

***Confidential***

**Independent Investigation into Brook House**

**Thursday, 25 January 2018**

**Interview with**

**Juls Williams  
Residential Regimes Manager**

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### Interview with Juls Williams Residential Regimes Manager

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

1. Mr Marsden: This is an interview with Juls Williams, Residential DCM at Brook House. *[Introductions]*
2. A. I am not a DCM.
3. Ms Lampard: I am going to ask you that question! Juls, tell us what your current role is, what your job description is, what you do?
4. A. I am the Residential Regimes Manager, and basically, I am responsible for the housing of 508 detainees, their accommodation, their needs in regard to toiletries, to clothing and stuff like that, and also looking after paid work, so obviously employment of detainees for undertaking paid work on the wings, where they are responsible for keeping the wings clean and keeping their rooms clean and all the rest of it. I have roughly around 60 staff working for me. I have six DCMs. I also am responsible for activities, where we provide the activities throughout the centre. We have two separate sessions there: one is the education and arts and craft, and the other one is where we do daily activities with detainees.
5. Q. Juls, you are not a DCM, what has been your career path? How have you come into this role?
6. A. I have been in the job since September 1993.
7. Mr Marsden: Lots of experience!
8. A. Yes. I started off as an officer.
9. Q. Not here, obviously?
10. A. No, in Campsfield House. Then I moved to Oakington in Cambridgeshire as a supervisor then and moved my way up there to shift manager.
11. Q. Was Campsfield always an IRC, or was it ever a prison?
12. A. It was a Young Offenders.
13. Q. Where you there when -?
14. A. No, I was in the forces, and I came out and then started working for Group 4.
15. Q. It was an IRC then?
16. A. I went in there at the beginning. When they employed the staff, it was still being built and being developed, so I went in there at the very beginning.

17. Q. Sorry, I interrupted your career path.
18. A. At Oakington I became a shift manager, and then in 2009, when Brook House opened, I came down in June 2009, basically to offer any help or experience, and from 2009, it was 9 June, it was the night before the riot on A Wing, I was coming back and forth doing various security audits and stuff like that, and then this job came up as Residential Manager, which I applied for, and I have effectively been here since September 2009 as a residential manager.
19. Then about 18 months ago my target changed, because there was a change around in areas of responsibility and I took on the area of responsibility of activities as well.
20. **Ms Lampard:** Juls, who is your line manager?
21. A. Steve Skitt.
22. Q. You are part of the senior management.
23. A. Yes, I am. I am not Head of Residents, as people think I am; I am just a Residential Manager.
24. Q. Where does James Begg fit in in terms of safeguarding? That used to be safeguarding including residential, didn't it?
25. A. Residential and safeguarding has been separate.
26. Q. Always?
27. A. Yes.
28. Q. I understand, thank you. That is very helpful.
29. **Mr Marsden:** Who reports to you?
30. A. I have four residential DCMs who report to me.
31. Q. Just name them.
32. A. There are new ones now. Stewart Povey, Michael Yates, ?Tony Leslie, and Amil Hoque. Then I have the paid work coordinator, who is Ryan Harkness, who has just been put in post, and I have Luke Odey, he is my activities DCM.
33. **Ms Lampard:** I just want to write these down; Luke?
34. A. Luke Odey.
35. Q. He is the activities coordinator?
36. A. Yes, he has just been recently promoted.
37. **Mr Marsden:** He took over from Ramon.
38. A. No. What had happened was Ramon was moved down to Tinsley House and a guy by the name of Dean Brackenridge was put in post. Unfortunately, Dean had an accident, and basically for the last four and a half months he hasn't been here. He then resigned during the recent round of recruitment for DCM, and so they made Luke the activities, because he also covered the previous experience of working in leisure centres.
39. **Ms Lampard:** When had he taken up his role?
40. A. He took up his role Monday.

41. Q. That was the 22<sup>nd</sup>. What about the other -?
42. A. Ryan Harkness?
43. Q. Yes, what is his role?
44. A. He is paid work coordinator.
45. Q. Ryan -?
46. A. Harkness.
47. Q. Is he a DCM?
48. A. He is indeed.
49. Q. Okay. When did he take up his role?
50. A. He took up his role on 15<sup>th</sup> of this month.
51. Q. Who was doing that before?
52. A. A young guy by the name of Ben Shadbolt.
53. Q. What did you do with him?
54. A. He went back to Tinsley. His role was a secondment; it wasn't a permanent job, and he started I think it was about May last year. He wasn't performing up to the requirements of what we wanted. He didn't pass the recent DCM Board, so he went back to DCO and works back at Tinsley now.
55. Q. Can I ask you a brief question about the management of detainees, and then I want to move onto slightly more specific things for you? The age profile of detainees, are they getting younger in your view?
56. A. I think the age is only more noticeable because of the type of detainee we get in, which is FNOs. I think that is why the age group is more noticeable. I have always been known to the 18-year olds in detention and stuff like that, and 19-year olds in detention, and I have always known it, but I think it is more noticeable because of the different type of detainee we were getting. I also believe it is more noticeable because 10 years ago we didn't have the influx we are having with Afghanistan, Iraq, Syria – trying to flee.
57. Q. It is a younger, more mobile group of people?
58. A. Yes.
59. Q. I suppose that begs the question, doesn't it, what sort of challenges have you noticed that they present that might not have been presented in the past?
60. A. Lack of responsibility. How shall I word it? Lack of any concept in themselves – they think they can do what they want when they want, how they want to do it; lack of discipline I suppose would be the word.
61. Q. Are they more difficult? The one thing that occurs to me is that they are going to be more difficult to amuse, to occupy?
62. A. Yes, there is that issue as well.
63. Q. Because they are not going to be sitting down, contemplating things, reading books.
64. A. Also, depending on the nationality, it depends how you are seen around the centre. Albanians, you always see them as a group, never, rarely individuals. Other nationalities are quite happy mixing, share and all the rest of it, whereas Albanians tend to stick together quite a lot.

65. **Mr Marsden:** Do they act in concert? If they are going to do something and they have decided to do it as a group, they will -?
66. **A.** Yes.
67. **Ms Lampard:** Violence and bullying; I am thinking about amongst detainees themselves; are there any sorts of detainees that perpetrate violence more than others do you think – bullying more than others?
68. **A.** I believe FNOs probably more bully, because as far as they are concerned they are hardened criminals who have done time. They come out of a regime where this regime is a lot less harsh than what it would be in prison. Also, drugs would cause a lot of degree in the violence as well, and again it is people with previous experience, what they have done time for, will come out and then set up and try and become the king pin of drugs or the supplier, or something like that.
69. **Q.** Then we know that there has been quite an increase recently, certainly in November anyway, of violence against staff. What sort of things are they doing? What do you see as being the nature of violent incidents that might have changed/might have got worse?
70. **A.** If I am right in saying, most of the violence against us is when we are due to remove someone, because they have become more reluctant to go anywhere or to be moved, and so I think that is where there has been a sufficient increase in violence against staff.
71. Prior to the movements, and we have gone through a bad period over the last six weeks or so with violence towards staff, and measurement of my staff – I have had eight or nine staff off, and mostly down to removing them from the wing, or setting them up for escorts, because they have removal direction. Prior to that a lot of it was probably pushing each other and verbal abuse.
72. **Mr Marsden:** At the dorm as well?
73. **A.** At the dorm, yes. A lot of it would be verbal abuse, sexual abuse. The actual hands-on violence has never been a big issue from what I have seen. Certainly, it has happened; it has never been usually where staff have been targeted individually, but it appears that at this moment in time, or certainly for the last two to three months, that if a member of staff is not liked they will target them.
74. **Ms Lampard:** You are seeing an increase in specific violence against individual staff?
75. **A.** Yes. A lot of it is down to staff standing up and doing what they are employed to do, and not actually giving into the detainee for an easier life. Then that counteracts it, because then you have the member of staff who does want an easier life and allows the detainee to do what they want, and then your next staff comes on and “No”, these are the rules, and that is where it all starts.
76. **Q.** Is that trend still continuing?
77. **A.** Yes.
78. **Mr Marsden:** The person who has taken the stand and said, “These are the rules” is being undermined by someone who says “I will give you a bar of soap, although the office is closed”?
79. **A.** Yes. The one who takes the stand gets the abuse.

80. Q. Who are actually, of course, the people you want running –
81. Ms Lampard: Are you keeping specific figures of what sort of violence we are talking about in each case? Who would keep those figures?
82. A. Safer Community would keep our, certainly, our diversity.
83. Q. James Begg?
84. A. Probably Conway.
85. Q. We will ask Conway.
86. A. He produces a monthly stat along with James of violence within the centre, assaults on staff, detainee-on-detainee. Along with security will also have those figures as well, because they would produce that on a monthly meeting.
87. Q. You attend that meeting?
88. A. Yes, I do.
89. Q. Do you at that do planning/mitigation on that? Do you do trend analysis?
90. A. I don't do trends analysis, no. I have tried to do some information, especially on FNOs, but half of that is out of the system. I do monitor the nationalities on the wings to make sure that we are not overpopulated with one nationality, so I do monitor that; on a weekly basis I look at how many we got in, like the charters and stuff out, I look to make sure we are spreading them throughout the centre and stuff like that, so I do monitor nationalities, so not overloading one with nationalities.
91. Q. There isn't actually any sort of forum where you are able to look at what the trends are in particular types of violence and then try and work out a plan, an action plan for mitigating that.
92. A. I normally leave that sort of thing to security, and also the community, and again, Safer Community, because they come up with what type of violence, what is the most popular day, what is the most popular time and what is the most popular area, and that is normally done through Safer Community. I think it is a Saturday afternoon is a common time.
93. Mr Marsden: What? A spike in violence?
94. A. Yes.
95. Ms Lampard: What do you think the answer to that is -?
96. A. One of the things it would be is whereas education closes down, and one or two other areas close down at the weekend, so the answer to that is to bring in education on the weekend, which is something we are looking at, to try and occupy them a little bit more.
97. Mr Marsden: Next Wednesday there is a charter, I think, to Nigeria; are people now coming into the centre?
98. A. Yes.
99. Q. Just for our interest and understanding, because we are going to be here all of next week, what is starting to happen? There are people being drawn in from -?
100. A. Prisons, detention centres.

101. Q. What size community will be gathering?
102. A. To be honest with you I don't know the numbers yet for the charter. It is, I believe, a Nigerian/Ghanaian charter. We have already had one Nigerian in today, come up from Tinsley; doesn't want to go, and he has already started kicking off. Whether he actually knows he is going I don't know, or whether he just didn't want to come here I am not sure, because I think Tinsley is a better environment, but we will start looking at it, and we will start putting the questions towards them now about potential move without actually telling them when they are going, and we start assessing it, and we start putting detainees in place ready for the charter. If we have someone who has come from prison on the early release scheme, they know why they are here, they know they are on the charter, so there is no point trying to lie to them, but if they have made it quite clear they are not going to go, then we put them on E Wing, and monitor them on E Wing rather than in the general population, when it causes a lot of problems. Even though they still would have access to the centre during the day.
103. Q. While they are on E Wing?
104. A. Yes, and during the day time.
105. Ms Lampard: Just a thought: the business about more violence as a result of removals, and that having increased the sense of violence, has that got anything to do with the fact that you now have three in a cell? Is that adding to the violence?
106. A. I have not seen that as an increase. Certainly, one of the instances we had eight weeks ago was up on the twos, moving someone out of a room, so I wouldn't say it is a direct result. We have had a couple of detainees refuse to leave on the threes, up on the top bunk, and we have had to either talk them down or leave it, because it is working at height; once or twice they have come at us and we have taken them on and dealt with them that way, but I wouldn't say we have had an increase in removals, or violence through removals by being on the top bunk.
107. Q. But having a top bunk has added to the problems?
108. A. Yes, but we haven't had that many, I would say, in regard to actually someone from the threes.
109. Q. Presumably it has added to the problems because they are not as accessible up there?
110. A. Yes. If my memory would serve me right, I think the first one we had was a refusal, which we left. My memory of what I have been involved in – I think there are about three refusals, and two who have decided to take us on, and we took them on and dealt with them. I don't think there are that many, and certainly, while we have charters we will pre-plan that as well. For anyone who is in a three-man room, we would then try and move them around the establishment, or move them up to B Wing, in readiness so they go to a two-man room as opposed to a three-man room, so we try to pre-empt it as well.
111. Mr Marsden: Because it is easier to manage someone from a two-man room?
112. A. Yes.
113. Ms Lampard: How would you characterise the relationship between staff and detainees? Every case is different, but overall what would be your description?

114. A. Overall, I would say staff have a pretty good relationship with detainees, whether it is because of them giving them what they want for an easier life, or whether they have helped them to sort out issues, or whether they have stood their ground and the detainees have accepted and respected them for it. I would probably say about 80% of my staff have good relationships with detainees.
115. Q. Do you think there is enough? We have talked a lot with people in the centre so far about how there is an issue about the values of this place, the sort of place it needs to be and what you are asking of people; there is this very complicated thing, isn't there, of having to detain people who are a security risk, who might escape, and at the same time trying to engage with them about their issues and to care for them. You try and balance that and, in a sense, there has been no work done to make that explicit. There isn't a handbook which says "We have to do these two quite difficult things"; we balance them, but overall you get the security right and then that gives you the room to do – do you see what I mean?
116. A. Yes.
117. Q. Do you think there is a common understanding of where the balance of that should lie? We have heard some people say it is not punitive enough, we have had some people say there isn't time enough to care. Are people clear in their own mind about which path to follow at what time?
118. A. It is not easy because a lot of detainees cause the problem in the first place by saying they don't know how long they are going to be here for. The length of time they are here is too long, and that causes frustration, which then boils down to the staff as well. Certainly, there is a change in the way we have any kind of measures in controlling the detainees, because we used to have a three levels, and it was basic, and it worked, and the detainee knew it worked. Since HMP came in, and CMT came in and took it away, staff say "What have we got to control a detainee?" Nothing. We have a piece of paper saying there is a written warning on it. They have a review, but what actually happens after that? Nothing. Staff feel, and I understand where they come from, that they don't have measures to control detainees. We have what they call a disruption policy, which Steve goes on about; he says "Use it", "Use it", but that is okay when a detainee gets to a certain level. It is trying to control that detainee before they get to that level.
119. Q. Anyway, what is the sanction in the disruption policy?
120. A. Finally, it is a Rule 40. That is what you put them on there for, because they no longer can be looked after on the wing, but to get to a Rule 40 from a disruption point of view, they would have to be pretty bad over a sustained period of time, because otherwise the Home Office won't sanction it, which is obvious in that respect. The staff feel they have no controlling measures, even establishing if they have ID cards; there is no real control of measures.
121. Q. Are staff actually using the warning system, or have they just given up on it?
122. A. I think they have given up on it. I know someone has been using it because it was pointed out last week that someone has now received four warnings, and the detainee, he is removed from the paperwork, so someone is doing it.
123. Mr Marsden: It is not consistent.
124. A. It is very rare it gets used, because the staff have no faith in it.



125. Q. Do you think that the difficulties of managing the centre have got more acute since HMP said "No"
126. A. Yes.
127. Q. It can be traced back to that decision, the withdrawal of basic standards enhanced?
128. A. That was the start of it, and over that period of time, where we have experienced officers who have turned around and said "There's no point any more", and it has just rolled on from there. We have new staff in and, unless it is actually talked about in there, on the residential meeting on the ITC course, which is what I do myself, I mention the warning system, and I even tell them "You will go in there" and staff will tell you "Don't bother about it; it's useless; it doesn't work". I say to them here "I am telling you, it does work if you use it", but they go in and say "Don't bother with that. There's no point".
129. **Ms Lampard:** How does it work if you don't have a sanction?
130. A. This is the problem.
131. Q. What do you say to the new recruits?
132. A. If they are in paid work, we can remove them from paid work, we can remove them from various activities, like IT, we can remove them from IT, and again from supervised IT access once a day for an hour. If they go to the gym, we can remove them from the gym, so there are a few sanctions, but not many.
133. Q. The last HMIP inspection report said that the paid work was being used as a sanction and that should stop, so had that filtered through?
134. A. No.
135. Q. Everybody is ignoring that?
136. A. It has not filtered through because we were still dealing with the detainee as per – because we can't remove them anyway. We can suspend them, and then we have to write to the Home Office to remove them.
137. Q. From paid work?
138. A. From paid work, and give them the reasons why, so they have that final say.
139. **Mr Marsden:** That is not Home Office locally is it? Does it have to be sanctioned?
140. A. Yes, Michelle is the one who has to put it in.
141. Q. Paul couldn't have made that decision when he was here?
142. A. No, he would have to go higher. I think, in fairness, normally what they do is they would copy Michelle or Ian ?Castle in, and then it would come back down to say there has been paperwork.
143. **Ms Lampard:** Your evidence overall is that there is still something you can do; you would encourage new starters to do so, but overall, staff have given up on it because they don't see it as good as they used to have it, when they had standard, basic, and enhanced?
144. A. Yes.
145. Q. Has any consideration been given to, as it were, re-designing the whole thing and then reselling it to the staff?

146. A. Yes, there has. I just had my appraisal last month, and one of my objectives is to review it, re-haul it, and introduce something, so that is one of my objectives.
147. Mr Marsden: Is it possible, Juls, to introduce an incentive scheme, something that is compliant?
148. A. This is what I have been asked to do: look at the incentive scheme, look at the enhanced and the standard, and then see if we can come up with something else to make enhanced a little bit better, so it is worthy of going for something and behaving yourself, and then getting in with an incentive scheme, saying does the reward scheme work or doesn't it work? What can we use in its replacement? It is something I have been tasked to look at. Before, TV was an incentive when we first rolled out.
149. Q. That is where you got the bigger television and the microwave.
150. A. It had *Sky* and all the rest of it, and then of course that got rolled out across the centre, so we lost that incentive.
151. Q. Did that work?
152. A. Yes, it did work, because a lot of detainees wanted to go on there because of the access to *Sky* and a little bit of carpet – not carpet, all the rooms had rugs in, so it made it a little bit more family; it had a big screen so if you wanted to watch *Sky* you could watch it on the screen, and it did work. Microwaves. We have rarely had any issues on that wing. We would get the odd fight, but that could happen on any wing, but the actual incentive scheme did work, or the enhanced scheme did work? Of course, we lost all of that when we put *Sky* out across the whole centre, because the detainees are saying "Hang on a minute; we want to watch the football – we want to watch the World Cup, we want this, we want that", and it was agreed to put it out across the whole centre, so it lost the incentive scheme.
153. One of the things we looked at is a no-smoking wing, but it is very hard to police that in itself, because they are locked up in their rooms, so it is very hard to police it, unless we change all the heads in all the rooms, but that is one thing detainees have asked for in the past, about a no-smoking room.
154. Q. Some of them want to be on it.
155. A. Yes, some of them did want it.
156. Ms Lampard: Can I just go back a step to what we were talking about before? There has recently been a survey of the detainees about violence and what they feel about the place, and whether they have been subject to abuse or something; what caused that to be issued, that survey?
157. A. I know what you are on about and what it is, is over the last two or three months, Steve has been holding meetings with detainees on a Thursday and Friday with the Home Office, and they are free and open to everybody to speak what is on their mind and all the rest of it, and I think it has come from there, because there are detainees here who are now trying to work with my DCMs, myself, to go forward, and form a committee and stuff like that, and I think it came from that, of where the survey has come from to actually find out how happy the detainees are, what are the issues here, and where we go forward?
158. Q. Have you ever done that survey before here?

159. A. We used to run a survey monthly, and every department was involved in it. Residential, which is responsible for larger populations, and it was only a two-page survey and they included violence, bullying behaviour, looked after officers, detainees, and then, like I said, the community would take a single nationality, security would take something else. It used to be done on a monthly basis, and the beauty about that was it got fed into a system where all the other centres fed into as well, so you could compare yourself to the other centres to see how well you were doing or weren't doing.
160. Q. All centres, or the G4S centres?
161. A. All centres.
162. Q. Who monitored the survey?
163. A. That would be the PA.
164. Q. PA?
165. A. Ian's assistant.
166. Q. No, who instituted the survey? Was it a survey from the Home Office?
167. A. I think it might have been a Home Office thing at the time.
168. Q. When did that stop?
169. A. That stopped about three-and-a-half, four years ago.
170. Q. This is the first time this centre has done its own survey of detainees.
171. A. They do run surveys. James runs a few surveys a year, and education runs a few surveys, but this one was of a different type, looking at maybe the violence and stuff like that and how to improve it. Aramark runs a couple of yearly surveys as well for the food and stuff like that. There have always been surveys flown around, different types, but I think this one is a bit more direct on information we want to know on violence and stuff like that.
172. Q. If there are allegations of poor behaviour by staff against residents, abuse in certain behaviours, is there a special log kept of that?
173. A. Nine out of 10 times they come through via a complaint, so the complaints department have to keep that log.
174. Q. I would have to ask them.
175. A. Say where a detainee had an issue with a member of staff, and actually followed it up with a complaint.
176. Q. Okay, thank you. Then staffing arrangements; I know that is a big issue at the moment. We have been here a bit and by and large we know the ambition is to have three officers on each wing as well as a permanent DCM. How often is that met at the moment?
177. A. It depends on what side the shift is on. One side the shift is pretty good; the other side is still weak in that respect.
178. Q. What do you mean by "one side of shift"?
179. A. There is one shift pattern which is strong, and the other shift pattern is quite weak with lots of stuff. It is like today, I believe it looks reasonably good.
180. Q. What does "reasonably good" mean?

181. A. Bringing three on each of the wings. I think C Wing started off with four, and a trainee. A Wing had three, B Wing had three, D Wing had four and C Wing had four plus a trainee, and all our DCMs – that looked good, until you put your first escort in, because that has to come from somewhere, so there it is straightaway, and they used to phone in sick, and what happened in the end is it got down to D Wing being two, C Wing being three, I think A Wing was running on two until about nine o'clock, and I think B Wing was okay. The detail can look very good in the morning at half past seven/eight o'clock.
182. Mr Marsden: The detail on paper looks good, then once sickness comes in and you have had people going out.
183. A. As I say, escorts. We have staff we have to take from somewhere, so it's alright saying we will put three staff on a wing and a DCM, but then you have to provide three staff for an escort, so it immediately takes it away. We used to have the security do the pin, but there were some people in who looked at our structure and said "One of the best things you can do is get your security control group".
184. Q. Did they do the escort?
185. A. Anyone can do the escorts. In my eyes, ever since that happened, I have not seen a better increase in staffing, because to me if they are saying there are three on the wing now plus a DCM, when it was supposed to be the security group they were putting three on the wing then, so I can see an increase in that respect.
186. Ms Lampard: What do you attribute the staffing issues to? When did the rot set in on staff? You have been here a long time; has there even been a time when staffing hasn't been an issue?
187. A. What it is, to go back when we used to have a deputy by Ian Danskin, he was very straight down the road, so staff liked it. They get about on the wings, they wouldn't take any crap from the detainees or staff, he was the one who would grow the incentive scheme and all the rest of it, so a lot of staff liked it. When he left, and we had a gentleman called Duncan Partridge, he went for the more soft approach, and of course, the more soft approach wasn't working, so they started to lose confidence in that system.
188. Mr Marsden: It sounded like Ben and Duncan probably weren't a great combination for that, because Ben came from a social care background, children – a very different kind of environment.
189. A. A totally different environment. I didn't have anything against Ben but, to me, he was a politician and that is how he spoke and portrayed himself, and Duncan, although think he had previous experience as a residential manager in a prison before he went to the Home Office, to me, his whole approach changed the attitude of staff, which staff weren't happy about. Then I think he wanted to change hours and contracts and people were just thinking "Hang on a minute – you are making it too easy for the detainees; what are you giving to the staff?". I think for years the staff felt left out, not noticed, not being heard, and everything was for the detainee. What probably happened or started it even more was when he had a mass exodus from Tinsley, which was over contracts, and I think that just started a roll.
190. Ms Lampard: When was that?
191. A. A couple of years ago. Over the road as well, paying £30 grand for silly shifts, that took a lot of people as well.

192. Q. Gatwick Airport?
193. A. Yes. I think they were on a six week shift contract. Every six weeks they were told whether they were still in employment or not, but if they had they would have been paid £35,000 a year, so quite a few jumped ship for that, compared to what they were doing at the time. I think there is a combination of staff didn't feel valued, they felt the management team had gone soft, they weren't listening to staff, and at the same time as that was happening, our FNOs started creeping up, so we are seeing a different batch of detainees coming in, and I think because there is still nothing there to control some of these detainees, we are still set where we had no basic, or anything like that – the staff are giving it "Why should I stand on a door and get beef for 13 hours, when I can go over the road, and hopefully not get abused by any passengers, but do a totally different job, different hours and all the rest of it?".
194. Q. Do you think staff still feel unsupported?
195. A. Yes.
196. Q. What is the cause of that?
197. A. A lot of it now is down to inexperience, staffing, so they feel they are not supported. Since Ian has come out with the idea of a DCI on every wing, staff are beginning to feel supported, and I know that Stewart Povey, who has been a DCM now for well over a year, staff feel he supports them. He gives them the time, he speaks to them, all the rest of it. Michael has been a DCM for the last eight months; I hear good things about Michael from the staff, because again, the staff feel he is there for them. I have two new ones now, so it is still hard to take, but for them staff are saying "I have had a different DCM every day. I don't see them because they are off doing something else", so that is how supported they feel. It is from that level upwards staff say they don't feel supported. They don't see the DCM every day. They see the DD walk around, who may have time to talk to them, but certainly if they have issues, they will say "Go and see your DCM; go and see your line manager", well, they don't have a line manager; that is the issue.
198. Q. There are two questions I want to ask you: in this balance between everything is for the DCM, everything is for the detainees not for the staff, and you are going to do a new incentive scheme to think about some of that, where do you think staff are in terms of their sense of what sort of regime there is here now? Do they approve of it now or are they still frustrated by it?
199. A. They are still frustrated.
200. Q. Then the other question is we talked about them not feeling supported, I think we are also picking up a sense that along with that there is quite a sort of directive management style that people feel that sometimes they get blamed for things, they are quite easily investigated for things, as opposed to being talked to, developed, people having the time just to say to them "You have got that wrong, mate; don't do that again"; they are a bit fearful. Is that fair?
201. A. That is probably fair. I have been accused of being too direct myself in morning meetings because I go in and I say "You need to get this right last night. The wing is crap, it has not been cleaned. I have an inspection coming up. I have Home Office walking around", and I will have a go at them. Unfortunately, I am a bit old school, so I don't beat around the bush when it comes to wanting to say something. I have been brought up a few times

myself in doing it like that, but then I think to myself if I don't actually tell them they are going to the wing feeling the wing is clean, when actually it is, excuse my language, but a shithole. Steve, he is pretty good in the morning meetings because he relays information to them, and I would say it comes across as direct – he is relaying information as to what is happening, what he needs. He praises them in the morning meetings – he praises staff, he thanks them for their help and support in doing charters and stuff like that, so there is that coming out of the morning meetings, when they are being praised, not individually, but as a group, for the work they have done and stuff like that, and I am seeing more and more of that.

202. Q. You think relations are getting more constructive?

203. A. Yes, I would say so.

204. Mr Marsden: That has improved over the last nine months?

205. A. Yes, I would say so. I would say it is getting better.

206. Q. Does that track back to Ben's departure?

207. A. Steve was doing that sort of thing before Ben left, because Steve would always attend a morning brief with staff, and so he would either appraise them, thank them if they had done something overnight, or had a difficult charter or something like that – Steve would always praise them, and now I see that. Steve's management style from the prisons is well liked, whereas he will praise people collectively. I have seen him do it individually as well, but certainly in the morning briefing he will praise people collectively.

208. Ms Lampard: Let's go to this issue of cleaning, because that has obviously been a terrible, terrible thing. In the past, as I understand it, Aramark's contract has said that they will do the common parts, and then the rest of the cleaning in the wings is done by paid detainees, is that right?

209. A. It is the worst contract I have ever seen.

210. Q. Who is meant to oversee the work?

211. A. That is mine. That is my area with my paid work coordinator.

212. Q. Okay, and what has been the problem?

213. A. Apart from I can't remember the last time the rooms had a refurb, some of the issues are just general cleanliness, because the toilets are made of a –

214. Mr Marsden: We have seen them. We saw the ones on B Wing.

215. A. It was probably when you came around that time, you introduced yourselves to me.

216. Q. The ones that have been scoured.

217. A. Those was the ones that I have been expecting, because apparently the toilets are made of a porous material, and from what I can gather, if they are not scrubbed daily they pick up all the pores, because of what they are made of. Unlike the ones at home which are nice and shiny, these ones aren't, and hence why the toilets got in such a bad state. Plus, we are restricted in what chemicals we can use; we can't use bleach, we can't use this, we can't use that, so you are down to just a household washing up liquid basically to try and clean the toilet, and that has been chiefly the state of the toilets in this establishment.

218. As to the rooms in themselves, staff are supposed to take some responsibility, but again, it is a case of "Oh well; I don't want the hassle", and just move on. Graffiti all over the wall, abusive language. Rather than confronting the detainee, getting them to clean it up, clean it off, and provide him stuff – "I don't want the hassle", walk on to the next room.
219. **Ms Lampard:** Steve has told us that he is trying to persuade Aramark to do the wings, but the Home Office tell us that actually the contract doesn't provide for them to do the wings. Is that right?
220. **A.** I am not quite sure. In the past Aramark has worked with me quite closely at times, like doing the showers and stuff like that, and we have had arrangements where they would come in, work alongside detainees and stuff like that, but over the period of time that has faded out, and they just do their own contract as opposed to helping out on the wings. I know Steve has been going through the contract. I also know we had some people in recently from Aramark who have done a survey on the cleanliness of the building.
221. **Q.** Including the residential wings?
222. **A.** Including that, yes. I know Lee had that report back, so I am not quite sure where it will go from there, but I know that report has come in from Aramark saying what to do, especially in the centre, and who should be responsible for what and what they want to do in the future going forward?
223. **Q.** Is it your sense that it is only going to work if Aramark actually do the residential wing?
224. **A.** I don't know. I get annoyed because even stuff like blood spillage they won't touch on the wing.
225. **Q.** On the residential?
226. **A.** Anywhere. They won't touch blood spillage, so someone has to clean it up. I see detainees do that just to help us out. I think there are some areas they can certainly help us out on the wings, like the showers and stuff like that. If we get detainees who come from the prison service, a lot of them have BISCs qualifications behind them, so we get them buffing the floors and stuff like that. In fairness, Stewart has come out with a new idea to try and capture that on induction, so we can use their skills they have got from prison for cleaning. We are trying to make strides forward, but with Aramark, I think they will have to probably employ staff – definitely get staff in. If they did, I think they would help us out more. I don't think they can get staff; I think that is half the problem.
227. **Mr Marsden:** Have they been the contractor for a long time?
228. **A.** Yes.
229. **Q.** They are delivering what is needed?
230. **A.** They were in Tinsley before Brook was built.
231. **Q.** Are they local? It is not a name I know.
232. **A.** They are all Group 4 establishments.
233. **Q.** Are they part of Group 4?
234. **A.** Basically, yes.
235. **Q.** Right, okay. That is even more bizarre, isn't it?

236. A. Yes. You find every Group 4 prison has Aramark in there somewhere with them.
237. Q. It is part of G4?
238. A. I don't think it is actually part of G4, but they are the contractor all the way along, and they work with them in all establishments.
239. Q. You would have thought that there would have been a lot of leverage over them, wouldn't you?
240. A. You would have thought that when they introduce a new contract they actually tell people about it. I was only finding things out two months down the road that everything has changed in the contract. They hadn't even published it; they just changed it without saying anything.
241. Q. Is cleaning a big hassle?
242. A. Yes.
243. Q. It is a big issue.
244. A. Yes.
245. Q. For you, in your job, how much does cleaning as an issue feature?
246. A. On a daily basis. Not to say the whole wing, the whole centre, but there will be one part of a centre where something will crop up regarding cleaning. It is worse cleaning showers, because they clean the showers, but they don't clean the backs of the showers.
247. **Ms Lampard:** Who? Aramark or detainees?
248. A. When they turn around and say "I ain't touching that wall, Gov, for a pound", I can understand that, because I don't think I would clean that wall for a pound, because that is all body fat, and we ask them to do that for a pound. I can understand why they are saying "I ain't doing it". That is why cleaning is an issue.
249. **Mr Marsden:** The lack of cleanliness becomes a more general "This is not a nice place"; it doesn't lend for a good environment, does it?
250. A. No. Now we have done this refurbishment and you have only got to walk on the wing now and look at the floor, and you think to yourself "That's terrible". But the floor is nine/10 years old, and they are cleaning the floors, there is no shine to the floors, so first impressions is what they are seeing.
251. **Ms Lampard:** Let's move onto another subject.
252. A. A happier one?
253. Q. Courtyards - I just want to ask about that. We know why they have to have staff on them, and we know that they are not regularly opened. How often are they opened?
254. A. We will always try to have D Wing open in the morning, C Wing open in the afternoon, and we try and get A Wing open in the afternoon as well. We will always try and do that.
255. Q. Are there times - I know there was a day recently when none of them were open - I know it was a rainy day, but this is a big centre with a lot of people in it. There is a small courtyard, there isn't a lot of space to get outside, is there?



256. A. No. That is a very big frustration. If we weren't manning it, you would find the courtyards open at half past eight every morning, but because we have to man it, we have to find that member of staff from somewhere. You put an escort on, that's three staff – you have someone refusing to move down the block, that is another three staff. Before you know it, you have one member of staff on the wing, and detainees shouting saying "Can we go out in the courtyard?".
257. Q. Sorry – C Wing in the morning, D Wing in the afternoon, as well as -?
258. A. It should be D Wing in the morning, you have to guard them, it should be C Wing in the afternoon, A Wing in the afternoon, and then in the evening either C or D again. That is how it should be.
259. Mr Marsden: I know that there has always got to be an officer in a courtyard, and that is following the escape. What is your view about that? I know this is heresy, because it comes from the Home Office that there should be an officer in the courtyard, as I understand it, what is your view about the need for that?
260. A. I don't believe so.
261. Q. What can an officer do?
262. A. Apart from shout at them and tell them to get down, but if there are more than one, what else are you going to do? I don't believe we need that. My view is the Home Office paid all that money to have the gate fence redone, to have it alarmed, and to have the netting changed and all the rest of it, and, in fairness, up until we had the escape, we had taken off the loft card. We had withdrawn them because there was no need to have them on there, and it was only when we had the escape we put them back on there – mainly D Wing, because that is where they went from. Then the attempted escape – and that is the second one we had; the other day, was the second attempted escape, because we have the one which got caught before - went over the top, and to actually have an officer on it, I think is a waste of time.
263. Q. There is also this issue of is it better to take the risk with the courtyard and let people out and have sport, and play cricket or whatever it is, and run the risk, or is it better to say "It always has to be an officer" and deprive people of the opportunity? You know the answer to that better than I do.
264. A. One of the ways we can help them go forward is my activities team, because if they can get an activity going on in the courtyard, you can get the courtyard open. However, my activities is also one of those areas where it is deprived of staff, where I only have half a team, I am supposed to have eight staff in there, I now only have four. Again, they are pulled. If we are short throughout the centre, one of the first things our support goes from is from the activities team, but they want us to put activities on. It is like a double-edged sword, isn't it? You want us to provide it, but the first people you take is my activities team. How can I provide activities, because you take my activities staff, so it becomes nightmare? Personally, I think C and A, which are the front ones, should be manned.
265. Q. Because there is less risk associated with them?
266. A. The risk is still the same, but there is more for them to try and get out over. They jump into the style area – that is the only place you are going to go, so it is much more difficult for them to get out.

267. Q. There is less risk with those courtyards, because there would be more to go over?
268. A. Even so, in the backlight, I think – someone did come up with the idea of just having a one-off to do a patrol around, but they won't know – it has to be one on the courtyard.
269. **Ms Lampard:** Was there ever a time when you had all four courtyards open?
270. A. Yes. Three years ago.
271. Q. How long? Two or three years?
272. A. Probably about two-and-a-half, because B Wing courtyard was, and still is, in the morning it is for the occupants of E Wing in CSU, and then it goes to a normal wing in the afternoon, so it can be open to the rest of the residents, and then in the evening it comes down to anyone just in CSU, but yes, there used to be a time when they were all open.
273. **Mr Marsden:** You can't open the windows in here; it is a population of men, mainly young – not having the courtyards available is pretty inhumane, isn't it?
274. A. Yes, and it also counteracts ourselves when we try and stop smoking in the centre as well, because they say "Where shall I go and smoke?"
275. **Ms Lampard:** What is open this afternoon? Which one is open?
276. A. It should be C Wing, definitely.
277. Q. Just one, though?
278. A. As far as I know. I am pretty sure C Wing will be open this afternoon.
279. Q. B Wing?
280. A. I doubt it.
281. Q. Food. Do you get many complaints about the food?
282. A. Yes.
283. Q. What is it they are complaining about?
284. A. You have two types: you have the ones who say "too spicy" and you have the ones who say "no flavour". Of course, it depends on the nationality of the detainees depending on what type of complaint you get, but a lot of places it is not cooked, a lot of it is there is not enough, there are other issues like portion control.
285. **Mr Marsden:** As in someone has too much, someone has too little?
286. A. Yes, and favouritism.
287. Q. Favouritism by servery staff?
288. A. There is that, so yes.
289. Q. Servery staff are detainees?
290. A. Yes.
291. Q. It is a paid job, isn't it?
292. A. Yes. In fairness what we normally do when we have a serious complaint where there are a group of them involved, we will use detainees from the kitchen to come down and sit in with us, because they are in there as well, so they see the food being made. They help the food being made, they do the

cleaning, and so we use them, and then the detainees vent their way with a different opinion.

293. **Ms Lampard:** You use them to explain what is going on?

294. **A.** Yes. We say "Look, these guys work in the kitchen". They can tell you that they do cook it, they do do this, they do do that.

295. **Q.** What is your view of the food? Do you eat it?

296. **A.** I do. I eat the detainee food, and I eat the staff canteen food.

297. **Q.** Do they prepare the canteen food as well?

298. **A.** No, Aramark do the staff food, but no, I eat the detainee food. Some of it is alright; I enjoy it. If there are particular dishes on, they know I will be there to sample it.

299. **Q.** What would you recommend?

300. **A.** The chicken biryani is very nice. Again, it is portion control. If detainees actually stuck by protocol I think we would have a lot more problems. A lot of them say "I work out in the gym all day, and that is all I going to get". I think if detainees did stick by portion control and we enforced portion control, we would have a lot more problems.

301. **Mr Marsden:** Do you enforce it?

302. **A.** They don't enforce it.

303. **Q.** Are the kitchens making more food than would probably be -?

304. **A.** I know they are supposed to change over to the new portion measures, and I believe Lee turned around and said "No, don't do it."

305. **Q.** The new portion measures are being smaller?

306. **A.** Yes, because it will cause us a lot of problems. Aramark were coming out with special portion control spoons and all the rest of it to be used, and Lee basically turned around and told them "No. It is just going to cause us more problems". What we try to do is work with the detainees, get them on side, ask for some of their problems, solve some of their issues, and in fact, that is us starting to work at this moment in time with them coming up with their own committee, and stuff like that.

307. **Q.** About food this is.

308. **A.** Just the general. There is one guy running it, they have formed their own committee now who will meet with Steve on a monthly basis and meet with my wing DCMs on a weekly basis. Food will always be an issue, but at the same time, you will be surprised how much gets chucked away.

309. **Q.** Just going back to the detainee committee, there is a Chairman of that is there?

310. **A.** Yes, Costa his surname is. He was on C Wing.

311. **Q.** Maybe we should talk to Costa about our detainee groups.

312. **Ms Lampard:** I think we should.

313. **A.** I am not sure if Steve gave him the job or he took it on himself.

314. **Mr Marsden:** He is on what wing?

315. A. C Wing. Simon Costa, I believe is name is. He has taken it on himself to start doing stuff. He raises stuff and tomorrow, hopefully, he will be involved in the forum for C Wing as well.
316. Ms Lampard: We will meet him next week at this forum.
317. Mr Marsden: Yes. We should perhaps talk to him on Monday.
318. Ms Lampard: Activities: you just told us you are meant to have eight; you have four staff, and you have a new DCM, after a period of not having a present DCM. What is the current activities programme meant to be? What are you meant to be offering?
319. A. What I am meant to be offering is to teach every morning, and then to go and do cooking, and outside activities will be cricket, football, where we have competitions.
320. Q. Every day?
321. A. More or less every day. We lag it over for football, because there will be alternative days where the competitions are. There could be volleyball on a daily basis, and then what is available is the gym, the library, on the wing there are activities – pool, table tennis, card games, chess, dominoes, and stuff like that, and then we have the education every day for Monday to Friday, arts and crafts, Monday to Friday, on the weekend we will provide bingo for them, given them something different. We have just, before Christmas, introduced a cinema club to them, which has gone down extremely well. You have got IT as well, which is available to them, so there is a niche.
322. Q. What is it they are actually getting?
323. A. Everything apart from the actual competitions really. They are getting everything other than the competitions.
324. Q. Hang on, what about the cultural kitchen?
325. A. Apart from that, yes.
326. Q. They are getting it all, except the cultural kitchen isn't happening.
327. A. There is the odd competition, but it is not a regular thing.
328. Q. They are not getting much access to outside space to play games, presumably, because it is too crowded?
329. Mr Marsden: Juls, do you link up lack of activity with bad behaviour?
330. A. Yes.
331. Q. What, in your mind, happens if there isn't an activity?
332. A. That's the issue, they are not getting fresh air outside, that is frustration, that is pent-up frustration straightaway. Whether it is just to get outside for fresh air, or whether to take part in an activity, they want their fresh air. We also know that, if you haven't heard before, there is drug dealing at the end of the courtyards, because there are no cameras around, so no-one can see them, and that is a separate issue, but certainly, fresh air is one which is a pent-up frustration for them.

333. Competition-wise is not as important anymore, because we have had a complete turnaround in detainees, so there are only very few who have let me know that we can run a competition on a daily basis, but we have just run pool and table tennis competitions this past week just to get them involved, get them doing something different, and I think 25 per cent of the population are involved in it, which is pretty good. That is run by a detainee. The detainee turned out, it was Costa.
334. With activities it is a pent-up frustration that they can't get outside. A lot of them, everything they have got, it is the space and obviously they play. There are three tables around the centre they can sit down and play at. Jamaicans like their dominoes, but out on the wing, or if both of them wanted a table in the centre to sit down, the same as the Sri Lankans, and the same as the Chinese, they like their board games, but the lack of space inside the centre to sit down it and do that. It hasn't helped me taking what they call their quiet room away and turned it into a cinema, because that is where they will all go, smoke, make the place like a pigsty. It got to the stage where Aramark refused to clean it anymore; it just became a pigsty every day, and I thought "If Aramark is going to clean this, we need to discuss the cinema idea, changing it to something else, whether it is looked after by an officer".
335. **Ms Lampard:** Do the Home Office ever raise with you the fact that the activities are not being met?
336. **A.** Yes.
337. **Q.** Do they fine you for that?
338. **A.** I don't think so.
339. **Q.** Can we move onto something else? I wanted to ask you about safeguarding. If there are safeguarding issues, who do staff report those to?
340. **A.** James Begg or Conway.
341. **Q.** Do you think they are quite astute as to what kind of things they are reporting to them?
342. **A.** Yes, I believe so.
343. **Q.** I just want to give you a couple of scenarios: if you had somebody who was perhaps subject to exploitation or bullying or abuse on the wings, would that be seen by staff as a safeguarding issue or a security issue? I can't quite work it out.
344. **A.** In fairness I had one yesterday, and I would normally push it out to one of my resident DMs to look into first. I had one yesterday which I had Stewart look into, a potential bullying issue. Normally, I let a member of staff or a detainee bring it up and it normally goes to my resident DCM to look into first.
345. **Q.** Where would they report it to?
346. **A.** To James. James would keep a log of all those recorded.
347. **Q.** If there were concerns about things that were happening outside the centre, so for instance, you have a detainee who might have been the subject of slavery or something, and might be being released and going out into the community, again possibly back into the hands of traffickers or slavery again, would staff see that as a safeguarding issue that they ought to report and deal with?

348. A. On that example I would probably say no. Someone with mental health issues then yes. James, safeguarding, healthcare, would make sure they contacted the local authorities to say "Released from detention", make sure that their council might understand that the detainee has mental health issues, he knows where to report, they know where he is going to live, and they make sure there is a passage for him to follow, and the council knows he is coming as well to that area, he has mental health issues. Certainly, with mental health issues, yes.
349. Q. What about children? I know they know about safeguarding in terms of children coming in here to visit centres and all that sort of thing, but sometimes when people are put in detention, they leave their children behind, and possibly leave them in quite unsafe circumstances. If a member of staff heard about that, do you think they would see that as a safeguarding issue?
350. A. They would, yes. They would bring it to the attention of either their manager or straight to Security. I like to think yes, they would; if they were in that position they would want somebody to be taking care of their children.
351. Q. Somebody who appears to your staff to be underage, what procedure do they go through in relation to that?
352. A. If someone appeared to be underage, or potentially underage, what I do is we sit down with them first of all, they will fill out a form to answer some questions on they are claiming to be underage, what age are they claiming to be? We would then look at their accommodation suitability, because our natural instinct is to fall back to E Wing, to put them into E Wing, which is monitored a lot more closely, however, they might turn around and say "I know my mate, he is my countryman, I feel safe", and we would write down on there and he would sign that to say he is happy to stay in that accommodation on that.
353. We would also look at Tinsley, their suitability for Tinsley as well, so yes, anyone claiming to be underage, there is always a form to fill out to start with, to take the initial steps.
354. Q. Do you then tell the Home Office?
355. A. Yes. They would then point them to social services or check to see if they have had an assessment done anyway.
356. Q. Do you ever call the social services about somebody, or is that the Home Office's responsibility?
357. A. I haven't. I am not sure if James has; I think James may have done it at times, but certainly, it would be down to the Home Office, if they don't have an assessment for the detainee, it would be down to the Home Office to arrange an assessment for them to ascertain whether he is over 18 or not.
358. Q. You never do that yourselves?
359. A. No, not at all.
360. Q. There was a recommendation coming out of the *Panorama* investigation done by G4S that there needed to be a policy about having a room assessment, an age appropriate room assessment in the case of somebody who claims to be underage. Has that policy been developed?
361. A. Not as far as I know.

362. Q. Then food and fluid refusal. We know there is a new DSO about that. Everybody used to be put on an ACDT immediately, and now it is to do with whether or not it is actually being done for the purposes of making a process, and where there is a risk of self-harm in that, an ACDT will be opened. Do you think staff understand that? Are there people still relying on the old system of just opening an ACDT?
363. A. Since the new system has come in, I don't think anything has been opened just for food and fluid. I think healthcare has a big part in it now, a bigger play in it, so anyone who is on food and fluid normally in the past has already been opened up by a DCM and an officer, staff would generally open up an urgent DT for food and fluid, but only for someone who self-harms, or threatens to self-harm. The ACDT will normally be opened up by a DCM. The only standard policy as far as I know is obviously they now end up in healthcare and they will take out involvement now and get involved. Staff-wise they would never have done it. We very rarely make the staff open up an ACDT for food and fluids.
364. Q. Okay, so, were DCMs trained in the new fluids and food refusal?
365. A. I haven't had any training yet. I don't know if a lot of my staff are trained.
366. Q. Right, so what happened? They were just given the policy and told?
367. A. I think healthcare has taken them all. Healthcare has done the training, I believe, and they have taken the role, so I believe the officers now just report up to them with food and fluids, and they do their own assessment.
368. Q. Okay. You don't think since the new policy has been in you have actually had any?
369. A. Yes, I am sure we have.
370. Q. Has anybody been transferred out of the centre for a food/fluid refusal protest?
371. A. Since the new policy?
372. Q. Yes. Have they got that ill that they have had to be transferred? How often do you get food and fluid refusals, do you reckon? Protest ones.
373. A. We probably get a couple a month. We quite easily get about two or three a month.
374. Q. They are handled by Healthcare?
375. A. Yes.
376. Q. Okay. How well does Healthcare work with your staff?
377. A. I think it should be the other way around – how well do my staff work with Healthcare? They are pretty good in regard to turnout from responses and doing them and stuff and issues on the wings, the first medical response. They are pretty good at working with us after that. I know there are issues and have been issues about the length of time it takes them to arrive at times on the scene and stuff like that. All my staff are first aid trained, and normally by the time they have got there the member of staff has put them in recovery position and would if they were conscious or unconscious, responsive or not, so I think yes, they take their time. They are a bit slow at times getting there, getting to places.
378. Q. How do you think they are with detainees?

379. A. I don't know. I have not heard one detainee in nine years have anything nice to say about Healthcare.
380. Mr Marsden: Anything nice to say about Healthcare?
381. Ms Lampard: Do you think they are justified in that?
382. A. Some of it I believe; I do believe some of it.
383. Q. What do you think the issues are?
384. A. A lot of the issues these are ones that have come in from prison, they have their own medication prescribed in prison, and yet they are taken off it, and told they can't have it, even though it has come from the prison.
385. Q. Even if it has the right name on it?
386. A. Yes. What will they do then? Prescribe something equivalent again from here, so they take them off the medication. Another one is detainees are provided medication from their GPs and, dare I say it as well, why can't Healthcare just ring up ITP and say "Am I on this medication?" and them be allowed to keep it, but they don't? They have to take it off them and then they get prescribed something different, or equivalent of and they are not happy about it. I think medication is probably their biggest issue.
387. Mr Marsden: As in it has been taken away unnecessarily?
388. A. Yes. Taken away or –
389. Q. Prescribed something else.
390. A. I would say medication is probably their biggest issue in this establishment, because as far as they are concerned "Why can't up just pick up the phone and speak to my GP who will tell you it is prescribed by him?"; I think that is the biggest issue.
391. Q. Healthcare are supposed to do some kind of risk assessment about that, aren't they, rather than just confiscate somebody's medication?
392. A. Their first risk assessment is it should all be done in there at the same time as what they are on, and all the rest of it. If you want my opinion, they have had 18 over the last 48 hours; they have probably just whipped through them healthcare-wise.
393. Ms Lampard: Healthcare, of course, say that they risk assess and they only take them off when they think it is a danger, or when somebody has given them a false name, and there are different names on the medication.
394. A. That is not what I hear.
395. Q. We must look into it and see whether it is –
396. Mr Marsden: I am spending some time with them.
397. Ms Lampard: You can look at their risk assessments.
398. A. I think mention that area, medication taken away.
399. Q. I want to talk about raising concerns, people, how they deal with that. I have seen two boxes; I have seen the SIR box and a confidential SIR box. What are they used for? What is the difference?
400. A. The confidential one would be against staff.



401. Q. Okay; are staff clear about that, that that is what that one is for?
402. A. I doubt it. To me that is what it is about; it is about staff, whether you have an issue. Against anyone really.
403. Q. Do you know how much it gets used?
404. A. I don't.
405. Q. Who opens which box?
406. A. Security.
407. Q. Opens both?
408. A. Yes, Security opens both. Normally I say to them "If you have something to say that's confidential put it in a brown envelope, write 'Confidential' on it, and put it up to either Michelle Brown or Steve Skitt". Then it goes to the right department as opposed to too many eyes seeing it.
409. Q. Have staff got a habit of using that?
410. A. I don't think so. I know there are some staff who put in complaints. I dealt with one recently.
411. Q. Was that confidential?
412. A. It was a complaint against another member of staff and their behaviour.
413. Q. Yes. Had it come in confidentiality?
414. A. No. It probably upset the member of staff even more because I was sent an email to carry out an investigation by Security, and that is what I did. There were no terms of reference set or anything like that. Then this member of staff said "Why haven't I been interviewed?"
415. Q. This was the one against whom the complaint was against?
416. A. No, the actual one who made the complaint said to HR "Why hadn't she been interviewed?" It came back to me and I turned around and said "I don't even know who the complainant is, who put it in, so why would I interview? I was just asked to investigate this part of it." I then brought that member of staff in and they looked – "I didn't know it was you who put the complaint in". That is what I showed them and what I had been asked to investigate. I said "If you wanted to put a complaint in against a member of staff you should have done it formally through HR." I said "If you put it into Security, Security asked me to look into it. There are no terms of reference set, because Security wouldn't set a terms of reference, it would be Michelle Brown or someone else". They understood afterwards that it was them who made a mistake by putting a complaint into Security when they should have put it in as a confidential.
417. Q. If it had gone in as a confidential to Security the same would have happened.
418. A. It never went in as a confidential; it just went in as an SIR about behaviour of a member of staff and how they felt uncomfortable with their behaviour.
419. Q. There is no understanding that if you want confidentiality you have to put it into –
420. A. HR.

421. Q. No, hang on. You have two boxes and given that they didn't understand your advice that it should have gone to HR, all they know is they have these two boxes, and so they were making a mistake between the two boxes.
422. A. I don't believe they put them in the box, I think they just handed it straight into Security; I think that is half the problem. They just handed it straight into Security.
423. Q. Security didn't understand that as an HR issue it should have perhaps been kept confidential?
424. A. Security didn't know at the time they should have given HR a copy of it. It wasn't an official complaint.
425. Q. What became of that complaint? What did you do with it?
426. A. I investigated it. I said I investigated it, and with my findings I interviewed the members of staff the complaint was against, I interviewed witnesses who were in the area at the time, and then took my findings back to Security, who asked me to look into it. A week or so later a member of staff went to HR and said "I have not been interviewed yet", and I just returned to HR about an hour later, and they said "The member of staff is complaining they haven't been interviewed yet". I said "Why would I be interviewing them? I was just asked to carry out this investigation of what someone is supposed to have said". They said "Do you want to speak to the person who made the complaint?" I went "Yes". We went there, and I explained it and they understood why I had already done what I had done and not interviewed.
427. Q. What was your finding about the incident, or what the complaint was?
428. A. I couldn't find any truth in the allegation. I couldn't find any truth in the allegation. I deliberately picked the people who were sat next to the person who made the complaint; I even spoke to the DD on the day he was also there, and I also made sure that I picked different nationalities as well, so I could show I wasn't just being racial. I picked different nationalities as well, to show that I had gone through a wide selection of people.
429. Q. Did the people against whom the complaint was made know that they had a complaint against them?
430. A. Only from what I told them, yes.
431. Q. Did they know who it was that had made the complaint?
432. A. I didn't tell them.
433. Mr Marsden: Can I just say we have four minutes left; we are trying to keep our interviews to an hour-and-a-half, but I think if there is more we need to –
434. Ms Lampard: May we go on just a little bit longer? I just want to finish off this block. We have done the bits that I am particularly concerned about.
435. You can raise things via HR, you can raise them by the boxes, you can raise them by whistleblowing, can't you? Do you think staff have any confidence in the whistleblowing process?
436. A. I think so. From my point of view the only time I get to know anything is going on is if I have been in an investigation, so how much the whistleblowing system is used I have no idea.
437. Q. Might you be given an HR investigation to do?

438. A. I have done one, which went through the whistleblowing policy. I did an investigation once.
439. Q. Who decided that?
440. A. It came down from Lee. I have done one and it has come through the whistleblowing policy.
441. Q. Have you ever had to raise an issue about the behaviour of a colleague, somebody who might even be considered your equal in the system?
442. A. No.
443. Q. Do you think staff understand that they could and should raise issues about the behaviour of other staff?
444. A. I think they do more now, yes.
445. Q. What has prompted that?
446. A. The *Panorama* programme. I think they made it quite clear we were quite open about it. Certainly, in the ITC, again, I believe has filtered down quite a bit now at the edges.
447. Mr Marsden: Could a member of staff say to another member of staff "You shouldn't do that"?
448. A. Yes. The *Panorama* programme is not the first time I have been involved in media. They had one at Oakington, and the day I was due to go on holiday they came down and spoke to me in my office asking me these questions about false documentation and racial comments and my opinion of them. I gave him my opinion and what actions they should take. It was two days later, he declared himself *Channel 4* media and all the rest of it, undercover reporter.
449. Q. Calum you are talking about?
450. A. No, this is years ago. I have been through the process. I have always, if a member of staff is not happy then say to that member of staff "If you feel that that member of staff is actually behaving in such a way that has disgusted you, then it might be right to report it up. Every right, and I will support it". At the same time, there is nothing wrong with the intervention "Excuse me a minute; do you realise what you have just said is a bit out of order?" and the person might go "Sorry, I didn't mean it like that", and that is the end of it. At other times, it is how the individual perceives it in this establishment. I think, in here, the staff will report things very quickly. The simple reason why I think they would learn from detainees, because a detainee will quickly turn on a member of staff, and report him for no reason at all, all because that member of staff hasn't given them what they wanted. I think it has only happened between staff, I think they very quickly say something because they don't want to be labelled with that person, or caught up with that person and end up doing an investigation or detainees turning against them, so I think staff would report it very quickly, because of what will come, the fallout from it as well.
451. Ms Lampard: My final question, because we don't want to keep you here forever, but there is a suggestion, I think, that staff feel that managers have not been there to support them, their local managers, and you have agreed with that, and that the rest of the management team is quite high above them, and things tend to be dealt with in quite a sort of heavy-handed way. I think you have just, in a sense, given an example of the person who put in a complaint

- about an HR issue which might be quite sensitive but it goes through the SIR process, so it gets farmed out through the system and it may not be handled in quite the same way as if it went to an HR thing. I suppose what I am asking you is, is there a sense that it feels for staff quite a heavy-handed regime, quite an inflexible thing, quite disciplinary focussed, quite security focussed, not quite soft enough and developmental enough to support them?
452. A. The honest answer is I don't know.
453. Q. I can see why you may not; they are not going to tell you necessarily are they?
454. A. To give an example, and this is probably one of the best examples I can give you, when Ben left, he wasn't the most popular manager. Then he went to Medway, and it felt like a breath of fresh air for a change, someone who knew what they are doing, someone who knew what they were talking about. Someone was sitting there and actually take an interest in stuff, and then when Lee went, Ben came back, everyone was back down. When Lee came back after Ben went, and, to be honest with you, when Ben resigned, no-one spoke about it; no-one actually spoke about it, which I did find interesting, because Lee was back, and we knew what Lee was like, and Lee was a lot more approachable to the staff. He didn't ignore the staff, he would walk around and talk to staff – Ben would walk around and there would be a few comments and was not interested, whereas Lee, whether it is right or wrong for me to say, Lee at least showed staff he was interested. He would listen to them – he would talk to them. He wouldn't just walk away.
455. Mr Marsden: Ben didn't do that?
456. A. Ben didn't. Like I said, when Ben left no-one batted an eyelid. A lot of people probably thought "Actually, yes, this is what I moved to do", but nobody was actually that bothered, whereas when Lee went, first time around, they were "Why can't you stay?" "Why does he have to go back?" It is the same as when Lee first came back here and soon it went wrong. What his job is and what he is here to do and all the rest of it – you see people happy about that.
457. Q. Is he respected?
458. A. Yes. Lee is very respected.
459. Q. People think he knows how to do the job, he is very operationally focussed?
460. A. He is very well respected. He is probably the most respected manager you could get.
461. Q. More so than – was it Ian?
462. A. Ian Danskin.
463. Q. Was he the deputy?
464. A. He was the deputy under Derek Miliken.
465. Q. Was Derek respected?
466. A. No, not in the same way.
467. Q. It was Ian who counted.
468. A. He had detention experience behind him.
469. Q. But Ian was respected.

470. A. Yes, because he had prison, and they liked the way he worked. He was a no-nonsense guy.
471. **Ms Lampard:** Is Steve respected?
472. A. I would say that is probably 50/50 split. Certain people say "I don't like the way he speaks to us", or the way he demands stuff. Even myself, to give you a prime example, we have been doing charters out of here for nine years, and then last year, when we had an issue with Jamaicans getting under netting, all of a sudden it was meeting after meeting after meeting about charters. We go in there and think "We have been running charters for nine years without potentially getting involved", all because we had three Jamaicans get under the netting, all of a sudden, we have an issue with charters, so we now have to have this meeting, we now have to have that meeting. We would have four or five meetings just for a charter. We used to think "This is ridiculous", including myself. Now it is not so bad, we have one meeting now, because the DCMs have gone back saying "We know what we are doing" – the difference with what they are doing now is saying "Yes, we have already done this – we have done that, we have done that", just to avoid meeting up.
473. I used to think to myself "Steve, we know what we are doing here. We have run charters for nine years" and have been treated like kids at times. Yes, he has annoyed me at times like that.
474. Q. Thank you very much indeed. That is very helpful.
475. **Mr Marsden:** Juls, is there anything we haven't asked you that you want to tell us? Is there anything?
476. A. No, if anything, this big issue – I gather, reading through the stuff you have seen, you are looking into self-harm and all the rest of it, so I think what can be done about it? Are we trying hard enough?
477. Q. If you were going to make two or three improvements to this place, if we could say to G4S "Here are two or three things we could do", what would you say to the Board of G4S?
478. A. One of them would be to extend the length of time out of their rooms at night. I have to admit the reasons why we do lock them in lunch and dinner time is because they didn't behave. We never used to lock them up at lunch and dinner time, and now only because they didn't behave, they kept running behind the rooms and going up and down the stairs and stuff like that, so we tried to instil two or three different systems before getting time to actually lock them up lunchtime and dinner time. It is just good for us, for doing a roll count – a roll count would take 45 minutes. At a quarter past nine, night staff would be wanting to go home at 10 o'clock instead of going at 9.15. One thing would be allowing them to stay out of their rooms longer at night.
479. Q. Lock-ups at nine.
480. A. I can understand Home Office written policy and the reason why detainees are in, but every establishment I have been at is 12 o'clock, 12 o'clock when we are changing the rooms. Here would be one of them, and we give them more time out. I also think one of the biggest things is length of time. I have heard time after time over a Returns Directive, that we are only going to keep them in 30 days, and after 30 days if we can't deport them we can release them. That is two years ago, and it still hasn't happened, and now we have something to do – the Returns Directive and this stuff is coming around. The

biggest frustration in here is the length of time for detainees. If detainees knew that they were only going to be here 30 days, they would have a whole different approach to the system, they would probably have a whole different approach to staff. Some of them think "You know what, after 30 days, never mind, I won't give a damn", but certainly a lot of others, knowing the time when you were going to be in, like you would in prison -

481. Q. It is finite, yes.
482. A. It gives them a goal to work towards, and they spend more time focussing on stopping going, rather than wasting the last day, then kicking off and refusing to go. That is certainly one of the things we would think would be beneficial.
483. Ms Lampard: Could you just tell me, who is the complaint's manager who hands complaints?
484. A. Karen Goulder.
485. Mr Marsden: She is part of Dan's team, isn't she?
486. A. Yes.
487. Q. Juls, thank you. We will send you a typed version of this; it'll come in about a week's time. It will be password protected. If you ring our office, and Nicola will give you details, she will give you the password. If you want to amend it, say "I didn't mean to say it like this, I would rather say it like that", that's fine – you can do that. If you are happy with it, just tell us and let us know so we know it has been signed off by you.
488. A. Thank you.
489. Q. Thank you very much. We are here all next week.
490. Ms Lampard: We'll see you again.

*[Interview concluded]*