

Confidential

Independent Investigation into Brook House

Friday, 1 December 2017

Interview with
Imam Zeeshan Qayyum
Head of Religious Affairs, Brook House

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

1. **Mr Marsden:** This is an interview with Zeeshan Qayyum who is Head of Religious Affairs here at Brook House. It's part of the independent investigation and it's 1 December, 2017. *[Introductions]*
2. **Ms Lampard:** Zeeshan, thank you very much indeed for taking the time to come to see us. I think you are the first real human being – that's a bit unfair on your Senior Management Team, but you are absolutely the first to have an area of interest to us. We are undertaking, as you know, an independent investigation commissioned by G4S with the approval of the Home Office but it is very much an independent investigation and Ed and I are doing this, as it were, on our own terms, in our own time, in the way we choose to do it. Interviews are going to take place with an awful lot of people across the estate but we thought you would have a very good idea of the sort of general feeling of this place, so that's why we wanted to see you. The interviews are informal.
3. What you are saying is being tape recorded. The reason for that is that we can then have our own clear repository of evidence that has been agreed has been given as evidence. There will be a transcript of this sent to you. You are free to amend it. It's not about catching you out, it's about you giving us your best shot at your evidence, so if you don't like how it's come out please feel free to amend it. Please sign it and return it to Nicola at the office. The transcripts are not going to be shared with G4S, they will remain private between us.
4. We may quote from your transcript and we will of course be referring to you by job title and as a result, you are going to be easily identifiable. However, if you don't want us to quote from what you are saying at all or if you wish to be clear that it needs to be anonymised, what you say, then please make that clear to us.
5. **Mr Marsden:** 'A member of staff told us'.
6. **Ms Lampard:** 'A member of staff told us' if you feel you don't want to be identified, and we are also open if you would really like us to, to turn off the tapes and tell us things. We will respect confidences and we will do that, unless what you tell us suggests that there has been a criminal offence or if somebody might be at risk of coming to harm.

7. If we are going to criticise anybody in this report, and I'm not saying or making any suggestion yet that we will want to criticise anybody, we will write and inform those people of the criticism of them that we're making and that will give them the opportunity to have another say about what they did or said or whatever it might be. Finally, I would ask that you do not discuss this interview with anybody else. We are very much at the beginning of this process and we want to make sure people feel comfortable coming forward. Do you have any questions for us?
8. A. Yes, one question. Once the questions are ongoing and I am speaking, and if I want to mention a specific incident or a situation, are you okay for me to mention names of colleagues or will that be confidential?
9. Q. Yes. It will be kept confidential if you ask us to keep it confidential. We have already heard things that have been filed under the 'We know that but we are not necessarily going to be saying anything about it', or we will do other investigations to make sure, so please free that if you don't want something to go further or for you to be identified, we are very, very clear that that won't get -
10. A. That's fine, I understand.
11. Mr Marsden: I think if you are just straightforward with us and tell us things as they are, in a way that makes our job a lot easier because we then don't have to spend time digging if people have told us.
12. Ms Lampard: Exactly. I would advise you to be as frank as possible but also to warn us where there are things that you want us not to identify you.
13. A. That's fine.
14. Q. Please, Zeeshan.
15. A. My name is Zeeshan. I am known within the centre as Zee, because they just find it a lot easier.
16. Q. Okay, let's go for Zee. Please tell us about your background, your experience and how you came into the role.
17. A. I've grown up from a very tough childhood. I lost my father at a very, very young age. I more or less grew up as an orphan and brought up by my mother from the age of, I think it was six, if I am correct. I don't remember much about my father. I did go to school - I went to primary school, secondary school and college. I was a very naughty boy, because I didn't have a father figure on my head and I took a lot of advantage of my mother herself, so I was a naughty boy. I did go to an extent - I did a load of crime, but gladly I was never arrested. It was nothing major, it was just like being involved in gangs, etc, at that specific age.
18. Q. Where was that?
19. A. East London. Gladly I came out of all of that, I went over to study in Greater Manchester around the age of 17 and I did a seven-year degree in Islamic Theology which gave me the title of qualified Imam. Since I came back I more or less have committed my life to working with the youth, helping the youth tackling today's problems on the streets with gangs, etc.
20. I started working for HMP at that time in the public sector, so I went straight into a young offender institution, HMP Feltham. I was the youngest employee of the Ministry of Justice at the time, I was aged 21, because at Feltham we

hold offenders up to the age of 21 before they are shipped out to adult prisons. I was the youngest employee of the Ministry of Justice at the time which made a huge, huge difference I personally believe. I was promoted in my role quite a bit from a voluntary Imam to a senior position with a full-time contract and then I was given a contract working with ex-offenders on the street when they are sent out back into the community - rehabilitation, etc.

21. I really enjoyed it and ever since I have been working with the youth, working with vulnerable people, vulnerable families. Also I had a role as a voluntary Imam with the community, so I helped families and divorce cases. I do lead prayers on a voluntary basis once in a while when I have the opportunity, when I have the time, but I always thought that I would do with going higher up the ladder and it was very difficult for me to have that opportunity within the public sector as I thought there was a lot of politics within the public sector, we had to deal with some issues that were taking place within the public sector prisons. The opportunity came up in Gatwick as part of the Senior Management Team as a Manager for Religious Affairs, I took that opportunity and here I am.
22. I really enjoy what I do. I manage a very diverse team, very much involved in a lot of the issues that happen within the centre.
23. Q. Do you mind me asking how old you are?
24. A. At the moment I'm 30. I just turned 30 ten days ago, so yes, very much involved in what goes on within the centre, a lot of the issues that take place, some confidential issues within HR, some very open issues within the centre itself. I manage Brook House and Tinsley House, but I have a very diverse team which I am currently managing.
25. Q. Okay, let's talk a little bit about that. What year did you come here?
26. A. I came here in January, 2016, so coming up to two years next month.
27. Q. Okay and at that time you had Ben and Steve.
28. A. Steve was a Director, yes.
29. Q. Michelle was doing residential at Tinsley House.
30. A. Michelle Brown?
31. Q. Yes.
32. A. Michelle Brown was Head of Safeguarding at the time. She was my line manager at the time.
33. Q. She was Head of Safeguarding and was Neil here, Neil Davis?
34. A. Yes, Neil was Head of Security at the time when I first started. Juls Williams was Head of Residential. Sarah Newland was at Cedars at the time. Sarah Edwards was still at Tinsley House, as she is at the moment.
35. Q. Okay, thank you, that's very helpful. Just describe your team here - how many people you have, how many faiths, what does the week look like for you generally?
36. A. About my team - I manage a very small team within the centre. I lost a few, I had about 11 or 12 but team members started to leave as they had opportunities of progression within the community or within Brook House itself, so one of my Chaplains, a Christian Chaplain, moved into education

because she was a qualified teacher. She has moved to a qualified teacher role within Brook House when they were advertising. My team at the moment, currently it's come down to, I think there are nine of us now, excluding myself so there are ten including me who are on the books who are regularly contracted, regularly within the centre.

37. How I work my team is the most popular faiths that we have within the centre, we cover them through Chaplaincy, so for example we have Christianity, Islam, Hinduism, Sikhism and obviously different sects within Christianity, different sects within Islam, Hinduism and Sikhism. The other faiths such as Judaism, Baha'ism, Rastafarianism, etc, we have ministers who are on call and can come in as and when needed.
38. For example, last week I had a detainee who came to me saying 'I'm from the Baha'i faith and I need some books, etc, etc', so I do have the books available. We have all the artefacts, all the books for every single faith within the centre but it's just that the ministers are on call as and when needed. I got in touch with a Baha'i minister who is very busy at the moment but he is going to make some time to come in hopefully sometime next week, but in the meantime the specific detainee who is currently still with us, I have given him the books that he required, given him some websites to go on to YouTube and on the internet to read about his religion, etc.
39. My week really just goes into running meetings, reviews when they need to be done. I have been carrying out a lot of investigations recently in regard to security issues that take place within my team but the timetable for the week for my team is more or less when they come in they are out on the wings just making sure that they are seen and they are known within the centre. Dealing with the issues of the detainees, etc, carrying out services, carrying out prayers, and that's seven days a week.
40. Q. Just so I'm clear, I'm reading through the documents relating to this organisation and how it's run. I may be wrong this, but one major issue is that you are also part of some of these more pastoral and security-focussed issues, so there's the Safer Community Team.
41. A. Yes.
42. Q. Which meets very regularly and deals with things like harassment, bullying, ACDTs, Detainees of Interest, that sort of thing and you are a very significant part of that team.
43. A. I am, yes.
44. Q. You regularly attend those meetings.
45. A. Yes.
46. Q. How often do those meetings take place?
47. A. The Safer Community and Diversity meetings happen once a month, so we had one yesterday, they happen once a month. The Detainees of Interest is once a week, so we had ours yesterday. The security meetings are once a month. These are more or less the more important meetings that I attend but there are smaller meetings that take place like the food forums, detainee consultative meetings, detainee forums, etc which I attend if I am available to attend at the time.

48. Q. That's really helpful, thank you very much. Can I start perhaps looking at the population, the breakdown of religions within this organisation for detainees. Islam is I presume the largest group.
49. A. Yes, Islam, Muslims.
50. Q. How many?
51. A. I would say at least around the 35% mark – at least.
52. Q. In order of -?
53. A. We have Islam, then we have Christianity as a whole, ignoring the fact that there are different sects within Islam, within Christianity, etc, so Christianity would be next, definitely. Then we have Sikhism and Hinduism – these are the major religions within Brook House and Tinsley House.
54. Q. I probably know the answer to this, but the importance of religious life in this centre for detainees, how high is it?
55. A. Very, very, very important. Experiences from talking to detainees, even in prisons from my background, I personally believe this is the only thing they have that they can hold on to, when they come into a detention centre. It's not surprising but it's actually shocking how many detainees or how many people, human beings, actually come back to their religion or actually find religion when they are in a setting of a detention centre or a prison, but it is very, very important because worship, faith rooms, etc this is where they find their peace.
56. When they are on their wings, when they are in their room they feel depressed from what we've heard, from conversations with detainees, they feel depressed, they feel that they are locked up, suffocated, but when they come into Chaplaincy and they come into their specific faith room, they find that peace, they find that openness, feeling that God is with them listening to them and answering their prayers. They have that sense of hope when they come into a faith room or even when they speak to a member of Chaplaincy because we are all qualified ministers, and more or less our conversations relate to God, how hopeful we should be, and how merciful God is, etc. Religion is definitely a very, very major part of a detainee's life, it definitely is.
57. Q. You touched on what I was going to ask you, about how it's not just those people who have had a religious life and a religious presence before they came here. Actually, what you are suggesting is that quite a lot of people here might turn back to their religious faith, or indeed discover it for the first time as a result of the pressures of being here.
58. A. The situations that I've witnessed within centres where we have had specific detainees who are constantly spending time within the mosque, within the chapel, they see things happen for them, their prayers being answered. Then they go and speak to different detainees and say 'Look, this is what's happened to me. I've been released or I've been given bail, etc. I have been praying so much, I have been fasting the month of Ramadan and I know that God has answered my prayers' and that's what kind of brings the attention of the other detainees thinking 'Okay, what religion do you follow?'. It gives the opportunity for other detainees to find religion also, that sense of wholeness, that sense of peace that they are looking for and they can't find it anywhere else in the centre.

59. The majority of detainees, yes they do come back to their religions that they weren't currently following when they were outside or that they were raised up in within the family, whether it was Christianity or Islam, then they went down the wrong line and they lose their way along the line, but when they come back in thinking 'I need that essence of hope and that peace again'. They do re-find their religion.
60. For me I have experienced more the fact that these people find religion rather than re-entering their religion, only because of some of the experiences they have heard around them.
61. **Mr Marsden:** What's G4S's role in or view of religious life here and your part of the organisation?
62. **A.** From my understanding, G4S take religion very, very seriously, they understand that it's a very major part of a detainee's life and it plays a huge role within a person's life, especially a detainee's life. That's G4S in general and this is where we start to get specific, because everyone can be specific, so I do want to get specific and I am more than happy for this to go into your report, however we move on with this.
63. I do find with specific individuals who have the power, as we say, the Senior Management Team, there are some that are very, very supportive and have given me the support from day one, have never stopped me from doing anything. However, there are a few where I just feel like it's me banging my head against the wall.
64. **Ms Lampard:** What are the things that make you bang your head against a wall?
65. **A.** I always talk with examples. I will give you a perfect example and I am more than happy for this to be opened up. Tinsley House was closed for refurbishment and I was kept in some of the loop regarding Religious Affairs, the new Religious Affairs plan that were going to go into the new Tinsley House building. I was invited to one or two meetings and after that I was just washed out of it. The whole of Tinsley House, it was refurbished, it was reopened and when I went back in, it was terrible, it was an absolute nightmare of some of the settings of the mosque, of the chapel. My multi-faith room was taken off me and it was just never given back to me. I don't have a multi-faith room at the moment within Tinsley House.
66. **Q.** What are you doing with the people who might turn up who have a niche religion?
67. **A.** I raised this, and I raised this at a very, very important time with, if I am correct Ben Saunders and then to Lee Hanford. What we have done now is I have been told that the mosque is going to be used as a multi-faith room which is okay because it happens in prisons, it happens at other detention centres. I perfectly understand that and I did warn to an extent that we would have issues and they would be major, major issues if we don't resolve this now but I don't think anyone took any notice of that.
68. **Mr Marsden:** Did Tinsley used to have a multi-faith room?
69. **A.** Yes. Yes, it used to have a multi-faith room and it was taken off me. It was taken off me and made into a bedroom.
70. **Ms Lampard:** Where do you think that decision would have been made?

71. A. Senior management and the Home Office. Senior management at the time, and I will take names, at the time we had the Head of Tinsley - her name was – Stacey Dean. Stacey Dean was one of the senior managers at the time. I personally believe that Sarah Newland would have a lot to do with it because she was coming up from Cedars, she was going to be made Head of Tinsley House but I was nowhere in those conversations, nowhere in those meetings. No-one even came back to me to ask for any sort of ideas or opinions. That really, really annoyed me, the fact that you have a Manager of Religious Affairs who you turn back to quite a lot but in the major decisions I am nowhere to be seen.
72. Q. Where are you in the hierarchy? Where do you sit?
73. A. I come under the Senior Management Team, just under the SMT. I am not part of the SMT. I do get involved with some issues if needs be. That decision is made by Lee Hanford and Steve Skitt, but I come just under the SMT.
74. Q. Your line manager therefore is the Head of Safeguarding?
75. A. No, my line manager is Deputy Director, Steve Skitt. Just like every other SMT member, our line manager would be Steve Skitt.
76. Q. Yes, so you don't in fact have somebody between you and Steve Skitt?
77. A. I don't, no.
78. Mr Marsden: Zee, I think I know the answer to this question but I will ask it anyway because it's useful to be clear - you don't have any kind of operational role, as in you don't ever act as a DCM or as a DCO?
79. A. No, I don't. Yes, so the hierarchy, it's the SMT and then myself and then the DCMs but no, I have no operational role. However, I am on call as and when needed.
80. Ms Lampard: Can I just ask you, what is your personal view of Steve Skitt and how do you get on with him?
81. A. I will be honest, the person I was responsible to was Michelle Brown, the Head of Safeguarding and then there was a lot of change within the organisational structure and then I was passed on to Steve Skitt. I have never, ever had a problem with Steve Skitt and I absolutely love him as my line manager. I think maybe because when I need decisions to be made at the time, Steve Skitt will make a decision and give me a yes or no on the spot. That's what I love about him.
82. Q. He buys into your role.
83. A. Yes. I mean, me and Steve Skitt have a very open relationship as a manager and an employee. Steve Skitt says to me, for example 'Zee, it's your department, I don't know much about religion, etc, you do what you need to do. If you want the money, whatever you need, just come to me on the understanding that it's not extravagant but I am more than happy to just approve anything and carry on doing what you are doing'.
84. Q. Another sort of general question, but probably rather a complicated one is about the relationship between the religious groups within this detention centre.
85. A. Are we talking between members of staff?

86. Q. No, no, detainees.
87. A. Detainees.
88. Q. Yes. Is there an issue, does it become difficult at times?
89. A. There have been no major issues within religions because the message we pass on within the chapel services, within the mosque services or the Hindu or Sikh services is that we are all one and as religions should be seen, everyone as one but some of the issues that we do see are between nationalities. We are talking Jamaicans and Algerians or Albanians and Afghans, Pakistanis and Indians but I have never come across an issue where –
90. **Mr Marsden:** With religious groups.
91. A. Within religious groups; it has always been nationalities.
92. **Ms Lampard:** That must be a subject in which you get caught up.
93. A. Yes, of course. I like to voice my opinions, but when we do have issues like this, it's always raised within services, always raised within services. For example, Friday, that's the day when we have our major Muslim service, the Friday service and it is the largest population. On a normal day we have our four times prayers during unlock because it's a very small number of Muslims that attend, but on a Friday which is an important day for us, they all attend so I have approximately 250 detainees in front of me, that's when we raise these issues. Even on a Sunday in chapel services, I have attended Sunday services and this is where we raise the issues just to explain that 'You are not going to get anything out of arguing among the nationalities, everyone is there for their own reason'.
94. Q. It's an invidious question, but do you find any national group that are less good at settling and less good at being good neighbours with others?
95. A. Yes. Albanians. We have had a lot of issues recently within the Albanian community.
96. Q. Do they also go in for dealing with each other?
97. A. At times if they need to, yes, we have had Albanians versus Albanians but the majority of the time it is the community is one and they will go for another nationality.
98. **Mr Marsden:** Tell us a bit about the Albanian community?
99. **Ms Lampard:** Is there a particular prejudice? Is there a particular racial group that they -?
100. A. No.
101. **Mr Marsden:** What is it? Are they a very strong group of people with a very strong identity?
102. A. Yes, they have a very strong identity, they are a very close-knit community. If one is in trouble on the other side and someone else hears on the other side, he will make sure that he will do anything to protect his friend who is on the other side of the centre. In that sense they are a very close-knit community but there is nothing specific.
103. Q. They are loyal to other Albanians.
104. A. Exactly.

105. Q. That's it, really, rather than anything –
106. A. I am sure you may touch on it later on with an in interview, but a lot of it has to do with drugs. They do deal with a lot of drugs, so drugs do come into all of this at specific times.
107. Q. As a nationality.
108. A. As a nationality, yes.
109. Q. The Albanians are big.
110. **Ms Lampard:** Are they taking a lot of drugs or are they dealing a lot of drugs?
111. A. I would say both. The drugs culture is a huge, huge issue at the moment.
112. Q. You have been dealing with a lot of reviews about security issues with your team. Does that have anything to do with drugs?
113. A. No, no, nothing at all.
114. Q. It's just casual. We'll come on to that. Can we just talk a bit more about the practicalities? You had 60 more detainees since the end of last year, what challenges has that thrown up, what's your view about that?
115. A. Staffing – 100 per cent. Definitely. Staffing and I am sure you are probably going to touch on that anyway but if you are talking within my department specifically, I have no major issues and I am a person where I deal with issues as they come along rather than leave it to the following week or the week after or once it gets major. My timetable and my team are set out that every single day I have at least two members of staff on each side.
116. Q. You don't feel the pressure of staff.
117. A. Yes.
118. Q. What's your view about staff generally and how the staffing ratios have been? I know that Lee has tried to increase the numbers of staff recently.
119. A. Yes. Since Lee has come in, staffing increasing is getting better but it will take some time. It is getting better but more or less prior to Lee coming in we had some major issues, staff leaving.
120. Sorry, I should have mentioned at the beginning, please do forgive me, I also manage within the centre, we have a Care Team, so I manage the Care Team. The Care Team is specifically for members of staff, so we are a team which I manage of members of staff from different grades, so from managers, from DCOs, ACOs, I manage as a team. We are there for other members of staff within the centre and we deal with issues like personal problems, trauma. For example, if a DCO has gone into a room and they've seen an act of self harm and they have been traumatised, we would be there to give them words of advice, words of encouragement, moral support, spiritual support because a lot of my team are within the Care Team also. If they require further support we refer them over to a professional organisation who we work very closely with.
121. Q. Is that ASSIST?
122. A. **FIRST** ASSIST, yes. Hence the reason why I am quite involved when it comes to staffing because of the Care Team. A lot of cases are referred to me and then I delegate them out to my team.

123. Q. Who else is on the Care Team - quite a few of your chaps from Religious Affairs?
124. A. Yes, so from Religious Affairs I have one, two, three – three members of staff from Religious Affairs, I would say along the lines of five or six from the officers' grade, DCO grade, I think two from the ACO grade.
125. Q. I don't know about the ACOs. What are ACOs?
126. A. We have Detention Centre Officers and ACOs don't have any detainee contact, so we do a lot of the admin work.
127. Q. Right, okay. Sorry, about four of them, did you say?
128. A. Yes and then I have I would say three DCMs, Detention Custody Managers. This gives me the opportunity to be involved in the staffing part of it, so I know more or less how the staffing is. Staffing has been a major issue because a lot of people do come to me and mention that they are getting pressurised by the DCMs, they are doing roles of two or three officers at once. Hence we have had so many people leaving G4S only because of some of the pressure that has just been mounted on them over the years and over the months.
129. **Mr Marsden:** Can I just take you back to staffing before the 60 additional beds were added, how was that?
130. A. It was the same. It was a nightmare. It was a nightmare, it was terrible.
131. Q. It was an issue before the additional capacity, is that right?
132. A. Yes. It was an issue.
133. **Ms Lampard:** What happened when there was the additional, when they added the 60?
134. A. It has become worse.
135. Q. It became worse afterwards?
136. A. It has become worse, yes.
137. Q. Were there some more staff that were put in?
138. A. Yes. G4S are involved quite heavily in recruiting at the moment. Again, I am also involved in recruitment days, so I attend assessment days. In the last two months I have attended let's say six or seven assessment days which is very, very rare for G4S to have. Since January, 2016 until just two or three months ago, I had attended about three assessment days. Over the last two months I have attended six or seven.
139. **Mr Marsden:** There has been a sudden spike in recruitment.
140. A. Yes, so they are recruiting quite heavily and I've seen that change since Lee Hanford has come into position.
141. **Ms Lampard:** Sorry to pin you down on this, but staffing levels before the 60 were pretty awful and it got worse after the 60 or do you think it got better?
142. A. It got worse, but now they've picked up again because we are recruiting quite heavily and new members of staff are coming in.
143. Q. Putting in those 60 made a bad situation pretty –
144. A. Pretty much worse at first.

145. Q. But since?
146. A. It's started to get better.
147. **Mr Marsden:** Zee, given your responsibility as a care group but also your proximity to staffing and you obviously have quite a big involvement there, when the 60 additional beds were proposed, what did you think of that? Thinking back to your reaction at the time?
148. A. Everyone had their own opinion, but I thought 'Why are we doing this? I don't understand it. Our staffing is terrible at the moment, it's just going to get worse'. I had that feeling that it was going to get worse, to be honest with you.
149. Q. Why were you doing it, do you know?
150. A. Why were we doing it?
151. Q. I know the Home Office had -
152. A. I didn't get involved in that side. I never had an insight into why they were actually increasing, but I just assumed that the numbers are increasing of detainees and so they need more spaces. It's probably going to happen within a lot of other centres also, but we are one of them, but I was shocked at the time, about why we were doing this - it's not going to help and it hasn't helped. Now it's getting better, if I am correct, but when the 60 beds first went in we had some major, major issues. Detainees complained they don't want to share with three people in a room, there were C&R problems of how were we going to control and restrain someone in a bunk. Officers were raising issues with myself 'We are not getting trained how to control and restrain someone on the top bunk, what do we do? Are our lives in danger?'
153. A lot of things built up which led to a lot of officers resigning G4S. I don't know why it's always me, and I feel quite happy about the fact that I am involved quite a bit but it was the fact that officers, or the majority of officers that had left G4S within the last few months. I always had the opportunity to have a conversation with them on why they were leaving - what is it that has led them to resign. It has always been the same response that I get from more or less every officer that's left that 'We don't have support from senior management. We don't have support from our managers. We are doing jobs of three or four different officers at once and there's no support for us. We go home stressed out, we are having long days at work, we don't get breaks at work'. I totally understand because Brook House did go through a very, very difficult period at one stage.
154. Q. When was that?
155. A. This was prior to the *Panorama* programme. A bit of it was just before the 60 beds went in and a lot of it was after the 60 beds went in, but then Ben left. Then Lee Hanford came in and I think Lee is just concentrating on bringing more -
156. **Ms Lampard:** Did you get the chance with Ben to say to him 'Ben, this is not working, we need to do something about this'?
157. A. I will mention something and I am more than happy for it to be recorded and I would kindly request, please that this is more or less raised by yourselves - I believe you have the authority and the power. We are talking a couple of months ago now.

158. Q. That is not to say that this is what you have told us, because you can say. We will anonymise whatever it is you are saying or indeed just forget that it was said by you.
159. A. Yes, please anonymise myself.
160. Q. Yes.
161. A. I would like to remain anonymous, but I am more or less confident that once it is mentioned they will probably know it's me because I did raise it at the time.
162. Q. What you will be surprised about is how many other people will mention it to us, whatever it is you tell us.
163. A. Okay, so a couple of months ago and I was always told that –
164. Mr Marsden: This is pre-*Panorama*?
165. A. Yes, this is pre-*Panorama*. I was always told that I come under the SMT, just right below the SMT so I do have a lot of authority. At that specific time, this was pre-*Panorama*, a lot of members of staff were starting to leave G4S or a leaving process was ongoing. A lot of the conversations that I had had with officers as to why they were leaving, etc, what I happened to find was a spike in pressure from DCMs and no support from SMT and DCM level. They had to do the jobs of three or four officers all at once without having breaks, etc, etc. I thought I have a bit of authority, I have a bit of power so maybe I should try to use it, I should try to help DCOs and DCMs.
166. The SMT meetings that happen once a month which I have never attended, I put a request in that I would like to attend an SMT meeting. At that time, if I am correct, Michelle Brown was my manager and this is probably going to give it away. Michelle Brown was my manager, I spoke to Michelle Brown and I get on very, very well with Michelle. I have learned a lot from Michelle Brown. She has supported me a lot and to where I am today in regards to knowledge of G4S, knowledge of Brook House Detention Centre, the majority of it, 90 per cent of it is from Michelle Brown.
167. I phoned up Michelle Brown and said 'Michelle, I would like to attend an SMT meeting because these are some of the issues that I am seeing, being the Care Team Manager, these are some of the issues that I'm seeing and I think it is just going to get worse and Brook House is really going to suffer'. She said to me 'Zee, I am more than happy for you to attend and we would be more than happy for you to attend and raise these issues', but she said 'How are you going to voice these issues?' I more or less explained that 'Michelle, this is the way I am going to lay it on the table, that we have staffing issues here, people are leaving and it is because of no support from SMT, no support from DCMs, our DCOs are struggling and we expect them to do so much in such a little time with no breaks'.
168. Michelle said to me 'Zee, I am more than happy for you to attend but can I advise you that rather than going to the table and assuming or blaming or putting the blame on the Senior Management Team, let me advise you that you should go into the SMT meeting and you raise your concerns in this manner'. Then she helped me on how I would raise these concerns. That was rather than putting the blame on, let's say for example the Residential Manager, she goes 'Rather than just blaming the Residential Manager, don't just directly put the blame on him, but raise it as a concern that everyone is involved, the whole SMT is involved'. She made me think on how to raise the

issues and I learned a lot from Michelle in that specific meeting. I said 'That's fine, I'm more than happy to attend, please'.

169. **Ms Lampard:** Who was the Residential Manager?

170. **A.** At the time, Juls Williams and then I approached HR if I can remember correctly with the same issues. Yes, I did, Michelle Fernandes. Me and Michelle, we are quite open when it comes to problems within the centre, so I spoke to Michelle Fernandes, 'These are the issues that I am seeing. I would like to attend an SMT meeting to raise the issues because I see that it is getting worse', but unfortunately nothing ever happened after that. I wasn't invited to an SMT meeting.

171. **Mr Marsden:** Did you actually ask Ben at the time whether you could attend?

172. **A.** I didn't, unfortunately.

173. **Q.** Or Steve?

174. **A.** No, I didn't. Michelle was my line manager and Michelle has always had a very high role within the Senior Management Team.

175. **Ms Lampard:** Do you think she stopped you from going?

176. **A.** I don't know, to be honest, I really don't know. I mean, when I approached her for it at the time she was clearly keen for me to attend but at the same time I understand that she was a very, very busy woman within the centre and she had probably forgotten or whatever it is.

177. **Q.** This business of not feeling supported by the DCMs and the Senior Management Team, in the time before *Panorama* to what extent did the Senior Management Team get out and about in the centre? Did you see them much walking about in the centre?

178. **A.** No.

179. **Mr Marsden:** Not at all?

180. **A.** No. There were a lot of odd occasions, because I attend the Rule 40, the CSU round every morning and now I've given my team the opportunity to go just so that they have a flavour so I do a lot of the office work. On the odd days I would say ratio-wise, I would say probably once in three weeks or something, Ben would be covering the Duty Director's role, so he would be there for the Rule 40 round. Apart from that, I have never seen him on the floors.

181. **Ms Lampard:** That's once every three weeks.

182. **A.** Yes.

183. **Q.** Is Lee more visible?

184. **A.** Lee is. On the wings, he is busy in his office doing other stuff, but he is a lot more visible than Ben Saunders was.

185. **Q.** What about Steve?

186. **A.** Steve is always around, yes, in the mornings, the evenings, lunchtimes, on the wings. Michelle Brown is always around also - a lot of the SMT are. Maybe because they have the Duty Director's role. For example, Michelle Brown is a Duty Director, her job more or less consists of being on the wings because she has to because she is a Duty Director, so she would be in E Wing, C Wing, D Wing, A Wing, whatever role they have as Directors that I

am not aware of. Let's say for example if she's not Duty Director on a specific day.

187. Q. Juls is head of -?
188. A. Residential. Let's say for example if Michelle Brown is not a Duty Director for a specific day, she will be less on the wings than she would be when she is a Duty Director.
189. Q. The DCMs, it's a difficult role being a DCM, isn't it because you are part of a team out there but you have to also be a manager and you confront people, don't you? You have to manage. Would you say they are any good at that?
190. A. I agree to an extent with the fact that it's a difficult role but they don't make it look difficult, if I'm honest. It may be difficult when it's on paper as in the job description, etc but they don't make it look difficult.
191. Q. How do you rate them, the DCMs?
192. A. Some of them are very, very good and some of them are just lazy. Lazy, I may misjudge them because, not only because of myself from what I see personally because I do a lot of rounds on the wings, but a lot of it from what I hear from DCOs, and I'm very much involved in conversing with DCOs on a regular basis.
193. Q. What proportion of them are lazy?
194. A. A small proportion, I would say. If we are talking percentage-wise I would say about 30 per cent, a very small proportion, not much.
195. **Mr Marsden:** Does it have an impact, their laziness?
196. A. Of course it does! It definitely does. The officers see it and some of the conversations that I've had with officers are 'If my DCM is not bothered, why I should I be bothered?' – it's that simple. I mean, it's a shame because I am very confident that if yourselves were to walk on the wings today and pick out a DCO and ask them who their line manager is they would be like 'I don't know'. I have heard that so many times. I am confident that if we go now, if I were to walk in and ask a random DCO 'Who's your line manager?', they would probably be like 'I don't know' and it's very common with the ACOs 'Who is your line manager?', 'I don't know'.
197. **Ms Lampard:** How does it work here? Does each DCM have a team of DCOs or is it an *ad hoc* basis depending on who is on the roster?
198. A. Who is on the roster, yes. We have a DCM for A and E and B Wing has a separate manager, if I am correct which is rostered and then we have a separate manager for C and D which is rostered differently.
199. Q. They haven't necessarily seen who it is because they might be in D and they are in C, so sometimes they don't even know who it is who is managing them that day.
200. A. Yes. It's a shame because it just gets worse, if anything. There are still officers here who have still not had their probation meetings. The probationary period lasts for nine months for an officer. There are some that have been here for a year and a half, they've not had their probation meetings. I think to myself 'What is going on here?'
201. **Mr Marsden:** Do they think that they are still on probation?

202. A. 'Are you still on probation?', 'I don't know' - that's literally the answer that I get. I just think to myself 'Why?' I mean, these are some of the issues that I would love to tackle but I just think to myself I don't have the opportunity, I don't have the opportunity.
203. **Ms Lampard:** This is a good opportunity.
204. A. Personally, being a Manager of Religious Affairs, I'm glad because Chaplaincy, I believe, is a unique department should I say within prisons, within detention centres because the work that we do cannot be done by anyone else within the centre. Our work has a massive, massive impact on the daily duties of the detention centre.
205. Hence the reason why I would love to be involved, I would love to get my team involved a lot more but we just don't have the opportunity. I have raised this so many times 'Please get us involved in ACDT meeting reviews'. Now they do to an extent, so post-*Panorama* we are talking now, as soon as the *Panorama* programme went on air, went live things were a bit more structured. For example an ACDT review, it is required that someone from the Chaplaincy is present, so post-*Panorama* I was here for about a month or two, we were getting phone calls that 'There is an ACDT review taking place on E Wing, can you please attend?', 'Fine, we'll go' but that's starting to drop again. I have no phone calls when I am getting called to ACDT reviews. On the G4S policy or on the paperwork it says that when someone goes down on to CSU, the Segregation Unit, the Manager of Religious Affairs is informed, but it hardly ever happens, hardly ever happens. It is a Home Office contractual requirement that the Manager of Religious Affairs is informed when someone goes on to CSU or comes off CSU.
206. Q. Exactly and you are to be involved in the review -
207. A. I am.
208. **Mr Marsden:** There is a bit of a tendency not to follow policy and procedures.
209. A. Policies and procedures within the centre, definitely, 100 per cent I would agree with that. I mean, we do get the odd DCO -
210. Q. Post-*Panorama* you get invited to ACDTs. Why? Was it because suddenly people thought there is a focus on the place?
211. A. Yes, that's why, I definitely see that. Pre-*Panorama* once in a while we would get a phone call.
212. **Ms Lampard:** In the case of the ACDT, that's a DCM thing when they should have asked you to come. In the case of the CSU, that's a Duty Director thing and they are not asking you to come and see, or is that a -
213. A. I am not sure if it's a requirement for Chaplaincy to be present during the rounds in the mornings. I am not sure, unfortunately, I am not aware that that is a requirement of the Home Office.
214. Q. No, but anybody who gets put on to the CSU, that has to be the decision of a Duty Director.
215. A. It's the DCM's duty to inform Chaplaincy.
216. Q. Right, so this is a DCM mindset thing, isn't it?
217. A. Yes. The thing is it's a DCM mindset but where do I draw the line because if I was to speak to a DCM, they would be like 'I have no support from the SMT'

and I can't obviously approach the SMT and say 'Why is there no support', but it's a hierarchy.

218. Q. Yes, but why can't you? Who is it who you feel you can't go to and say 'Look, I'm really sorry, but DCMs are not doing what they ought to do'? Who should be talking to you about that?

219. A. Probably Steve Skitt, I would assume.

220. **Mr Marsden:** If you did say that to Steve, what would he do?

221. A. I don't know. I would like to go to an SMT meeting and raise it to everyone at once but I don't have that opportunity. Maybe I haven't tried hard enough.

222. Q. If you asked Steve 'Can I come to SMT?'

223. A. He probably would ask me why and say 'What are your issues?'

224. Q. If you said to him 'This is my issue', what would he say?

225. A. I don't know what he would say.

226. Q. Okay.

227. A. I am hoping he would say 'Yes, Zee, come in and raise your concerns', but for some reason, I don't know why, my heart doesn't settle with that answer. My heart settled more with the fact that Steve would say 'Zee, let's me and you discuss it personally rather than you opening it up'. Maybe he might not say that, maybe he will but I think my heart says to me that he would probably say to me 'Zee, let's look at it individually, me and you, one-to-one. Put your concerns on paper, let's talk about it'.

228. **Ms Lampard:** Do you think he is effective?

229. A. He is when he wants to be.

230. Q. He is effective when he wants to be and what you are talking about, is to do with a general failure, to follow policy and a failure to keep up to the mark on things.

231. A. Yes.

232. Q. Particularly amongst the DCMs. It strikes me that Steve is not really gripping some of that, he's not really hearing some of this, he's not really noticing some of that.

233. A. I see it in various different pictures. Steve Skitt, he manages every single senior manager, every single senior manager and Steve Skitt is managed by Lee Hanford is my understanding. Some of the conversations –

234. **Mr Marsden:** He has a very broad span, lots of reports.

235. A. Yes.

236. Q. How many do you think?

237. A. Senior managers, every single senior manager. How many are there – ten plus.

238. Q. That's a lot.

239. A. I would like to understand Steve's mindset that he is managing senior managers who are responsible for a specific department. He would be expecting them to do their jobs which they may be or they may be not, I don't know.

240. **Ms Lampard:** Let's just look at this issue of the CSUs - who would be responsible?
241. **A.** The ACDT, CSU is something which is managed by Safeguarding, the Head.
242. **Q.** Who is the acting head?
243. **A.** At the moment, acting is James Begg but from what I have heard from 12 December we have our permanent Head of Safeguarding who will be starting with us.
244. **Q.** The CSU?
245. **A.** The same person.
246. **Q.** This slightly takes us back to another issue. There have been quite a lot of issues amongst the Senior Management Team over the last few years predating you coming. People were putting in grievances, dysfunction and all that sort of thing. Then you have had a number of people not appointed to roles, so we had Stacey thought she might become Head of Security and Michelle moved over and then there has been nobody in charge of security overall. Then when Michelle becomes Head of Security, there's no-one safeguarding, you have people acting up and that sort of thing, does that make the place feel a bit unstable?
247. **A.** It does, it does. It definitely does. No-one knows who is where, who do we turn to, who do we go to if we have an issue. There has been a lot of change within senior management structures.
248. **Q.** Do you think the staff are conscious of that?
249. **A.** Of course! The staff see it.
250. **Q.** Do you think DCMs see that and take advantage of it a bit?
251. **A.** DCMs do see it. I would like to think they don't take advantage because they have been given a specific role or a duty, but they probably do. Hence the reason they may become lazy at times or they become lazy at times.
252. **Mr Marsden:** Is the place happy? Is it a happy place to work?
253. **A.** No, it's not. To be absolutely frank and honest, it's not. I'm quite happy the fact that Lee is here. I have worked under Lee being the Director when Ben was moved to Medway quite a while back. I have a very, very good relationship with Lee and we were even in touch after he left Brook House again. I was on the phone to him asking for advice, etc and he really, really supported me and now he is back I actually believe Lee can make a huge, huge difference here.
254. **Q.** Due to the way he manages?
255. **A.** Yes. I mean, I am happy to an extent. This place is a nightmare to work in at the moment and I have to bite my teeth to say that, I am going to be honest. It is a nightmare to work in.
256. **Q.** Sorry to be jumping around a little bit but I just want to ask you this before it slips out of my head.
257. **A.** No, it's fine.
258. **Q.** When *Panorama* was filmed which would have been April to June, July time, what was going on? What else was happening here at that time?

259. A. I'm going to be honest, I can't clearly remember but I am assuming it was one of the times where we were all struggling staffing-wise, DCOs doing jobs of two or three at one stage. It was individuals obviously, but hence the reason why officers were the way they were. I mean, some of the officers that I saw on *Panorama* I was shocked that this person is not like that, no way.
260. **Ms Lampard:** Who particularly surprised you?
261. A. There was an officer that we had here, ?Jan (Yan) – I can't remember his full name.
262. Q. ?Pasquale.
263. A. Yes, Jan (Yan) Pasquale, he was moving to the Home Office and I was very, very close to him. He would come to me, he would speak to me about his issues with staffing, how he was being treated by managers, etc and I was shocked when I saw him on *Panorama* and I was just like 'How, why, what was it?'. Then I thought to myself 'Is it or was it that all this pressure had built up and just made him or all the people on *Panorama* do what they did or is it that they are like that as people, that's what their personality is like but they put on a different persona when they are at work?'
264. Q. What is your view in the end?
265. A. I don't like to judge and I have never thought about it, I will be honest. I probably thought it has a bit to do with pressure, but maybe it's just what they were like. I mean, Jan (Yan) was not like that. I was really, really surprised because he was not like that.
266. Q. What sort of effect did it have on other staff? Did other staff suggest that actually they felt these people had been caught out in something that anybody could have?
267. A. Yes, put under pressure.
268. Q. Did they feel generally sympathetic to the staff or were they cross and upset?
269. A. I will be honest with you, Kate, it's never been brought up.
270. **Mr Marsden:** Really?
271. A. It's never been brought up whether they are sympathetic towards these members of staff.
272. Q. Has it been discussed?
273. A. No.
274. Q. Senior management haven't sat down and said –
275. A. I don't know about senior management because I have never been involved.
276. Q. No, I mean senior management haven't sat down with staff and said 'Let's talk about *Panorama*'.
277. **Ms Lampard:** 'Let's talk about why it wasn't acceptable'. Have there been any sessions like that?
278. A. No.
279. Q. No feedback on it?

280. A. No. Since Lee has come in, Lee has given us not feedback of the *Panorama* programme but about what is going to happen, how we are going to move forward and encourage everyone to move on.
281. Q. There has been no learning.
282. A. No. I haven't seen anything out of the norm and I am always around and I have not seen anything out of the norm.
283. **Mr Marsden:** Does that surprise you?
284. A. It does, it does.
285. Q. It's a primetime TV programme that G4S are now in front of a Select Committee about.
286. A. Yes, I would have expected a lot more. It had a massive affect on everyone. There are two points I want to make here. Number one is the fact that families were questioning 'Why the hell are you working there?' My wife questioned me 'Why the hell are you working there? This is what you go in to do and actually you go to this every single day. Really?' My mother, bless her, she has left the world, she has passed away but if she was around she would be like 'You are not going back', and I wasn't the only one with families feeling like that. There were officers -
287. Q. Saying 'It's disgraceful you work there'.
288. A. Yes and 'How can you go back?' and that's one point. I've forgotten what the other point was.
289. **Ms Lampard:** It will come back to you.
290. A. It will come back.
291. Q. One of the things that strikes me in the end which I found probably more disturbing than most things in the programme, was there was an officer who was laughing about somebody who had got on to the netting. It was at the very end of the programme and somebody said 'What do you think ought to be done about this?' and he said 'We ought to do what Jan did' and laughed. Now it may have been a joke in poor taste, but what went through my head was he was very accepting of what Jan did and we saw Jan commit a physical assault on film. Assuming that he had committed an assault, it was clear that it had gone round the centre very quickly that Jan had committed this assault and that there was an acceptance of it. Did that strike you as how it was?
292. A. It did.
293. Q. It did.
294. A. I am going to be honest with you -
295. Q. Did people know that Jan had physically abused somebody?
296. A. Again, I will raise another point. I would like to be kept anonymous, please.
297. Q. Yes.
298. A. There are talks or I overhear stuff or I'm just standing in a circle of officers who are talking. I don't know how to explain it because it's more or less in a very slang, jokey, open conversation manner when these comments have been made by officers, assuming that everyone listening is trustworthy and won't open their mouths, etc but there have been talks, just general

conversations between officers where like 'You know what guys? We are just going to go in and don't care whether he is going to walk or not, just going to go in just because he's an idiot' and it was made quite blatant and obvious in the film at one specific clip to an extent, so that specific clip is not in the film, but I was present there, I happened to be, when the guy was on the netting, the Moroccan guy. I was very, very positive, I loved him and he loved me to bits.

299. **Mr Marsden:** Is he the guy who subsequently filmed in Morocco or Algeria, wherever it was?
300. **A.** Algeria or wherever it was, yes. He was a lovely guy.
301. **Q.** Callum goes to see him.
302. **A.** Yes, Callum goes to see him in Algeria or Morocco or wherever it was. That specific detainee, he was a lovely guy. He genuinely went through a lot in this place and he always turned back to Chaplaincy, always. He was a regular worshipper in the mosque, etc, etc and it was when he was on the netting and I was called by another Chaplaincy member who said to me 'Zee, you are close to this guy. He loves you, you love him, you get on very well, go speak to him. He is on the netting'.
303. I went to him, turned up and he saw me and he came running to me and it brought tears to my eyes when I left the wing, the first thing he said to me was 'Imam, I am just really, really sorry I am doing this, but I have to do it because no-one is doing anything, right? I have been stuck here, I've signed voluntarily for the last one and a half years and I am still stuck here. Officers are just not doing anything. They promise me stuff and they don't do it'. I didn't know what to say. I encouraged him and I was there for about an hour and a half trying to get him off that netting. He was like 'Imam, I don't want to get off. I'm really sorry, I really respect you but all I can say is please do forgive me, but I am not going to come off the netting'.
304. I said 'Why, why are you not going to come off?' His name was [D275] I said [D275] 'why are you not going to come off?' He goes to me 'Because, Imam, officers' and this was very clear, it still runs in my head 'Officers will only do something if I'm on this netting. If I go back to my room and act normal, officers don't care here. Only when you cause' and he used the word 'madness', 'because only when you cause a madness in this place, then officers become edgy, they start doing their job properly'.
305. **Ms Lampard:** What did he want the officers to do that they weren't doing?
306. **A.** Exactly. There are promises that are made by officers and DCMs such as 'We'll contact the Home Office today' or 'We'll contact welfare, we will get welfare to come and see you. You will get more healthcare', stuff like this, little promises that can be done and they are not doing. He said to me 'Imam, I am not coming off'.
307. **Mr Marsden:** They're not doing them because they're busy, they forget, they don't care?
308. **A.** I personally think they just don't care, personally. Maybe they are busy. Yes, I would give them the benefit of the doubt, I really would.
309. **Ms Lampard:** Can I go back on something? What you are telling us is they have a sort of unmanaged group of people, they have an unstable senior

management team, they have lazy, not necessarily very focussed DCMs who have taken their lead perhaps from senior management and you have a lot of officers therefore who are slightly just under-working, they are just doing their own thing as well as some bad attitudes really is what you are telling us because you are saying that you have noticed the DCMs using – it's not aggressive, rude – it's inappropriate, isn't it? 'We'll go in and handcuff him and he's an idiot'. Have you witnessed that sort of attitude often? Have you heard them speak -?

310. A. Not often. I will be honest with you, not often because I don't usually get involved with C&R plans that are taking place, etc, etc but for [D275]'s one I was there, I was there literally physically present and [D275] was on the netting and there was a planned C&R Team getting ready on the wing just on one of the fire exit doors which leads to downstairs. There was a team waiting there, kitted up. That team was led by the C&R instructor who is currently not in the centre because of the *Panorama* programme, he is out of a job.
311. Q. Which one is that?
312. A. John Connolly. I don't know whether he has been dismissed or whatever, but I do know he has been gone since the *Panorama* programme. I remember him clearly saying 'The guy's an idiot, we are just going to go in. Just go in and just twist his arm. Just get him in and just walk him off'.
313. Q. You've seen that sort of attitude before.
314. A. Yes.
315. Q. Disrespectful.
316. A. Yes. I stood there thinking 'He's telling me he is not going to come off, but when he does come off he is going to walk'. I said that to John. I said 'John, I have just spoken to him. I've seen him for an hour. He said he is not going to come off until the nationals come in but when the nationals come in he is going to come off and walk, so why do you still want to bend him up?', 'He's just an idiot'.
317. Q. When you have that sort of conversation, true it was somewhere which is very public, but the CCTV doesn't record sound, so you can say what you like, it doesn't record it.
318. A. Yes.
319. Q. That attitude clearly filters down to the staff, doesn't it?
320. A. He was managing or he was leading that team. There was about six of them. He was the DCM, he was leading that C&R Team and there were five officers, DCOs, the other four that were there at the time and if I was a DCO and I am hearing that from my manager which is a bit like 'Wow, really? My manager is telling me we should just go straight in and bend him over'.
321. Q. Can I just ask you one thing? We are doing very well. I just want to go back to the people at the detention centre. First of all the question of foreign national offenders here, very high levels of foreign national offenders. I don't know how high they were in the summer when this was being filmed but probably not as high as I understand it was last Christmas. Does that case mix, as it were, of people here bother you? Does it create an issue for the atmosphere in this place?

322. A. It's just an assumption, I would say it's an assumption that foreign national offenders who are currently with us as detainees, they come in with a lot of issues such as the drugs culture and, as I mentioned earlier, the drugs culture was massive at the time.
323. They come in with their own issues and these issues, they are being picked up by members of staff and I don't know how to explain it, it just leads on because when there is a spike in recruiting so many officers at the moment, the experienced officers are the ones that should be helping, advising, guiding the new officers and they are not doing that. The new officers are just backing off, not going into unplanned C&Rs. When they see the size of a foreign national offender being so tall and being so big, etc, they will just become fearful, but the experienced officers don't have that problem.
324. Q. Is that getting worse?
325. A. Yes, worse. It's definitely getting worse. 100 per cent it's getting worse.
326. Q. That's because you have had to have so many new staff, they have lost so many staff.
327. A. Yes, but you see where do you draw the line? It's how these new officers are being trained because I have always disagreed with a six-week classroom-based training course and having two weeks shadowing, so I think they are changing that at the moment. I am not sure what they are planning with that but I totally disagree with that because there should be a lot more training that should be done on the floor, because what is being taught in the classroom is something totally different and irrelevant to what they see on the floors. [
328. Q. What about the issue of having staff backing off from foreign national offenders? That must have a very damaging effect on the vulnerable detainees.
329. A. Yes. Fear, fear.
330. Q. Are there high levels of fear?
331. A. High levels of fear. A lot of Muslims approach me saying 'We are very fearful in this place'. I see it because I go to the shop now again and I just stand there. I like to walk around and get in touch with people, talk to people 'How are you doing?', so I go to the shop quite often just to watch or just help them serve the detainees. I see it! It's open that foreign national offender will come to the shop window, he will push in the queue, no-one will stop him. He will be using someone else's ID card or he will force someone else to buy him his stuff from the shop and just walk off.
332. **Mr Marsden:** No-one challenges that?
333. A. No, no-one challenges it. There are other issues and I'll raise them. Smoking is not allowed and I've not seen any officer challenge a detainee, but it's fear. I've challenged detainees.
334. Q. About smoking?
335. A. About smoking.
336. **Ms Lampard:** What do they say if you challenge a detainee?
337. A. I'll make sure they dot off their cigarette. I will follow them until they do it. A lot of detainees know I'm a manager here, so they have listened but we have a system in place. Every officer is aware that there is a warning system in

place, three warnings and you are in trouble or whatever it is but officers, they are just not challenging anyone. There are people smoking cigarettes, people smoking Spice in front of your face and you are not doing anything about it. Really?

338. **Mr Marsden:** Zee, can I ask, one way of looking at *Panorama*, there's a programme and then there's a whole load of improvement - do you think actually the risk has gone up, the risk associated with the centre?
339. **A.** There is one way I can explain that or I can answer that question. I will be honest and I have to bite my teeth to say this and please keep it anonymous if someone else hears this, that it's a matter of time before I see a death in custody here. It's a matter of time whether I see a death in custody or whether I see an officer being seriously, seriously assaulted. I pray and I hope that doesn't happen as I always do and I believe Lee is doing an amazing job to fix the problems in this place, but it's not in Lee's hands because Lee is expecting his colleagues or his managers to do the job.
340. **Q.** To have a grip on this.
341. **A.** It's not being done. It's a shame, it really is.
342. **Ms Lampard:** It's not really just a case of more officers, is it? It's to do with training, resilience –
343. **A.** Attitude.
344. **Q.** Attitude. It's recruiting the right people.
345. **Mr Marsden:** The enforcement of policies.
346. **Ms Lampard:** The enforcement of policies.
347. **A.** I would like to say that post-*Panorama* the first one or two months when officers knew that the focus was on them things were being done more or less correctly – not 100 per cent but about 70 per cent more or less correctly. Now it's come to that stage again where people have forgotten about *Panorama*, that it ever existed. Apart from the investigation that is being done by yourselves, etc, people coming in to the centre, Stephen Shaw came in recently and all the rest of it, but it's going down that route of it is becoming the way it was, hence the reason why I say that it's a matter of time before there is a death in custody or a serious assault.
348. **Mr Marsden:** If you asked other people that, Zee, what would they say? If we said to other experienced managers 'Do you think that's a risk?' would they say 'Yes, that's a fair comment'?
349. **A.** I will be honest, I don't know. I see things from a different angle and I would like to say that I see things from a different angle to the other managers.
350. **Q.** You have quite a sort of different perception of things, don't you? You are slightly more removed.
351. **A.** Yes I am and I like to be removed. I really enjoy it but I'm just talking about it's not getting any better.
352. **Ms Lampard:** If we think about the issue of drugs, tell us about drugs.
353. **A.** Drugs is so, so common.
354. **Q.** How do you think it gets in, most of it?

355. A. I don't even know, to be honest –
356. Q. Do you think some of the officers -?
357. A. Officers, 100 per cent. It has to be officers. It has to be officers. Michelle Brown is doing a fantastic job of security. If they are cracking down on visits and stuff like that, I don't see any other way. I've seen open corruption in prisons, open, corruption – staff bringing in drugs, staff bringing in food, KFC, McDonald's for example for prisoners. I have seen open corruption in prisons and we have reported it. There is no shadow of a doubt that happens here but we just don't know who.
358. Q. You haven't seen, or have you seen overt corruption here in terms of people bringing things in?
359. A. No.
360. Q. You haven't.
361. A. No. We did have that one investigation where one member of staff caught bringing in drugs. I'm not sure whether she was dismissed.
362. Q. How long ago was that?
363. A. Three or four months, maybe. She was a member of Aramark staff.
364. **Mr Marsden:** Aramark being the cleaning company.
365. A. The cleaning and the shop. She was one of the shop members of staff.
366. **Ms Lampard:** There is meant to be random searching of the staff. Does that happen?
367. A. Yes, it does.
368. **Mr Marsden:** Have you been searched?
369. A. I have been searched.
370. **Ms Lampard:** Is it a proper search or is it pretty desultory? Basically could you have brought in drugs?
371. A. Yes.
372. Q. Is it a pat-down?
373. A. It's more of a pat-down. I mean, it is a search but there are ways of bringing in drugs. Maybe because I had that bit of background, but there are ways you could easily bring in drugs.
374. Q. Apart of secreting them inside you.
375. A. No, there are ways – 100 per cent - under my socks.
376. Q. Nobody makes you take your shoes off?
377. A. Shoes may come off, socks on.
378. Q. How else would you bring in drugs? This is such helpful stuff! Under your socks, where else would you put them?
379. A. Bags. Bags are searched, but are not searched thoroughly, not searched thoroughly.
380. Q. That goes back to your point about people not doing their jobs properly, doesn't it?

381. A. Yes.
382. Q. There's another point – I am very conscious that it's Friday.
383. A. I have all the time in the world.
384. Q. We have talked about what are the constraints of this place - we have of offenders, we have overstretched people, all that sort of thing and the other big issue of course is physical environment of this place. It's built like a Category B prison. Some people need that level of security and many people here don't and that must be very distressing for them.
385. A. It is, it definitely is. We had an issue three days ago, Tuesday evening, refusing to lock. That's difficult to deal with.
386. Q. What happened?
387. A. Something happened earlier in the morning. I came to work around 11 o'clock that day and something had happened earlier in the morning with one of our prolific detainees who is quite well known. He is a trouble-maker, he caused some trouble in the morning which led to C Wing refusing to lock up at lunchtime. This escalated inside to all the others detainees on C Wing, they refused to lock up at 12 o'clock, then they were refusing at five o'clock and they were refusing again at nine o'clock. It had a massive, massive impact on our centre.
388. Q. How was that dealt with?
389. A. I was here until half past ten that day, on Tuesday night gladly and I am very, very happy with myself because I could see it, so it was me and Juls - Residential who more or less took the whole situation under our control, just speaking to detainees, encouraging them to be locked up and by I think nine thirty the centre was back to normal.
390. Q. The Duty Director was Juls?
391. A. No, the Duty Director on that day was Steve Skitt -
392. Q. He was up here.
393. **Mr Marsden:** This was on Tuesday.
394. A. Yes, Tuesday night.
395. **Ms Lampard:** Zee, there's that. What I was really thinking about in terms of the physical environment of the place is the issue of it's very, very cramped, it's very unpleasant, actually. There is no natural air circulating and you have two small activity arrangements, not enough space outside. You have seen Tinsley House, we haven't yet, but as I understand it there's quite a lot of crossover of the population in the two places.
396. A. As much as Tinsley House is open, I still think it's a waste of time. Honestly, it's been a waste of money that place refurbishment-wise. Nothing is structured. They have just created rooms which are hardly ever needed, they have scrapped some of the facilities, for example, I worry about my own facilities like the multi-faith room. They have not taken into consideration some of the more important things and just worried about refurbishing the whole place, making new rooms, putting four to five into a room etc, etc.
397. Brook House, is very cramped. As I mentioned right at the beginning, the detainees have issues with being locked up three in a room or four in a room,

no privacy, no ventilation. We had the same issue Tuesday night. Detainees come in and see me and they say 'I have been out of the wing the whole day, I need some fresh air', so then we said that a window should be open and it did make a difference and the detainees saw that and they thanked us for that. I know Lee has rules in place, Steve Skitt has rules in place. That's why I told the Duty Director that a window should be opened at this time, this time, this time. I don't think that's being followed.

398. Q. Right, because I am concerned about that too because if you look at the policy, every courtyard has to be open all the time that there are activities during the association periods.
399. A. There's always an excuse ready.
400. Q. On an ordinary day how much access will actually residents get?
401. A. They do get it, but it's very minimal. Like I said, basically there are plans in place that they should be open but the majority of the time the excuse that I have heard for them not to be open is staffing issues, that we don't have enough staff to be manned. Following the escape that we had here, every courtyard has to be manned by a member of staff, if there are staffing issues, 'How do you expect the courtyard to be open when there is no staff?'
402. Q. That's still a problem?
403. A. Yes.
404. Q. Even post-*Panorama*?
405. A. I know it has become a lot better but I still get detainees come to my office 'Oh, can you please come and open the courtyard for us, because we want to go out?'. I said 'Sorry, we have to get the Duty Director to approve that', or whatever it is.
406. Q. One final question from me, apart from this one detainee inciting everybody on the Tuesday refusing to be locked down, what was his particular issue?
407. A. Loads of stuff. The majority of them were immigration, but I spoke to Steve just after that - healthcare, food, officers not doing their job 'Officers don't care in this place, they treat us like' – some of the words that they use are horrific. 'They treat us like crap. We are being treated like prisoners and we are not prisoners. We are being promised stuff and it's not happening'.
408. This started off with one person but it led to the whole of C and D Wing and it was these issues because me and Juls were the ones that were walking around talking and a lot of the detainees in the centre know me as an Imam and as a manager. I had a lot of them come to me and I have an open door policy in my office that detainees can walk in and out of my office also because I am on the other side of the building. It was these issues and I just think like 'What do you do?' I really feel it at times. I have gone home from here crying.
409. Q. Thank you very much. I can't tell you how grateful I am. That has been really helpful.
410. Mr Marsden: I think it might be helpful to talk again.
411. Ms Lampard: I am sure we will want to talk again, so thank you.

[Interview concluded]