, they will deep clean the rooms, and it will also give a time for Facilities to go in and check any mechanical issues in the room, and -
321. Q. They will be doing eight a day?
322. A. In a period of a month, every room will have had a deep clean.
323. Q. Yes.
324. A. They will be deep-cleaned in the shower areas, and things like that.

325. Q. Okay.
326. A. We are just waiting to finalise that with Aramark.
327. Q. Perfect. Thank you.
328. Mr Marsden: Anything more on cleaning, Kate?
329. Ms Lampard: I don't think so.
330. A. I take it you have been round the centre, have you?
331. Mr Marsden: Yes, and the cleaning certainly early on during our time when we were in the centre was –
332. Mr Lampard: Woeful.
333. A. Yes.
334. Q. It was pretty poor.
335. Ms Lampard: I have to say, we haven't been back yet. I was here on a Sunday about two or three weeks ago. It was pretty grubby then, I have to say. However, we haven't been down, I haven't been on the wing yet today, or this week.
336. Mr Marsden: No.
337. Ms Lampard: I might go down and have a look.
338. A. We are checked every morning by the Home Office as well. The problem is all of our cleaning is done at night.
339. Mr Marsden: Yes.
340. A. That is one of the difficulties. We get the cleaning out at night, when they do all the cleaning.
341. Ms Lampard: You have a problem, don't you, because when we said to staff, "look, there is egg on this and you are just about to have lunch. When are they going to come and clean?" They said, "they will do it tonight." Therefore, there is an issue, isn't there, with the staff needing to own it as well.
342. A. Yes.
343. Q. It is only as good as the staff. The staff were quite happy to sit there and let egg sit there while people ate their lunch, which was -
344. A. When I have gone round there have been occasions when there have been something lying around and I have challenged staff and they have said, "yes, we have told the cleaner. He is going to do it." It could be like the Forth Road Bridge -
345. Mr Marsden: Absolutely. It is one of those things you just need to keep on at, isn't it?
346. I am sorry, this is a real rag bag of things – body-worn cameras, when we came to the morning briefing, you won't recall it but I do, you were there and said, "get a camera if you don't have one. Have you had your training, etc.?" You reminded people. What is the situation with body-worn cameras today? People are trained wearing them, using them?

347. A. Yes. I count how many are there in the morning usually, and I count how many –
348. Ms Lampard: What happened was, there was a training issue because somebody couldn't train, or something, and then you went more directive about it and I noticed you put up notices saying, "take your body-worn camera".
349. A. Initially, we had body-worn cameras, anyway, so it wasn't a new process, and there was always a –
350. Q. Who had them before?
351. A. When I first came here we just had the Oscars, and then I purchased some more and we put one in every wing, and we have put one in Visits. There are a couple of areas where –
352. Q. You had one person wearing one in each wing?
353. A. Yes.
354. Q. Okay.
355. A. However, I think some of it is around trying to put that key message across. This is necessary, this is for your own safety.
356. Mr Marsden: Yes, and that is getting across, do you think?
357. A. Once it had been implemented and we have put them in – there were a couple of staff who were being a bit belligerent about wearing it. I challenged them a number of times. "I haven't done the training." You can only say that twice when you say it to somebody. There is an expectation, you are an adult. If you haven't done the training please talk to your Line Manager or go and talk to Security and make sure you get it. I don't expect to keep chasing people for that.
358. I think there were a few people who were starting to try it on and were saying, "the strap is giving me a rash", or something, but I think on the whole it has been accepted. I check it en route and just have a look around. I think, personally, it is an accepted part of the uniform.
359. Ms Lampard: Is it making any difference to detainees' behaviour, do you think?
360. A. Violence has reduced over the last quarter, the figures are indicating that. Whether that is just purely down to body-worn cameras, but there again, you can also say they have always been lower because of all the shut-downs on the wings, etc., but I think it is about giving staff the confidence that, actually, we can review things. What I am saying is that if there is an altercation between you and a detainee, film it, because if a complaint goes in it is very easy at that point to go into the – because it is automatically downloaded once you put the camera back. It is very easy to go in and establish the facts either way.
361. Mr Marsden: Yes. Okay. Enough on body-worn cameras.
362. Governance and use of force, the report is going to say, I think, as we understand it, the use of force governance arrangements broke down in 2016, early 2017, and still to this day aren't working as they should. What is your response to that?
363. A. Yes, I agree.

364. Q. Okay.
365. A. You go down and there are a number of challenges with them. That is because different people come into different roles, a number of people leaving, a number of people coming, and, certainly, in the early part of getting that comes the responsibility of the use of force.
366. We have had a number of challenges more recently around instructors.
367. Q. Yes, with Jason going and Dave -
368. A. And even before that.
369. Q. Yes.
370. A. A lot of people, or certainly a few of the people we dismissed following *Panorama* were C&R instructors.
371. Q. Yes, John Conolly and -
372. A. Yes, and Steve Wirth. It has been a challenge to do that. I have liaised with a C&R coordinator at Oakwood. He and his team reviewed a lot of the outstanding footage. We now have a process in place where now Sara has taken on the use of force, and she has structured the way we have done that in regards to meetings. We now have a Use of Force Coordinator full time - Dave Killick, who is our last C&R instructor - but I have taken him out of his management role and put him onto full time use of force duties. Each use of force is reviewed the following day, so it is now part of the DD structure, and that's in the log.
373. **Ms Lampard:** It is reviewed by the following day's DD, not the -?
374. A. No. If I am DD today, and there is use of force, the next day I review it.
375. **Mr Marsden:** You review it with Dave?
376. A. Yes, with Dave, if he is on duty. If not, you are not the expert, and certainly a review of it will take place because the majority of SMT are C&R trained, and, yes, you are not going to get the technical detail, and you are not going to have a full understanding, but you know when something is wrong, and Lee -
377. Q. His being around isn't justification for not looking at the review?
378. A. No. The DD will -
379. Q. You can still say, "Dave said that -"?
380. A. Yes, afterwards, but I think it is just that initial review of it, just to - I have been around C&R a long time and if you see something you think wasn't right, then obviously you could flag that up at that point and then get it reviewed the next morning.
381. Q. Post-*Panorama* there was going to be a scrutiny meeting. Is Sara reinstating that?
382. A. No, the scrutiny meeting is the daily review.
383. Q. Okay.
384. A. The purpose of the scrutiny meeting was to just review all the footage.
385. Q. Okay, yes.
386. A. However, we are doing it the next day.

387. Q. I know that the daily review happened and it has been happening by the Duty Director.
388. A. It happens every time you need support. It has been happening a fair few months now.
389. Q. Okay.
390. A. There is a part in the DD diary where they have said –
391. Q. The use of force meetings that we have been invited to that have been cancelled, do they not happen anymore?
392. A. I think Sara is – which ones were you -?
393. Ms Lampard: There was the use of force meeting.
394. A. Just the Friday one, was it?
395. Mr Marsden: Yes.
396. Ms Lampard: The main governance meeting, yes.
397. A. Yes.
398. Q. Which Lee tells us hasn't been happening, and, in fact, all that happens is you have a discussion at the back end of the SMT.
399. A. I have chaired two full use of force meetings.
400. Q. This year?
401. A. This year.
402. Q. Yes, I think they are the only ones that have happened.
403. A. Then Sara has taken over, and I know she has diarised them all out. I know the last one was cancelled, but I think they have dealt with it. Any issues, they have dealt with and looked at it outside of that, because that one had to be cancelled for some reason. However, I have an invite through every other week for that one.
404. Q. However, they are not happening. They haven't been happening.
405. A. The ones with Sara, no. As I say, I have chaired –
406. Q. We have tried to go to them and the IMB say they haven't been able to go.
407. Mr Marsden: Anything else on use of force?
408. Ms Lampard: No.
409. Mr Marsden: Relations with the Gatwick Detainee Welfare Group.
410. Ms Lampard: We have talked to the Gatwick Detainee Welfare Group and they will talk about how last year, by about August-time last year, and the IMB that relations had got pretty bad with them. There was a sense that they weren't very welcome, and particularly I think people objected to them signposting them to other organisations, or referring. The IMB objected to them referring things to them. Then, eventually there was a meeting, I think, with James, you and the Home Office.
411. A. Yes, that's right.

412. Q. At which you said you were going to take away the drop-in service, they couldn't go on. What's your recollection of that?
413. A. I have a recollection.
414. Q. Okay. You tell me your recollection.
415. A. I think over a period of time – I will start off by saying that the service that Gatwick Welfare Group come in and do, particularly around social visits is a good service and it adds value, and it is a needed thing within the centre because we have a lot of detainees who don't have family.
416. I think over a period of time – I can't remember the person before, but I believe I have had meetings with James. There have been a number of issues raised to me, and what I would have, or I wouldn't have them, they would go to Dan and I would be copied into them. There were a number of concerns raised and I will say it as I see it, there were a couple of individuals within that who came into drop-ins, who I felt -. It started off with I got an email. I can remember exactly where I was. I was at Kidlington and looking at the HOMs aircraft training, saying that one of our workers had spoken to an individual a couple of days before and had thought of self-harm and a number of issues, and would like to see him again. I was copied in. I contacted James and I wasn't aware -. I said, "if a detainee is telling one of your staff that they have serious thoughts of self-harm, you need to let us know."
417. **Mr Marsden:** There and then.
418. A. There and then.
419. Q. Yes.
420. A. I said, "we will need to discuss this, James." There were one or two people I thought that were looking at cases, and trying to deal with the whole case. I then had one where we had an individual come in who I was acutely aware of who had some mobility issues. I think he had a deformed foot or a foot injury and I had seen an email saying, "this person can't do this, this person can't do that. He hasn't seen Healthcare. He doesn't have a wheelchair. He doesn't have crutches. He doesn't have this." I spoke to Healthcare, and I think this was one of the ones where the IMB were copied into as well to do something about it. I looked into it and I spoke to Healthcare. He had only been here a couple of days and I wasn't sure of the processes, so Healthcare told me, "yes, he has seen the doctor twice. He does have mobility issues." In regards to crutches, and wheelchairs, etc., I didn't realise that the doctor can't prescribe those, or you have to have a physio appointment for them to do it. There was a real timeline of every interaction with this detainee, and that, actually, he would have to see a physiotherapist to decide whether he needed any other aids. Actually, I think the waiting list in the West Sussex area was months, and I think G4S Health had actually paid to have physiotherapy that week, but the inference was that we weren't doing anything, and, actually, if you want to we can get a wheelchair and some crutches and bring them up to you.
421. The IMB had been copied into this one. I had spoken with Paul Gasson of the Home Office, and we arranged a meeting. There were previous things about them not telling us about things. We just worked through, and we were also working through service line agreement.

422. **Ms Lampard:** I have seen the email. I have seen the email they sent to you. It was pretty polite.
423. **A.** I am not saying it was impolite. I was just saying that whatever the conversation we had with James, James would fully agree with what you are raising, but there are always two sides.
424. **Q.** Yes.
425. **A.** Somebody is taking one person's side.
426. **Q.** Yes.
427. **A.** However, I have looked into it and the whole –
428. **Q.** Yes. That is alright, isn't it? That's normal discussion. That's we have this issue with somebody who has told us they are disabled and we are raising it with you, and then you come back and tell us something. I can't see why that became an issue.
429. **A.** It wasn't a particular issue. I think that was the one the IMB was involved with. I think the IMB then wrote to us and we were having a meeting anyway, and it was just one or two things that were raised. That was just an example of one of them.
430. **Q.** Yes.
431. **A.** When we had the meeting I think there was talk about the drop in. I think it was mentioned through Paul – because it is not for me to say they can come in or they can't. It is the Home Office who let them in. I think one of the things we could consider would be – because the drop-in is not part of the service.
432. **Mr Marsden:** Yes.
433. **A.** It is something that has been added onto the system.
434. **Q.** Where they see people on an individual basis in the legal facility?
435. **A.** Yes. I think there is a long history prior to me coming here as well with some of the people that used to work, and I think there were some people that –
436. **Ms Lampard:** However, it is suggested to us that, actually, relations are improving now and that there is a slightly better atmosphere and people are more open.
437. **A.** I think we were always open, to be honest, Kate. I think James is quite an honest bloke. I would regularly email or ring him, and I have recently spoken with the – there is a new lady there. I can't recall her name. I talked with some people who put together their application for Lottery funding, and I was quite supportive of the service.
438. **Mr Marsden:** I think they probably have a slightly different view of the relationship, or they did when we spoke them. I don't know whether they still do.
439. **Ms Lampard:** They said it is improving.
440. **Mr Marsden:** Yes.
441. **Ms Lampard:** They said it has improved.
442. **A.** I think historically there was a number of people that worked –

443. Q. I think relations were very badly damaged by that meeting, which it was suggested, whether deliberately or not, that they had been inappropriately referring things, and that the next discussion, whether it was from you or the Home Office, or whoever, how they saw it was that they were being told, "because of this you are not going to be allowed to have your drop in anymore", and I think they felt that the people here had been unnecessarily defensive about them raising issues and the IMB was necessarily quite defensive, and you had been quite defensive and they couldn't see why them raising some of these things had caused such a kerfuffle. Having looked at the emails, I think they were things that were totally appropriate for them to raise because they had seen people with difficulties and they were raising them. I don't think they were demanding anything, they were just making suggestions.
444. A. I think some of it was around – I know I was particularly worried about some of the safety issues.
445. Q. Okay.
446. Mr Marsden: You mean, as in that they hadn't alerted you quickly enough?
447. A. Yes.
448. Q. To somebody who they thought was at risk?
449. A. Yes.
450. Ms Lampard: Okay, fine. I think we have exhausted that.
451. Mr Marsden: I think we have exhausted the list, other than I just wanted to ask you about Healthcare and Healthcare's relationship, the two businesses, as in there is a Healthcare Medical, whatever, and G4S Healthcare and Brook House. Do things work okay?
452. A. It has the same badge on, but if it was a different badge it would be dealt with the same. They are separate parts of the organisation and we will challenge to deal with the needs of individuals.
453. Q. As a general rule, your assessment of Healthcare and their – we have taken a lot of evidence from Healthcare, but what is your take on it from a senior management point of view?
454. A. I think there is a good relationship with Healthcare.
455. Q. Doing an okay job?
456. A. I am not a medical person.
457. Q. No.
458. A. They have been through some challenges around staffing, which they seem to have got through. They have brought in some very good new initiatives, particularly around bringing paramedics in.
459. Q. Yes.
460. A. I think that's a very good –
461. Q. That has been a great success.
462. A. I think that is a very good initiative.

463. Q. Actually, much to their credit for pursuing it, because I think some of the nursing staff didn't like the idea.
464. A. Also, some of the other organisations. I have been around and they have raised their eyebrows as if to say, "what?", but –
465. Q. It is a really good idea.
466. A. It works. It's that first response.
467. Q. Yes.
468. A. That is what paramedics do.
469. Q. Yes.
470. A. They go to a first response and they –
471. Q. They are equipped to do that in a way that nurses certainly aren't unless they have worked in A&E.
472. A. Yes. I think there have been some issues around staffing over the years, but I think that is across the custodial estate in general. I think they have worked through that.
473. Q. Is Sandra okay to work with?
474. A. Yes. We don't agree all the time, but we can have those adult conversations.
475. Q. She is your report, isn't she, in the sense – she reports to Kerry.
476. A. Yes.
477. Q. Professionally she reports to Kerry.
478. A. Yes.
479. Q. However, she reports to you on management terms?
480. A. Yes. I would like to see, and I have raised it within the contractual meetings – I think we need a Clinical Lead.
481. Q. The Chrissie post that was -?
482. A. Yes. We need to have some kind of -
483. Q. That's a good point. Do you have a contractual meeting with their business, their Managing Director and their -?
484. A. Yes, we do now. Our main contractual meetings are with the NHS and the NHS Commissioner.
485. Q. Yes, okay. That is the Commissioning Team from NHS England?
486. A. They come in, whether they will be quarterly contract meetings or they will be quarterly service meetings, we attend those.
487. Q. Michael, someone or the other, I can't think of his surname.
488. A. It was Nick Watkins.
489. Q. Yes, that's right.
490. A. He has just left on a secondment to Prisons for 12 months. However, we also now in regards to there wasn't a meeting with –
491. Q. With Sandra's boss.

492. A. Yes, so now there is one that Jerry Petherick has pulled together, where he has a quarterly Healthcare C&DS meeting, and we had one recently.
493. Q. Okay. At which there are representatives from individual organisations?
494. A. All the prisons will attend.
495. Q. Yes.
496. A. Tom Turpin and Kerry, all of that level will attend that meeting.
497. Q. Okay, and you would on behalf -?
498. A. Yes.
499. Q. Yes, that's helpful. Terrific.
500. **Ms Lampard:** Thank you.
501. **Mr Marsden:** Steve, we have put you through the wringer.
502. **Ms Lampard:** Yes, we really have. I feel guilty!
503. **Mr Marsden:** Thank you.

[Interview concluded]