

Confidential

Independent Investigation into Brook House

Monday, 5 March 2018

**Interview with
Sarah Newland
Head of Tinsley House**

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Head of Tinsley House

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

1. **Mr Marsden:** This is an interview with Sarah Newland. It is part of the independent investigation into Brook House. It is 5 March 2018. *[Introductions]*
2. **Ms Lampard:** Sarah, thank you very much for agreeing to do this interview, and I fear we are going to cover quite a bit of stuff that we have already talked to you about, so I am sorry.
3. The first question is to ask you about your roles, your responsibilities and your previous experience. Could you talk through your experience with a view to your position that you are in now and what the position amounts to, please?
4. **Ms Newland:** I started working on custodial immigration contracts in 2004 when I joined as a Custody Manager at Colnbrook, which was run by Premier at the time, it is now Serco. I joined G4S in 2007 as an Operations Manager on the overseas escorting contract, so I was predominantly office-based, managing the staff. The contract transferred to Reliance in 2011. I remained with G4S and took up the post as Head of Cedars pre-departure accommodation, which at that point was located in Pease Pottage. The decision was made to close Cedars in 2016, so towards the end of that year I took up the post as the wider Head of Tinsley House, with responsibility also for the Family Unit downstairs.
5. My role is responsibility for the Tinsley House contract, so the IRC, which is 162 men, and also the separate area downstairs, which comprises the pre-departure accommodation. Then a separate suite for boarders' families, so those who are denied entry at the ports and who have a short stay before returning to their country of origin on a flight.
6. I am the most Senior Manager based at Tinsley. I am the same grade as Steve Skitt, who is the nominated Dep and the Head of Brook House. Tinsley is very much my responsibility. My role is mainly the strategic overview, how we can improve the Service, initiatives to improve the environment and life for detainees, lots of engagement with the Home Office, contract meetings.
7. **Q.** Your role, then, in relation to Brook House, because occasionally we know that you are also involved with Brook House?
8. **A.** Yes.
9. **Q.** Can you describe what that amounts to?
10. **A.** Yes, the only role I play at Brook House is when I'm Duty Director. The way the roster works it is normally one day per week, and then every six weeks we

pick up the weekend, so Friday, Saturday, Sunday. When we are DD we are also on-call. Over the weekends, so Saturday and Sunday we have to cover both sites, but I find that most of my time is at Brook. It is a more demanding centre. I go there first, I do my duties at Brook, and then I come down to Tinsley towards the end of the day, normally for about an hour and a half, a couple of hours.

11. **Mr Marsden:** Is the Duty Director at the weekend onsite?

12. **A.** Yes.

13. **Q.** It is not on-call?

14. **A.** You have to be onsite during the core day, and then you are on the phone when you have left site.

15. **Ms Lampard:** When you are Duty Director you are Duty Director at both sites -

16. **A.** On Saturday and Sunday, yes.

17. **Q.** I understand.

18. **A.** Mid-week if I were at Brook it is just Brook because there is someone else here.

19. **Q.** You are Duty Director at Brook House once a week?

20. **A.** Yes.

21. **Q.** What would be the shift that you would do in that?

22. **A.** It is a core day still.

23. **Q.** Is that 13½ hours?

24. **A.** No, our core day is mainly 9 to 5. We are normally in for 8, and then it is until about 4.30/5 o'clock.

25. **Q.** Okay, thank you very much. The two sites are supposedly run together as one contract, is that correct? However, they are, in fact, two separate contracts, is that right?

26. **A.** Yes, at the moment they are two separate contracts with the Home Office. The re-tender process that's on-going at the moment brings them together into one contract. Whoever is successful in obtaining that contract, and I believe the announcement is going to be made next month, it will be one contract across Brook and Tinsley, as it is up at Heathrow with Colnbrook and Harmondsworth.

27. **Q.** Until now, how does running them as one site actually work in practice? What are the features that would suggest it's working as one contract, apart from the cross-deployment of staff?

28. **A.** Yes, that is the main part, although that doesn't work in my opinion either. I guess really it's efficiencies around central roles, so we have a shared HR Team, we have a shared Finance Team, we have a shared Audits Team. There are Tinsley-dedicated staff including myself and Sara, and the DCMs and the DCOs, as there are at Brook. Then there are people who have a responsibility across both sites for things like audits, the Security Team sits across both sites.

29. I don't like the model. I think we get left behind a bit at Tinsley because it is quite a settled and steady centre. I am not arguing we would have a 50/50

share because you have to be proportionate, but I do think people think it is just Tinsley, so we don't get as much attention as we should.

30. Q. What would be the specific issues that you might think don't get enough attention?
31. A. I find that I have to chase for everything here from those departments.
32. Q. From Security, HR – anywhere else?
33. A. I guess it is probably more around the operational stuff, so things like the audits and the compliance monitoring, and security to a degree. I feel a little bit like there's a department that is supposed to do it, but I am ultimately responsible for it because if you Google who is in charge of Tinsley House, then it is my name that will go on the HMIP report. I find that people get confused about who's in charge of something, who has responsibility and accountability for something.
34. Q. Let's go through the Senior Management Team. Mark Demian as Safer Community Director – that's a function across both sites, isn't it?
35. A. Yes.
36. Q. Michelle, as Security, that's across both sites?
37. A. Yes.
38. Mr Marsden: Michelle – HR?
39. A. No, Brown – Michelle Brown.
40. Ms Lampard: We are talking about Michelle Brown, and then Michelle Fernandes?
41. A. She is HR, yes.
42. Q. Yes, and she is across both sites. Estates, presumably?
43. A. Yes.
44. Q. Who is that?
45. A. Mark Francis is the Head of Facilities.
46. Q. Mark Francis, yes. Thank you. I want to ask you a number of questions. They might have relevance to you as Head of Tinsley, but obviously our focus is on Brook, and so if you could bear that in mind. The biggest issue at the moment is this staffing issue. I wonder what you think, as an observer, in a sense, much more of an observer than being involved with it, was the genesis of those staffing issues, or in your experience, because you have been here since 2016, has it always been an issue?
47. A. The staffing issues around the attrition?
48. Q. Numbers, exactly. Rates of attrition, yes.
49. A. I think it is a number of issues. I think it is very difficult to prepare someone for the DCO role, particularly at Brook House. I always say to people that if you take a job as a waiter or a waitress in a restaurant you know what you are getting yourself into because you have been there as a customer. Immigration and detention is a very closed environment and you won't have experienced it unless you have worked in this field. We have talked about trying to get staff cleared earlier in the process so that day one can be a walk around the centres and get a feel for it, because Brook House is ostensibly a prison. It is built like a prison - it is prison wings. I think the whole

environment that that brings, the acoustics, the noise, the numbers can be really overwhelming for people who haven't experienced it before.

50. I think they have a fairly comfortable training course where it is office hours and it's away from the detainees. It is in the classroom, or in the dōjō if they are doing control and restraint, and then off they go into the residential wings at Brook. I did 18 months on res at Colnbrook. It can be very difficult. There are not the same control mechanisms within the immigration detention that there are in prisons, so you very much have to manage detainees with relationships and respect, and if you are going to do something for someone, actually doing it. I think some of that comes with experience. When you have new staff teaching new staff they don't have that experience, and I think sometimes I can totally understand why detainees become frustrated. If there is one thing I have learnt over the 14 years that I have worked in this field is to be completely honest with people. They might not like what you are telling them, but they will respect the fact that you are being honest. Even if I know someone is not going to be pleased about what I have to tell them I will look them in the eye and tell them.
51. **Mr Marsden:** Give us an example of that. What kind of thing do you think you would deal with in a way that someone more junior, more inexperienced wouldn't?
52. **A.** I think the way detainees can present at times, a lot of the time it is through frustration. Sometimes it is to deliberately try and intimidate, and I find that despite the fact that I am in civilian clothing, detainees quickly realise that I know what I am talking about.
53. I think that is just because I am firm with them and I will say to them, "yes, the fax machine is broken, but that doesn't mean that you can go onto the wing next door. We need to resolve this issue. Can you step away from me, please, and keep your voice down. I am not shouting at you. I expect the same respect back from you." I think it is about challenging detainees, but in a way that you would challenge anybody in the street who was shouting and hollering and you and getting too close.
54. **Ms Lampard:** I think what you are telling us, and forgive me if I put words into your mouth, is that there is a cycle here, isn't there? People are inexperienced. That frustrates the detainee. That leads to aggression. That puts the DCO on the back foot, more likely that the DCO is going to pack it in, and then you carry on with this cycle of downward behaviour.
55. **A.** Yes.
56. **Mr Marsden:** It is also a constant cycle of new people.
57. **A.** Yes.
58. **Q.** You can't hold them.
59. **A.** Yes.
60. **Q.** They feel intimidated.
61. **Mr Lampard:** You talked about your endeavours or your thoughts about getting people much more clued up about the centre before they even hit the floor, and you talked about wanting to have security clearance earlier. Is that the root of the issue, or is there reluctance on the part of the Home Office to actually let people on the floor? I know that at some stage people were

- having tours during the ITC, and presumably that was even before they had their ticket and their clearance. Do you think there is a reluctance? We will talk to the Home Office about this.
62. A. I think there is certainly nervousness. If we were to say under our current model where staff are not cleared we want to take them round the centre, let them spend some time just watching what happens on the wings, their nervousness will be that there is a journalist amongst them who is then going to write a salacious story in the Guardian about how dreadful Brook House is, and the Home Office don't let journalists in. They don't engage proactively with the media. It is always in reaction to something. Immigration is a contentious issue politically, so people have very strong views on it one way or another. I am always cautious about telling people about what I do and where I work until I know them because you just don't know what their views are going to be.
63. Q. It has been suggested to us that although there have always been issues about recruitment and retention it has got much worse over the last 18 months, or so. Does that ring true for you?
64. A. Yes.
65. Q. It does, and what has been suggested to us is that it has been affected by the opening of the 60 extra beds making it more crowded, the reopening of Tinsley House after its refurbishment, which meant a lot of staff were then withdrawn.
66. A. Pulled away, yes.
67. Q. This left people at Brook House feeling isolated.
68. A. Yes.
69. Q. A reduction in the profiling of the number of staff on duty – I think that happened under Ben's watch, and we will talk about that. Then, of course, we have had the *Panorama* programme, and then you get into a cycle, as we have talked about. Does that all ring true for you?
70. A. It does, and I think it's because it all happened at once. The numbers were low, but you had the buffer of the Tinsley staff, and for much longer than originally predicted, because the Tinsley refurbishment was meant to run from the August until just before Christmas and ended up going on until May. Therefore, for a much longer period staffing levels were, in the eyes of the staff, comfortable. They had people around them, they felt safe, and then we took the Tinsley staff away and mobilised the additional beds. We didn't even start the extra beds while the Tinsley staff were there, it came later.
71. Q. The question, then, that arises for me is about the profiles. I understand it was shortly thereafter that Ben took the decision they needed to have 32 staff on duty, as opposed to what Lee has identified as being the necessity of 36 staff. We have spoken to John Kench about all of that. First of all he didn't know when it was that the decision was taken to have 32. Can you help us with that?
72. A. No, sorry, Kate.
73. Q. It doesn't matter. We will have another conversation with him. He then, having initially said that he thought that 32 was at the root of having only two staff mostly rostered for each wing, plus a DCM, half a DCM, he has then come back and slightly amended his evidence and said, "no, it provided for

- three staff plus a DCM". Therefore, I will have to unpick that with him this afternoon. Can you help us with any of that?
74. A. That is not what the staffing levels were.
75. Q. What were the staffing levels?
76. A. They were two on a wing -
77. Q. Exactly.
78. A. And a DCM going between the two. Whether that was because we had vacancies and sickness, so actually on the floor you didn't have those numbers, or whether that was what was profiled is probably what you will need to pick back through.
79. Q. It will be that Lee's 36 is a buffer against sickness.
80. A. When you have staff working in an environment like Brook under the conditions that we are discussing, absence is going to be high, and has been.
81. Q. Yes.
82. A. Certainly, I have had Duty Director shifts where it has been two a wing, and one DCM frantically running between the two, so that sounds familiar.
83. Q. Yes, and we were being told by staff that there were many occasions they found themselves alone on the wing as a result of that.
84. A. Yes. If someone pops off to get post or to try and find another fax machine, or something, then you are on your own. It is one big cycle, because when you are on your own, if someone gets in your face you are going to press your personal alarm because you feel vulnerable. Then you get a response and all the detainees think, what's going on here? Sometimes they can hype each other up and you end up with that instability that's compounded by people feeling vulnerable, whereas if they had two or three colleagues around them they might not have pressed their alarm, it might be that someone has come down because they have heard shouting and it's been resolved without the need for a crowd, which gets everybody excited.
85. **Ms Lampard:** What's your view of the profile at the moment and the extent of which Lee is able to achieve the three plus a DCM? How much of the time do you see that happening? I have my own views.
86. A. It tends to go through phases of being quite good, and then I don't whether it is just the way that the vacant lines hit on the roster at the moment, because we are reliant on the contracted hours scheme to get those numbers up. Weekends are always difficult because staff don't want to work on a weekend that they are off. The contracted hours scheme has helped. I don't think it has helped as much as it could have done. I think it could have been better managed from the outset. I think staff have cherry-picked when they are working. Monday to Friday it works quite well until about 5 or 6 in the evening, and then you are vulnerable in the evening and at weekends because that is not when people want to work.
87. **Mr Marsden:** Who could have managed it better?
88. A. I think the Detail Team and that Manager. I think there could have been some parameters, some engagement with staff at the beginning to say, "we are going to want full shifts covered. You are likely to be asked to work weekends." I don't like this idea of putting a sheet up and people putting their name down with their shift times. I think we should be phoning and saying,

"Kate, we need you are in. You are on the scheme. Can I have you in on Saturday, please, for a shift?" rather than I will write down 8 until 4, and do it when it suits me.

89. **Ms Lampard:** It could have been incentivised financially, couldn't it, that you don't make your hours unless you do x percentage of this at unsociable times?
90. **A.** Absolutely, yes.
91. **Q.** Would that have been within John Kench's gift to do that?
92. **A.** I remember having discussions about it before it started, saying, "are we going to have red and green hours?" If you are just doing 8 until 4 Monday to Friday there comes a point where we say to you, "you need to make up a percentage of your red shifts or times", but that, to my knowledge, hasn't been part of the management of the scheme.
93. **Mr Marsden:** Would it help if that changed, or is it too late now?
94. **A.** I think it is too late now. I think the scheme is running until April, and everybody is –
95. **Q.** Rostered in?
96. **A.** Yes, and is running with it as it is, and I think it is always difficult if you –
97. **Q.** Yes, to change the goal post.
98. **A.** Exactly. If we had been quite firm on it from the outset, that's what everybody expects. Whereas if you start trying to play a bit more hard ball now people get very upset about it.
99. **Q.** Yes, and you are likely to lose people.
100. **Ms Lampard:** We've talked a bit about recruitment and retention, and everything you say, I think, mirrors what we are hearing from staff, themselves, about this wasn't quite what I had in mind –
101. **A.** Yes, signed up for.
102. **Q.** Or I don't feel supported. There are other issues, aren't there, to do with Management, and by that I mean frontline Management. Some of the issues we have been hearing about are people simply not being managed by their DCMs, and then there are issues too about actually how the rostering works. A lot of people don't know who their DCM is.
103. **A.** Yes.
104. **Q.** Even if they did know who they are they are working different shifts so they never see them. Does all of that ring true to you?
105. **A.** It does, and it's an issue that I have had raised in other roles around if you have DCMs that are on a different shift pattern to the Officers it is very difficult to align them, but I also don't think there's enough effort made to engage with staff, even if you don't work with them all the time. I also have it here to an extent, there's a real view from the DCMs that they come in and deal with whatever today is going to throw at them and then they go home at the end of the shift. I say to them, "if I am on annual leave I don't just put my 'out-of-office on', I have to make sure that people are aware that I am not in, that I can't attend meetings, that there is someone deputising for me, and you should have the same view. You should have an 'out-of-office' on if you are not in. You should be planning your time. If you know that it is within your

remit to attend a certain meeting, then ask if you can change your shift to attend it, be proactive about it.” You will say, “there’s a health and safety meeting. Ian, you lead on health and safety.” “I am not in.” “Okay, it is three weeks away. Why don’t you ask if you can swap your days?”

106. **Mr Marsden:** That doesn’t happen?

107. **A.** No, it is very much like, I am going to come in –

108. **Q.** Do my job.

109. **A.** Yes. I will sit here and I will deal with all the issues that come at me today, but there’s not that proactive attitude.

110. **Q.** Using their discretion to make themselves available for other things.

111. **A.** Yes.

112. **Ms Lampard:** I think we have identified it as a lack of ownership. Does that sound right to you?

113. **A.** Yes.

114. **Q.** That translates, doesn’t it, to the behaviours on the floor of the DCOs?

115. **A.** Yes.

116. **Q.** You will see DCOs sitting in offices when they have a dirty wing and shrug when you say it to them.

117. **A.** Yes.

118. **Q.** Just going back to the issue of recruitment and retention, what, if any, discussions are going on about how you might reverse that trend apart from making sure that there are enough staff. Also we hear about some quite proactive stuff about having DCMs better equipped to support their staff?

119. **A.** I think one of the fundamental issues we have is the salary that we pay in an area where you can very easily get another job that pays the same. We are spitting distance to Gatwick. We are near Brighton. We can get to London. We do see staff that join, do the training course and then leave. They are joining to have ten weeks’ pay and then don’t actually follow through with a role on the floor. I think the salary we offer we attract quite a lot of younger staff who maybe don’t have the financial commitments of people who are more advanced in their personal circumstances.

120. **Q.** Do you think that affects the quality of the work you have and the culture of the place, having lots of very young people?

121. **A.** Yes, it does. It does, undoubtedly. You want a mix of staff. You want people with some life experience. I don’t know if anyone has talked about that incident on C Wing where they wouldn’t lock up for the day?

122. **Mr Marsden:** On 28 November?

123. **A.** Yes, involving Mr D1159 and others?

124. **Q.** Yes.

125. **A.** There were staff high-fiving detainees who were milling around the landing, refusing to go in their rooms. I think younger staff, in my experience with some of the disciplinaries that I have dealt with, they struggle to have that professional boundary with detainees. They either have somebody older than them that they don’t feel comfortable trying to manage in terms of behaviour,

or they have youngsters who are saying such things as, "cuz and fam", and are very over-familiar. They can't seem to find their place in that in terms of being the same age, but I am in a position of authority here, and I am going to ask you to do things, and I am going to expect you to do them. I don't think they can cope when detainees say, "no, I am not going to do it."

126. Q. The high-fiving, that was on that occasion?

127. A. Yes.

128. Q. DCOs were joining with detainees?

129. A. Yes. It was a new young female DCO. There were lots of staff who had been deployed to the wing, just to engage with detainees, try and make those who weren't part of it to carry on with the regime as normal, try and pick up intelligence around who was controlling it all. Yes, there is an element around you want to keep things relaxed, you don't want to escalate the environment. However, high-fiving people who won't lock up, which is a fundamental requirement of the daily regime, is just taking it way too far. She was removed from the wing.

130. Ms Lampard: Was she a Tinsley House person?

131. A. No.

132. Q. This need to attract people with a bit of life experience, and I can certainly say that we have seen some very good examples of that of people who are more experienced. I am wondering if all sorts of things might respond to that. First of all, incremental pay for people who might take responsibility for a bit more mentoring, incremental pay for people who might be here a long time and have the necessary experience.

133. A. We don't recognise length of service.

134. Q. What, if anything, is Management able to do about that, making a case to Paul Kempster and Jerry?

135. A. It has raised its head many times in the past.

136. Q. It falls on deaf ears?

137. A. Yes, I don't think there's an appetite to increase the salary, but I don't think you will solve these issues unless you take a serious look at it, particularly where we are. You might argue that they are paid the same at HMP Rye Hill, but that's quite isolated and there aren't the same job opportunities that there are down here.

138. Q. There is a bit of a lack of strategic planning in relation to long-term retention, you think?

139. A. Yes, and I think this is a different environment to a prison. Gatwick, Tinsley and Brook are the only IRCs within our business. You can't compare an IRC to a prison. You can't even compare Brook House to a prison. It might look like one, but the churn, the cultural mix and the nationalities and the language barriers, the lack of time you have to build a relationship with detainees, the lack of prison rules, the lack of adjudications, the lack of sentencing – detainees will tell you in prison your sentence works down. In IRCs it works the other way because you never know when you are going to leave. The environment and the culture in an IRC is not the same as a prison. It is not as structured, it is not as settled. People don't know where they stand.

140. Q. I am sorry, this is an extremely obvious question, but it would be nice to have it on tape. In your view, would that rather complex mix suggest to you that you do need rather more experienced people, or at least people with a bit more emotional intelligence, and some life experience?
141. A. Also, some resilience, because it is harder. It can be hard work dealing with frustrated, disruptive individuals, and I think some of the behaviours we have seen is what happens when it isn't dealt with properly.
142. Mr Marsden: Just going back to the question of the increment, why is that such an issue? Is it that that has wider ramifications, that it would mean that across custodial there would need to be a wholesale rethink of the conditions?
143. A. I think the danger is when you consider one site on its own merits, then you should do that for the others, and there might be commercial implications for that.
144. Q. Absolutely, I can see that.
145. A. Yes.
146. Ms Lampard: There was a suggestion from Jane Shannon that Ben Saunders did have discussions with the Home Office about how you might get the ITC more exposure to the centre. Do you know what was discussed or what became of that?
147. A. No. It's not anything that I was privy to.
148. Q. Then there was a suggestion that someone called Heather Noble was going to look at whether you could have film access. That strikes as not the substitute, but a good start. Do you know if anything ever happened about that?
149. A. No. Heather Noble is our Senior HR Business Partner. We had some discussions in SMT about how we could give exposure without staff having to physically have contact with detainees, so there were focus groups held with staff who had just gone live to get some feedback on how are you finding it? Are you getting enough support? What are the issues? I suggested to Dan Haughton that you take the ITC into the control room, and then they can watch things like lock up and they can sit for a couple of hours and watch the cameras, and have them do an observation exercise. What did you see? What did you see that was concerning? Therefore, they are not just sitting there chatting, but there is a purpose to it. The control room is the eyes of the centre. You see everything when you are in there.
150. Q. It seems like a very good suggestion. What became of that?
151. A. I don't know.
152. Q. How long ago was that?
153. A. Ben was still here.
154. Mr Marsden: The fact that wasn't acted on seems quite extraordinary. It goes back to people just not taking responsibility for managing the place. That's doable, isn't it?
155. A. Absolutely. The room that they train in is about a ten-metre walk to the control room. I thought it was quite a quick and easy win around giving people eyes into the centre without the –
156. Q. The Home Office wouldn't need to say -?

157. A. No, because they are not having any direct contact with the detainees, which is the concern from the Home Office, if they haven't undergone the DBS checks, that someone who shouldn't be in this environment.
158. Ms Lampard: Tell me about the recruitment and retention issues at Brook House in so far as they have had a knock-on effect at Tinsley. Let me just add a bit of colour to that. There is a suggestion from John Kench that in Ben Saunders' day, anyway, Ben would press John to take staff from Tinsley House to Brook House because the fine regime in relation to Tinsley House is less onerous than it is in relation to Brook House.
159. A. Yes, that's true.
160. Q. Do you want to explain some of that?
161. A. Yes. Commercially it is better to have staffing penalties at Tinsley because, frankly, it costs less. A hundred points at Tinsley is, I think, a half to a third of what it would be at Brook.
162. Q. In managing Tinsley House, which is what you do, how often do you find that you are, as it were, compromised or under-staffed because you have had to service Brook House as well?
163. A. It has been daily. Not now, because we are quarantine, so they are not allowed to cross-deploy, which is interesting because they seem to be coping without us.
164. Q. Who's in quarantine? You are in quarantine, or Brook House?
165. A. Both sites have flu, so we are not allowed to cross-deploy because our timelines are different. With flu you have to be five days clear of the last case that presents before you can come out of quarantine, so you have to effectively keep your staff teams separate, otherwise you are blurring your timelines. We have had flu for probably three weeks now, and we haven't been routinely cross-deploying. We have had Tinsley staff do hospital escorts for detainees out of Brook who are symptom-free of flu to assist, but we haven't been down in the centre and staff here have enjoyed it.
166. Q. They may have been managing without you at Brook House, but has it had a noticeable effect here on how many people are actually on the wings now?
167. A. No, the staffing levels appear to have been fine at Brook despite the fact that Tinsley hasn't been able to assist, so there have still been three Officers and a Manager per wing.
168. Q. Is it your sense that Lee's plan to have more staff in is going to land in April, or do you think it is at risk?
169. A. I think it is at risk because I think attrition continues to be high. I think there was a hope that as staffing levels stabilised that people would feel more settled, less vulnerable, but attrition is still high and I go back to my point about the salary. I think people think, I could probably earn roughly the same just x-raying bags at Gatwick. Why would I want to take the grief of a 13½-hour shift in Brook House? The quarantine has also helped at Brook, because the numbers are much lower there than they would routinely be, so they are down below 250, which for a centre that normally holds around 450, of course, that's going to feel much quieter. There are less detainees, so Brook has been, I think, more settled because of its own flu, not just because of everyone else's.

170. **Mr Marsden:** Have movements in and out been heavily restricted?
171. **A.** Yes.
172. **Ms Lampard:** You mentioned the 13½-hour shift, and that, of course, must have some influence over the attrition rates and the retention rates because it can't be very family-friendly.
173. **A.** No.
174. **Q.** I know that that whole pattern started with discussions in 2016 with the Prison Officers Association. Has there ever been any endeavours to try and unpick that, revisit that?
175. **A.** We did it at Cedars.
176. **Q.** Unpicked the agreement, or had 13½-hour shifts?
177. **A.** We had the same shift pattern at Cedars that they do here, and we engaged with staff around shorter shifts. They, by and large, didn't want it because of fuel economy and having more rest days. If you work shorter shifts you are in more often and you have to pay the cost for travelling. Quite a lot of staff live down on the coast. Some live as far as Eastbourne, so, of course, having to come in more regularly isn't financially viable. The staff will complain about the 13½-hour shifts, but I am not sure what the appetite is to do a different shift pattern, which means you have to come in more regularly, because we certainly found at Cedars that they didn't want that.
178. **Q.** Is it your sense that that would be a sensible discussion, though, to have as part of a strategic review of retention and recruitment?
179. **A.** Yes, absolutely. You have to talk about the shift pattern, because apart from salary, that's the biggest impact on staff.
180. **Q.** I suppose the answer too is that you could have another shift pattern of other people working a different shift pattern.
181. **A.** Yes.
182. **Q.** You wouldn't have to have everybody on the same shift pattern.
183. **A.** No. Tinsley runs with some on a 42-hour week, and some on a 46-hour week.
184. **Q.** Why doesn't that happen anyway at Brook House? We will ask Lee this, why doesn't he unilaterally perhaps think about a shorter shift pattern for trying to recruit other people?
185. **Mr Marsden:** Could you have two shift patterns? Could you have some people on shorter shifts?
186. **Ms Lampard:** That is exactly what I meant.
187. **A.** We are measured on number of hours of qualified staff provided in terms of the contract, just to pluck a figure out of the air, hours' worth of DCOs and DCMs on a 24-hour period -
188. **Mr Marsden:** Made up is entirely in your -
189. **A.** Yes, and the Home Office leave it to us. They don't make any stipulation other than we want a certain amount of hours.

190. **Ms Lampard:** Therefore, the next question is, are you aware of any pressure, as it were, from G4S centrally against that? There is convenience of having one shift pattern - we can see that. Do you know of any impediment for proposing to G4S -?
191. **A.** No, not from a central perspective.
192. **Q.** Can we move on to a slightly more soft area, and that's this issue of culture, behaviours, and relationships? You have already alluded, I think, to this sense of people being operationally effective, but not necessarily displaying the right cultures and behaviours. I think we would agree with you about that. Where do you think that comes from. Let me be bold about it. I think Ed and I have the impression that a slightly militaristic, tidy style where things get done in a brutal operational way is very favoured by some of those who do the interviewing and who promote people to be DCMs. To be blunt, I suspect that is Steve's personal approach. Do you think that has an effect on this place?
193. **A.** Yes, it does, because, yes, you want people who can get things done, but you want people who will get things done in a right way and if everybody is just task-focused all the time, then you lose sight of people as individuals. That is where I think at Brook House there's this real thing around desensitisation and people not being able to understand why detainees behave the way they do, or not wanting to understand. If I am dealing with somebody who's down in the CSU I want to know what incident has brought them down here, and then I will talk to them. It will always go back to normally frustration with the Home Office, but people generally don't just decide to have a fight or break things. There is a driver for it, and it might be as wide as I have been in here for six months, and I am just pissed off with it.
194. However, in order to be able to manage someone's behaviour you have to understand it, but I don't know how much we do to understand it other than just write them off as disruptive. Then we almost perpetuate the issue because these individuals become notorious, and then we are almost so nervous about dealing with them that we go in heavy-handed. That just adds fuel to fire.
195. I think that is where experience comes in.
196. **Mr Marsden:** Can you think of someone that that has happened to?
197. **A.** D87 was an individual that came to us for removal out of a prison, didn't go anywhere. The Home Office have this criteria of being unsuitable for detention, so if they come into Brook House purposefully for removal they will come in a few days before and they will be located on E Wing with no association. If the removal then fails and they are not going to leave on RDs they should then go back to prison if they are in this unsuitable for detention category. For a number of reasons, that can take weeks to come about. The prison decide they don't want them back. Tascor can't facilitate the suitable crew move because a lot of the time they don't want to go back to the prison, so they will potentially disrupt or they will threaten not to go. They are usually manipulative individuals, they understand the system, they will have served a sentence, and we can put such, in my view, extreme measures in place for those sorts of individuals, bearing in mind we are not a prison, that we create our own issue, and we did with D87
198. **Ms Lampard:** Explain that to us. How did you create your own issue?

199. A. He was very manipulative, I will put that out there. He kept himself on constant supervision because he knows that routinely we don't transfer detainees who are on constant supervision, so he was very much manipulating that, and he had a history of behaviours, some of which he had displayed at Brook House, and some of which he hadn't. However, I personally had dealt with other detainees who had a similar background and I will argue that sometimes the detainee that you get in, that you have no history of, can be the bigger issue. We restricted his regime to the point where he was a big man and he was in that little room on Rule 40 for a protracted amount of time because of the potential risk he posed, and every day was a long and uncomfortable debate with a very frustrated individual who was saying, "alright, I have made a few comments, but I actually haven't done anything and you are holding me here." Some of it would be, [D87], if you come off the constant supervision then we can transfer you somewhere where you can have more of a regime." Don't get me wrong, it can work both ways, but if you mention [D87] we made a decision to move him through from E Wing to the CSU. We ended up having to restrain him to do it. He was a big man so he injured some staff, and before you knew it, everybody was terrified of dealing with [D87]
200. Mr Marsden: He becomes a mythical figure.
201. A. Yes.
202. Ms Lampard: You make a very good point about the need to be intelligent and experienced, and to manage detainees in a way that acknowledges their grief and their problems, and how, perhaps, not enough of a premium is put upon that in Brook House. Do you think that that is, as I have suggested, to do with Management? Do you think that that is to do with inevitable staff reaction? I am just trying to work out to what extent there is a culture of this. There is certainly a culture of staff telling you it is all too difficult, that in the days of basic and enhanced it was great. Now we have nothing, we can't do anything. Is that inevitably the case?
203. A. No, I worked at Colnbrook when we had an incentives and privileges scheme, and it wasn't particularly effective then, so I think where you have some of the circumstances that I described earlier around detainees who aren't in for very long, who are facing a removal back to somewhere they don't want to go, who think that if they potentially assault someone they will stay in the UK a bit longer. I don't think having 50p more a day is going to have a root-cause change to their behaviour.
204. Mr Marsden: No, but the quality of their relationships with people might improve. As in, a more understanding regime, a more tailored approach -
205. Ms Lampard: To be absolutely clear, what Ed is suggesting is that too much focus is placed on the loss of an IEP, and actually this business of -
206. Mr Marsden: Relationships.
207. Ms Lampard: Relationships.
208. A. Is far more influential.
209. Q. That is your experience?
210. A. Yes, definitely.

211. **Mr Marsden:** We have, I think, heard what people have said about the lack of an incentive and privileges scheme.
212. **A.** You probably have people mentioning that who never worked here when there was one, so it has just become a 'in the good old days we had this scheme where everybody behaved'; no, they didn't. Telling someone who is getting drugs in and selling them to a vast profit that they are going to have 50p less a day off the Home Office, they just used to laugh. I don't live and die by an IEP by any sense. I think it is much more complicated than that.
213. **Q.** Yes, and probably about relationships between staff –
214. **A.** Absolutely.
215. **Q.** The institution, and the detainees, and the kind of environment in which they are being cared for.
216. **A.** However, we have to lead by example, particularly where you have a lot of new staff, because they are going to look to more senior Managers as to how they should behave. I had an interesting conversation with some DCMs on my last weekend because, as DDs, we very much work alone. I said to them, "how do you find it?" because I came in out of nowhere for Brook House. I was down at that fluffy place that looked after families, and then here I was as Duty Director, and a lot of them didn't realise what I had done before that.
217. If there is going to be a move or a removal of someone that everyone is getting a bit antsy about, then I like to go down, I like to meet the individual – Steve Dicks and I dealt with one. It was a young lad who was going back to the DRC on a deportation order, so with a criminal background. They had moved him down to E Wing for the first removal 48 hours, I think, before. They had gone to him at 7 o'clock in the morning in kit, and said, "are you going to walk with us down to E Wing?" He had said, "no", so they had gone in and restrained him and put him down there, and then that removal didn't happen. He had then gone back onto Association. This is a gentleman by the name of [D3491] and then we had to do the same process with him. We had to move him down to E Wing for a second escorted removal. Steve was talking to him in Visits, and I went down there.
218. I went in the room to support Steve to try and gauge for myself what the reaction was going to be because he was a big lad and he had injured a couple of staff the first time around. We got there with him. He said he was going to walk down, but he wanted to go back onto the wing to pack his own belongings because the first time it had happened not all of his stuff had been moved down there, and I said to him, "[D3491]", the whole point of moving you is to facilitate your flight. I am not going to allow you back onto the wing because there is a big chance that you won't come off it again, but I will go and see your roommate. I will tell him what's happening. I will ask him to sort through the property. Steve, as the Manager that you know and trust, will go and pack your stuff for you. I will come and see you in the morning and make sure that you have everything that you think you should have, and if you haven't then we will sort it." He was on a no-notice removal, so he had been told he had a window of ten days, during which he may be removed.
219. He did walk down there with us, but there was a team in kit positioned outside the room. Steve and I went outside the room, and Steve said, "shall we have the guys in kit to walk him down?" I said, "we are just going to inflame him. He is going to walk with us. He is calm. We will take him down now. You and

I will just walk him.” I sometimes think the more attention you give something the more you make someone think, what’s the issue? You have told me we are just going to walk down. Now you have people in PPE coming out. What do you think I am, a monster? I quickly waved them back round the corner and we strolled down with him.

220. Q. He was fine?

221. A. He was fine. I went to see him the next morning.

222. Q. You didn’t have to guide him?

223. A. We didn’t lay a finger on him. He left with the escorts the next day. I went down to see him in the morning, as I said I would, which I always find helps. I said, “do you have all your property?” “Yes, Miss. When am I going?” I said, “you are going today.” “What time?” Of course, there is this thing that if we tell him the time and then he does something to prevent the removal, then we are not supposed to have told him. I said to him, “what is it that you want?” He said, “I want a shower.” “Fine. We will get you out for a shower.” “I want to know what time I land in Kinshasa because I want someone to come and pick me up.” These were all the signs that he had his head around this and he was going to go. We gave him that information. He had a shower, he packed his stuff and he went, and it was fine.

224. Ms Lampard: Sarah, this is very interesting stuff. It is stuff that can be taught to people with care, but it does also need to ensure that you recruit the right people in the first place who aren’t just about tough-arm tactics and kit, and all of that. Who does the recruitment? Who’s responsible for recruiting DCMs? Who’s responsible for recruiting DCOs? Who will have a say here on what sort of person comes out of that system?

225. A. The DCOs, there will be an assessment day. That’s attended by a number of Managers. Dan Haughton leads on those.

226. Q. Do you get involved in those?

227. A. If I can I will go, but it is hard because it’s a whole day and they tend to come at quite short notice, like next week. We had an email on Friday saying can you come on 13 March? That’s quite difficult for me and my calendar, but other Senior Managers do go. There is a mixture of operational and non-operational staff Managers who will assess new recruits. I think the pressure to get numbers through doesn’t help. I think certainly my experience with some that I have ended up with Tinsley I –

228. Mr Marsden: The standards are not what they should be?

229. A. Yes, I think so. DCM recruitments, the last couple of times I have done them I have done them with Steve Skitt.

230. Ms Lampard: This may be a question you don’t want to answer. Do you think that he or others with a more prison-like view of this place have too much influence in the recruitment and promotion decisions?

231. A. Certainly for DCMs it would tend to be Steve and I because they are coming to either Brook or Tinsley. We are the Heads of those sites so we want to satisfy ourselves that we are getting people that we want. Steve and I have different ideas about what a good DCM looks like.

232. Mr Marsden: Is that constructive.

233. **Ms Lampard:** Have you ever felt compromised by that?
234. **A.** No. I think following the interviews last time we were on the same page with most candidates and Steve would acknowledge that perhaps people that don't have a military background can still do a good job, but I have heard him make comments about people who have been in the military therefore being a good bet, and ex-police, and that sort of thing, or ex-prison service. I always laugh, because some of the more difficult people I have had to deal with in my time have been from that background, so I don't think you can always say that they are going to be a good egg just because they have done time in the military or the prison service. I guess that Steve is a bit old school and hasn't let go of the prison service. He has been here since, is it 2014 now? You would think he had only just come from Birmingham, and it is a bit of a standing joke with people that he will –
235. **Q.** He said it in his terms.
236. **Mr Marsden:** He said "I miss it."
237. **Ms Lampard:** "I miss the prison service."
238. **A.** Yes, I am not surprised because I can see it.
239. **Q.** Do you think that G4S itself, over-values - beyond Steve - over-appreciates that experience within the prison system?
240. **A.** Yes, and I think there are relationships that have grown up in the public sector that mean that people are brought into positions because of who they know.
241. **Mr Marsden:** Are you thinking of Jerry, Paul?
242. **A.** Yes.
243. **Ms Lampard:** There are some more doing that. We will be careful about that. As you can see, we have also formed our views about these things. We have talked to a lot of people.
244. **A.** I applied for the role of Deputy Director at the same time as Steve. He had already been down for 18 months on a secondment into that role and I have been told by a credible source that he had to be moved out of Birmingham because he was on pension rights and it was very expensive.
245. **Q.** Is there something quite male going on in G4S' hierarchy? I don't have a view about that one, it has just occurred to me as a question.
246. **A.** Of the current Directors, Janet in Parc is the only woman. Centrally you have HR and Learning and Skills who are female Managers, but do I think there is a bit of an old boys' network? Yes. Please be careful. It could be career limiting for me to have said that.
247. However, I do feel that way, and I know they are going to be advertising for a Director here because Lee is only interim and for him it is a huge personal –
248. **Q.** Dislocation.
249. **A.** Yes, absolutely. Would I feel confident applying for that role? No, although I think I could do it, so there's a difference in I would have confidence in myself to do it, but is what the business wants from the person in that position what I think is important? I don't know.

250. **Ms Lampard:** Looking from the outside, you have been around a few contracts for G4S. There is another issue at the back of our minds about whether or not in addition to being quite a male approach there is an issue of bullying, which is almost the same thing, if you see what I mean.
251. **A.** Yes.
252. **Q.** There are different sides to the same coin, aren't there? It is quite testosterone-filled. You may not necessarily have appreciated it or experienced it yourself, but have you seen that in operation?
253. **A.** I have experienced it.
254. **Q.** Do you want to tell us about that? Do you want us to turn this off?
255. **A.** No, it is fine. It is when I started on the overseas escorting contract they had a muster area where the guys used to meet to go off on the jobs and there was a small kitchen area. I went down there to fill the kettle up, and someone said, "that must be the new bird in HR."
256. **Q.** About you?
257. **A.** Yes, so I went back to the office and purely ironically three days later I had to suspend him because he had been caught smuggling cigarettes in, so beyond his duty-free allowance. This was the person who had made the comment about me. I walked in the room and I didn't know that that was him at the time because I was very new.
258. **Mr Marsden:** He didn't know who you were?
259. **A.** I realised that it was him who had made the comment, which I didn't challenge at the time. I said to him, "I am Sarah Newland. I am not the new bird in HR, I am the Operations Manager and I am afraid I have some unfortunate news for you." Of course, his face just fell. That was very similar in terms of trying to change a culture, so a lot of ex-military, ex-police, racist employees, to be frank. It was just a case of trying to catch them. You knew. People would come and share things, didn't want to go on the record, would be cagey about details, but you knew who they were talking about.
260. **Ms Lampard:** Can I ask you about what you are observing maybe for people – I suspect not Lee because I suspect that Lee has the confidence of Jerry –
261. **A.** Yes.
262. **Q.** If we are brutally honest about this, it has been implied to us, and I won't say by whom, that managers of the centres, directors can feel quite a hard rush of bullying pressure.
263. **A.** Yes.
264. **Q.** Have you heard directors of centres talk about that, or have you yourself felt that?
265. **A.** I personally haven't felt it, but I have had very candid conversations with other directors, because in my previous role at Cedars, when I didn't report into the director here I used to attend the central functions, almost like a director, and so I built up good relationships with a couple of them in particular. However, there are three directors now whom I know have had a really rough ride over things in the past and who would use that word. They have talked about slamming tables, shouting, and leaning over the table.
266. **Q.** Does that come from Jerry?

267. A. Yes.
268. Q. Ben, we get the impression was good at managing that. He was good at doing bits that mattered in terms of overall G4S performance. Getting people out of the door, accepting to take people in, prepared to put up more beds at the expense of the quality of the service that was being provided. Managing upwards, do you think that that is something that is an issue within G4S wider than just what we think we've heard about Brook House?
269. A. Yes.
270. Q. You do?
271. A. Yes.
272. Mr Marsden: Just going back to the contract and the director's role in it. This is a question: it is the director's role to make it profitable?
273. A. Yes.
274. Q. Describe the pressures around that. What does that result in in terms of behaviours? Say here, to make the Brook House/Tinsley contracts profitable, what do you do? I can see what you do, but I am just interested.
275. A. You would agree with aggressive staff profiling. You would agree with running the staff vacancies. There are a couple of contracts within C&DS that are onerous, so there's pressure on those that aren't to make more to buoy them up so that the business unit as a whole fares okay.
276. Q. The pressure would be that you might have a profile that says three, four on a wing and a DCM, but you might in order to attain the profit, say, "we will run it at two."
277. A. I know that was what Nathan Ward was accusing and I did chuckle because I know that he was in a room when those discussions have happened in the past. To point the finger was a bit hypocritical, but it was factually accurate. Our biggest cost as a people business is staff, and if you aren't employing them, then that –
278. Q. Therefore, in constructing the bid there is no profit built in?
279. A. There is, but it is small.
280. Ms Lampard: Is this one of the more onerous contracts?
281. A. No.
282. Mr Marsden: A director would have in his or her mind all the time - how do I make this profitable?
283. A. Yes, so commercial pressure is always there.
284. Q. That would manifest itself at the monthly trading review?
285. A. Yes.
286. Q. In between?
287. A. We start with the finances.
288. Q. Yes.
289. A. You would have an exec summary, and then the first functional chunk would be money.

290. Q. Not the job we are doing?
291. A. Yes, or the people. It would be, let's talk about the money. Then, let's talk about health and safety, and then HR was section eight.
292. Q. What about the business of the business, which would be looking after people who had -?
293. A. I think that was section five, the performance and assurance.
294. Ms Lampard: We are going to talk about this this week. There is one final question to pin this down, and maybe it wasn't about this, but I do see some of what you've been talking about reflected in the staff on the floor. One shouldn't make judgements about people's physical appearance, but it is unmissable that there is a cadre of DCMs who are testosterone-filled, large men who slap each other on the back, and as a woman, I am acutely conscious of them. There they are. You don't have any female DCMs other than the two we know about. You have two DCMs and they tend to be doing more strategic and admin functions. Do you think that's a fair assessment that there is a laddish, small group of DCMs?
295. A. Yes.
296. Q. You do?
297. A. Yes.
298. Q. Do you think that they are influential in terms of the culture of this place?
299. A. They are. In fact, the last two or three occasions that I have done DCM interviews, so DCOs who want to be DCMs, when you ask them about making decisions they talk about Oscar 1, Oscar 1. One DCM on a day will be Oscar 1, so they are responsible for the running of the centre. They respond to incidents, they juggle staff around, and what we were trying to extract from them is, think if you were a DCM and you needed some advice and support, whom you would go to. We were trying to extract from them the Duty Director, and they kept going on about Oscar 1.
300. Q. Sorry, this was DCMs?
301. Mr Marsden: This was DCOs being promoted to DCM possibly.
302. A. Yes.
303. Q. Who were saying, "I would go to Oscar 1" rather than the Duty Director.
304. A. Yes, they saw Oscar 1s as very much the go to, the fix it, the if we have an issue we call Oscar 1. Here at Tinsley, all ten of the DCMs do Oscar 1, so it is just one person on any given day who takes on the role of Oscar 1. At Brook there is a separate group of Oscar 1s and they are all male.
305. Ms Lampard: They are not just male, but they are of the type I have just described to you, quite a lot of them are?
306. A. Yes.
307. Mr Marsden: If you take someone like Steve Loughton, he has been around a long time, what is his pre-disposition as an Oscar 1?
308. A. He is very good operationally. He is very good at resolving incidents, de-escalating. He has done the Silver command course. He has done advanced C&R, so absolutely, if you send him to an incident he will resolve it. He is very strong in that regard, and I think I talked last time about because

he ticks that box we don't necessarily think about other areas in which we could develop him. He is on the diploma now. He wasn't keen to do it. I have pushed back and said, "no, you are doing it."

309. Q. Would he understand the relationship bit, and the fact that this person is reacting because they have to go next week and they don't feel good about it, so we need to work with them on that?
310. A. He is better than some with that. It is not so much with detainees with Steve, but that lads together, football, that element of it. Steve is well known by the detainees, so he can get in there and have quite a frank conversation with them, and he will do that, but this laddish culture -
311. Ms Lampard: It is not so much for me what their relationship is with the detainees, because I suspect as individuals sometimes they are quite good with them. They are dealing with a young male population mostly.
312. A. Absolutely, yes.
313. Q. It is to do with the overall culture and the aura that they create, and that in itself has a knock-on effect in terms of less sophisticated people, how they see the place, what the role of the DCO is thought to be, and that will translate into a more directive, less engaged style of behaviour.
314. Ms Marsden: Take the Hibiscus note, where does what was going on there come from?
315. A. The behaviour on the course?
- 316.
317. Q. Yes, that Dave and Jason feel that they can say those things. They took a great risk, didn't they, saying that, post-*Panorama*.
318. A. Yes.
319. Q. In front of a wide group of people, some of whom they didn't know presumably terribly well.
320. Q. Neither of them would have known the Hibiscus women because they worked down in PDA here, so none of those women would ever have been at Brook House. Jason was from Parc's. He really didn't know anybody, but Dave would have known the Healthcare staff, would have known Vanessa, but wouldn't have known who those women from Hibiscus were.
321. Q. *Panorama* has happened. Why do they think that with impunity they could say that? I am asking you a very unfair question.
322. A. I have mulled this over, because I have a horrible feeling that questions are going to be asked of me as to why I didn't dismiss Dave Webb, because he was subject to disciplinary action following *Panorama*. I stand by the fact that I didn't because on the face of what he had said, that wouldn't warrant dismissal under any other circumstances, and when I had a conversation about the *Panorama* disciplinaries I was assured that there was no agenda and to take each case on its merit. If you wouldn't dismiss under normal circumstances, then don't just because it is *Panorama*, which is the stance that I took. I didn't think that that issue with Dave would have got to a disciplinary hearing under any other circumstances and my personal interactions with Dave since then, I have thought his behaviour has been entirely appropriate, but, of course, one of the biggest issues is they don't behave that way in front of people that they think are going to challenge them for it. Therefore, whether Dave felt that because he knew the Healthcare and

the Home Office staff that he was in safe company, whether Jason's behaviour had just inflamed it for him because he thought, if he is behaving that way then it can't be that bad because he is not from Gatwick. There are probably a few reasons why. Showing off maybe. They are young female staff from Hibiscus.

323. **Ms Lampard:** What is happened to him and Jason?

324. **A.** I believe they are facing disciplinary action today.

325. **Mr Marsden:** They have been suspended?

326. **A.** They were.

327. **Ms Lampard:** I am going to move on, and I am sorry, all of this is very difficult and I thank you for your candour in respect of it. The issue about culture, there's another facet of it that I am quite interested in, which is this idea of people not finding DCMs approachable, not having the frontline, first port of call for issues, which is to do with both the capacity and the capability of DCMs, but it might be also something to do with the culture. You gave us a very interesting example last time we spoke about one of the people who have been brought up in *Panorama*, who had, in fact, not said the thing that he was accused of saying, but had said to you, "I did it because I wanted to fit in."

328. **A.** Yes.

329. **Q.** There is another line that comes out of that, which is that if people don't feel they can, or should, or have to challenge behaviours it only comes out when you have a crisis like *Panorama*, but it also affects smaller matters, matters between staff, so small behavioural matters that don't get challenged, don't get dealt with at a low enough level, and then escalate. We have heard about people finding that things have snowballed into disciplinaries, or into grievances. There is a very strong culture here of putting in grievances. There is a very strong culture of disciplinaries, which then take a very long time. Is that a fair view of things, do you think?

330. **A.** Yes.

331. **Q.** Is there something about senior management, particular senior managers maybe not doing very much to tackle that, either because they don't want to in the sense that they feel, we do disciplinaries, this is a disciplinary way of managing it, or is it that happens because they can't be bothered or because they haven't identified it as an issue? I suppose what I am really asking is does Steve Skitt like a jolly good investigation and a bit of grievance, and senior management intervention?

332. **A.** He will talk a lot about how he had never had a grievance put in against him before he came to Gatwick, and since he has been here I think there have been a fair few, but I don't know whether that is the difference between the public and the private sector, whether that's the difference between HMP Birmingham as an establishment and Gatwick. Steve is clumsy in how he deals with people, so even when he is not trying to cause an issue he inevitably does.

333. There was one individual suspended for an inordinate amount of time last year for whom there was a ridiculous decision made around whether or not he should attend his C&R instructors' revalidation because he was suspended. I became his point of contact because he became fed up with Dan and he asked the question of me "can I still attend my C&R instructors' revalidation at

Kidlington?" which they have to do annually to remain in ticket to teach. I asked the question of Ben. I said, "my view is we say suspension is a neutral act. He hasn't yet undergone a disciplinary hearing. It's offsite. It doesn't involve any of the people involved in the investigation. I am not sure on what basis we can tell him he can't go because it is just going to look like we are prejudging-".

334. **Mr Marsden:** He is being paid.

335. **A.** Yes. "We are prejudging the outcome of the disciplinary." Ben consulted with HR and came back and said yes, he could go, so I told him to go. He travelled up the Sunday evening with another DCM, and then he arrived to the course on the Monday and had been cancelled. When we tracked that back through, Steve Skitt had given the instruction to Dan to cancel his place on the course, and yet when he was in the room at the time of the call I had with Ben didn't think to point that bit out, so we sent Dave up. Dave travelled up, stayed overnight in a hotel, arrived at Kidlington on Monday and had the embarrassment of being told that his course had been cancelled.

336. **Q.** The course wasn't cancelled overall; it was just his place?

337. **A.** It was just his place, yes.

338. **Ms Lampard:** What was Steve thinking?

339. **A.** I don't know, but I have had this before with Steve when he won't admit to things when he has made the wrong decision. Dave then put in a grievance, because he was absolutely spitting. He phoned me, and he said, "Sarah, it's lucky I am talking to you" because I have worked with Dave over a number of years and I have tried to give him advice over that time. He has always said he knows that he will get an honest answer from me, but he was on the ceiling about the fact that someone at G4S had cancelled the course and he had still been sent up there, quite rightly. When we unpicked it, Santi had physically given the email to cancel the course on instruction from Dan who maintains that it was following a decision with Steve. It is that sort of thing - the damage that that did was enormous. To be on the end of a phone when I am asking the question about are we sending him or not, and not say, "I think you will find that we have cancelled the course. Hands up, maybe it wasn't the right decision. Can we get him another place and just say it has been postponed, or something?". I was really frustrated with that, really frustrated.

340. **Q.** Is Dan too eager to please Steve?

341. **A.** Yes, and others.

342. **Q.** Is Dan lazy? We have heard people suggest they don't really know what he does all day.

343. **A.** Yes, and I don't.

344. **Q.** That he has quite a lot of time to hang around, chatting and gossiping. People are thinking "I am busy and why do you have time to do this?".

345. **A.** Yes, I have heard the same, and I do see him talking with people, but in fairness, they are people that he manages so I don't know whether he is having a discussion with them about things that he should be, but he does manage a lot of managers.

346. **Q.** Who are the others that Dan is keen to please?

347. A. I just think that Dan is one of these people that doesn't like confrontation and doesn't like to have a difficult discussion with anybody. I think this coming weekend there are no DCMs on shift because agreements have been made that shouldn't have been. The DCMs, themselves, will say that they will tell him what they are doing and he will agree and they don't have a lot of challenge from him, like when he is Duty Director -
348. Mr Marsden: There are no DCMs over the weekend?
349. Ms Lampard: No DCMs answerable to Dan, you mean?
350. A. No, in terms of the Detail this coming weekend. There was at one point only one DCM rostered to work at Brook House.
351. Q. How can Dan influence that? Is he responsible for the Detail?
352. A. Yes, and now Steve has made it clear to us all in an email that Dan will be directly responsible for DCM leave, but, arguably, if you head up the Detail Department then you would have oversight of what the weekly Detail looks like.
353. Q. Is the suggestion that Dan allowed that to happen, or other people were doing it and Dan didn't have his eye on the ball?
354. A. It will be the latter, yes.
355. Q. The suggestion is that other people have made arrangements for DCMs not to be there, presumably by discussion with John Kench, and now the suggestion is that Dan, himself, will, therefore, take control of the issue of DCM leave?
356. A. Yes.
357. Q. Your anxiety is that he is not very good at saying no himself?
358. A. No.
359. Mr Marsden: We have four minutes left of our hour-and-a-half maximum for interviews.
360. Ms Lampard: The last issue is use-of-force. As we understand it, last year use-of-force reviews weren't happening at all.
361. A. Yes.
362. Q. I don't know why. Do you know why?
363. A. I don't think anybody took ownership of it.
364. Q. This year, post-*Panorama*, the idea is there will be use-of-force governance and oversight. We have tried to go to a use-of-force meeting, and they have all been cancelled.
365. A. Yes.
366. Q. Are they happening yet?
367. A. No.
368. Q. Has a use-of-force manager been appointed?
369. A. Jason Riggs, who is one of the two suspended for the personal protection issues, was brought in to take on that role of leading on use-of-force reviews. We had an instruction from Lee that had we been Duty Director on the day

that there was use-of-force that the first part of the review would be us to sit down with Jason, as an Instructor, and go through it.

370. However, I became thoroughly confused. I had to ring Steve and say, "what is going on with use-of-force meetings?" because they were in my diary and then showing as cancelled on Tuesdays and Fridays. I said, "what's what? I thought we were going to have a weekly scrutiny meeting".

371. **Mr Marsden:** Yes, which is the one we tried to come into.

372. **A.** "Then a quarterly committee meeting." The scrutiny meetings were happening weekly on a Friday afternoon, which wasn't ideal.

373. **Ms Lampard:** When did they happen?

374. **A.** I must have gone to maybe three or four –

375. **Q.** *Post-Panorama?*

376. **A.** Yes, *post-Panorama*. I would have to look back.

377. **Mr Marsden:** Is it the quarterly meetings that have not been happening?

378. **A.** I have never been to a use-of-force committee meeting.

379. **Ms Lampard:** However, the scrutiny meetings every one that we have tried to go to has been cancelled.

380. **A.** Yes, more recently.

381. **Q.** No one has been able to view the film.

382. **A.** That's right, yes.

383. **Mr Marsden:** Is Jason meant to review the film?

384. **Ms Lampard:** Jason has just literally now been appointed.

385. **A.** Yes, a couple of weeks ago.

386. **Mr Marsden:** However, he is now –

387. **A.** Facing disciplinary action.

388. **Ms Lampard:** He was a new appointment into the centre, was he, Jason?

389. **A.** He was brought down on secondment from HMP Parc as someone that I think Lee thought would be good, very experienced.

390. **Q.** You think after *Panorama* there might have been three or four scrutiny meetings?

391. **A.** I definitely went to three or four. There could have been more that I couldn't attend for other reasons, but I would endeavour to go because I think it tells you a lot, and I had responsibility for use-of-force on the overseas contract. Watching use-of-force incidents and reading reports tells you about a lot more than use-of-force.

392. **Mr Marsden:** Yes, I can see that.

393. **Ms Lampard:** We have worked you very hard, Sarah. Thank you very much indeed. Let's turn it off and we will come back to you.

[Interview concluded]