

Confidential

Independent Investigation into Brook House

Monday, 26 March 2018

**Interview with
Ryan Harkness
Detention Custody Manager**

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

1. **Mr Marsden:** This is an interview with Ryan Harkness, who's a Detention Custody Manager. It is part of the independent investigation of Brook House. It is 26 March 2018. *[Introductions]*
2. **Ms Lampard:** Ryan, thank you very much indeed for taking time to see us. Can we begin with some of the easier questions? Could we have your experience of being at Brook House, how long you have been here, and what your previous working experience has been?
3. **Mr Harkness:** I have been in Brook House just over a year now. I was a Detainee Custody Officer for six months and then was promoted to Detainee Custody Manager.
4. My previous experience is I was in the Fire Service, and I was in the Royal Air Force.
5. **Q.** Can you tell me your current roles and responsibilities that you have, as DCM?
6. **A.** I am in charge of Paid Work, which branches out to a number of things. I deal with complaints, assist with audits and I hire residents, detainees, ensure that they are working and that their stay – *[pause in recording]*
7. **Q.** *[Recording resumed]* When you say you deal with complaints, do you deal with complaints across the board, or do they specifically relate to the paperwork responsibilities?
8. **A.** As it stands currently, it has been specific. It has been residents that have had property going missing from the laundry. That falls ultimately in my area, and I take responsibility for ensuring that that complaint is dealt with.
9. **Q.** Okay, and in your role, as a DCM, you will also be taking on responsibility, will you, for roles like Oscar 1, Oscar 2 and Residential?
10. **A.** Residential, yes. Oscar 2 – ultimately you could be placed anywhere, but you would like to think you would have some form of training. Oscar 1 is the peak of Residential. It effectively runs the centre.
11. **Mr Marsden:** That's the Duty Operations' role, isn't it?
12. **A.** Yes, effectively they are the sergeants.
13. **Q.** Yes.

14. **Ms Lampard:** Have you done that role yet?
15. **A.** No.
16. **Q.** You have been here now for only a year, and it is a rapid promotion. You must have been promoted at the end of last year in that round?
17. **A.** Yes.
18. **Q.** Did you receive any training for becoming a DCM, specific training?
19. **A.** None.
20. **Q.** Have you joined the apprenticeship scheme? Are you going to do that?
21. **A.** I am enrolled in the apprenticeship scheme. I was not asked if I wanted to partake, I was told.
22. **Mr Marsden:** That's Corndel?
23. **A.** That's correct, yes. Where I am at at the moment with my family life I have a nine-month old daughter and it is difficult to find time at home to study, to do all these kinds of things, which is why I have said I am really going to find this difficult.
24. When I took over Paid Work from the previous DCM it was in a horrendous state, and because of the way that I am, I am a perfectionist, I like things to be done as good as they can be, I have taken over and I really wanted to get my claws into it. I give one hundred per cent or I don't see the point. I was completely committed, also trying to find out what I was supposed to be doing because I didn't shadow anyone. I wasn't given targets, and I wasn't given direction. It was literally just, you are Paid Work Manager, get on with it.
25. **Q.** Who told you that?
26. **A.** I was given the position by Steve Skitt.
27. **Q.** Yes.
28. **A.** He told me the start date, which ultimately was brought forward because of the gap between myself starting and the previous DCM.
29. **Ms Lampard:** Did you say to him, "I need a bit of shadowing" or "I need a bit of training"?
30. **A.** Yes.
31. **Q.** And he said?
32. **A.** He didn't reply. The person whom I could have shadowed, I replaced him and then he was demoted, as it was, back to DCO, but then he was transferred to Tinsley. Therefore, I didn't have anyone to shadow, so I didn't have any leadership, direction of this is how to do this. I was shown quickly on the computer what the spreadsheet is, the procedure quickly for paying people, but that was it, and I was left to crack on with it.
33. My first day, as a DCM, as Paid Work, I was told, "tomorrow we have an audit and we have to pass. Get on with it." I then was like a rabbit in the headlights. I was trying to –
34. **Q.** Did you pass your audit?
35. **A.** Yes. I have never failed one since!

36. Q. The issue is that you don't feel that Corndel will be the answer for what you might need in that?
37. A. I am completely struggling with it. I do not have time. I genuinely do not have time – we are all the same. Residential, we are all looking at this course saying, “do you know what? I would love this qualification, fantastic, but it is just not the right time.”
38. Q. What I think you are telling me is what you needed was not so much development training in terms of the Corndel thing, which is a longer-term management training, but what you wanted was practical, everyday, how do I actually do this job from day one, opportunity to shadow somebody – something like that?
39. A. Yes.
40. Q. Okay. Tell me what the Corndel amounts, though, for you? What is it they are expecting of you?
41. A. Just to complete modules, and, obviously, to gain certification for leadership and management. However, for me, if I were to get that qualification I believe that unless you have experience in a certain trade – I never had any training in custodial, I never worked in custodial before, so if I applied for a DCM as an external applicant with this qualification I don't think it would assist. I think that would be the same as if I applied externally for another position as a manager somewhere else. You have to have, ultimately, managerial experience potentially for that company. That is what I believe. I don't feel it would ever benefit me. I just feel that I am going through the motions. Because the company have paid for it I feel responsible for upholding my end of the bargain by completing the modules. I have stressed to management, I have stressed to Lee, I have stressed to the guy, Sean Williams, himself. I have said, “I am struggling with this because I cannot find the time. I am inundated with work.” As I am the only Paid Work Manager, if I take two hours out to go and do work, that means I have to claw back the two hours. There is nobody to fill in the gaps.
42. Q. As I understand it, what they expect of you is that you will watch some videos, or do some reading -?
43. A. They reckon it's about 100 words a day.
44. Q. Then write 100 words a day.
45. A. Yes.
46. Q. And do it in very short –
47. **Mr Marsden:** It is micro-study, isn't it?
48. A. Yes.
49. **Ms Lampard:** Yes.
50. **Mr Marsden:** That's the theory.
51. A. It is good how they have done it. Don't get me wrong, it's fantastic, but if you try to find that time in a day – there are days that I don't have a break. In fact, most days I don't have a break specifically because the job that I do, if I am employing residents for work, then the best time for me to do that is during lock up because I know exactly where they are going to be, so it is just a

quick fire, which is when all the other officers seem to take their lunch breaks, but that gives me the opportunity. Then I have to go back, I have to do all the computer, all the admin side of things. I am always taking a working break, and I am not the sort of person that requests this back, because I have no issues with it. I have a fantastic shift pattern and I love the hours that I do, but I just don't have time.

52. **Ms Lampard:** Just tell me, are some of your colleagues, your DCM colleagues having the same issue? Are they all struggling with finding the time?
53. **A.** Yes.
54. **Q.** Have you had the chance to say to the training people, to either Santi or whoever is responsible for the DCM training, that this isn't quite working?
55. **A.** He's not responsible for DCM training.
56. **Q.** Who is responsible?
57. **A.** Your Line Manager. Mine would have been Juls Williams.
58. **Q.** Right, okay.
59. **A.** However, I have never had any training.
60. **Q.** You have never had an opportunity to discuss with him that the training is not working?
61. **A.** Juls is a difficult person to get your point across with. He is not very understanding.
62. **Q.** Who's the person centrally who's been sent? Did anybody come to explain the Corndel course to you?
63. **A.** Yes, we had a briefing. I was basically given a letter to say, show up at this time for this qualification – fantastic. I showed up. It was me and many others. Sean Williams and a few others from Corndel did a presentation on what the course entailed, what the expectations were, the outlay of the course. We were told that we would be given 20 per cent of our time back to do studying, and that is never going to happen. It is never going to happen.
64. **Q.** The expectation was that you were going to have in-work time to do the study?
65. **A.** Maybe Sean was told that, because on paper that looks fantastic. Even when he said that, we were all looking at each other as if to say, "that's impossible. We will not get that back." Then we were told, "you will be having tablets provided. We will buy you tablets, Fire Kindles, so you can do home study." I was thinking, I am going to struggle with home study, but there's a tablet in it for me, so happy days! I am Scottish, I like a freebie! However, we had these tablets and they are the size of my hand. I haven't even opened it yet, and I thought, how am I supposed to do coursework on something that's just silly? I think the majority of people have actually brought them back.
66. **Q.** Thank you. Let's move on, then, to you, and your Line Manager is Juls. Who do you line manage?
67. **A.** There has been a new employee for Paid Work, so I am now managing Ryan Tate, who's a DCO, who's stepped up to be Paid Work Coordinator. There is Joe Marshall, who's at Tinsley, but if I am honest with you, I don't know if I am responsible because he's at Tinsley. I don't know if he's independent. I have never been told.

68. Q. In Juls line managing you, he line manages you as a DCM generally and in respect of your obligations as the Paid Worker Coordinator?
69. A. Yes.
70. Q. Okay, but he hasn't made it clear whether you are responsible for the person at Tinsley?
71. **Mr Marsden:** Have you had an objectives-setting session with Juls?
72. A. Nothing. I have never had targets, objectives, nothing. I have never even had an EDR.
73. **Ms Lampard:** When did you actually go live as an employee?
74. A. As an employee?
75. Q. Yes, in here?
76. A. As a DCO?
77. Q. Yes.
78. A. I think it was April something or other.
79. Q. You would be expecting an EDR within the next week or so?
80. A. Yes, you would think so.
81. Q. Yes, okay. How much of the time that you are spending is on your Paid Work leadership role?
82. A. It varies. Some days I come in and I can spend all day doing it, which is fantastic, because I can get it done correctly. Other days you come in and you are pulled away to do this. Can you make sure this is done, then you have to do something else, and before you know it you have done nothing. Then, you have detainees that have left, or just all sorts of things. You are not left to get on with specifically what your job role is. However, it does state in the contract that you may be provided to fill other job roles, but sometimes it is ridiculous, it really is. to the point of frustration. That's my job. Let me do it. I am good at it. Just allow me to do it, and I will do it well.
83. Q. Give me an estimation in the last period when you have been doing the job how much of your time has actually been – it is meant to be you are 100 per cent doing this role, although you may be occasionally deployed elsewhere, but, actually, what has it been? How many times have you found yourself, you have come in and you are actually the Residential DCM for today?
84. A. That's not happened as of yet.
85. Q. Right.
86. A. Not specifically another manager's role, but just doing another manager's work.
87. Q. Okay.
88. **Mr Marsden:** Yes, so you find when you come in that you have to do –
89. A. In am inundated with other people's work. For example –
90. **Ms Lampard:** Give me an example.

91. A. We have a Complaints and Compliance Team and we seem to be getting all the complaints. You never see them on the wings. I don't understand if we have a Complaints Team why we are having to deal with complaints – things like that. Everything is just difficult. Everything seems to be passed on, and what should be SMT work is just passed on to DCMs so that your workload is ridiculous.
92. Q. Were you here yesterday?
93. A. Yes.
94. Q. Just describe your day yesterday. What did you do yesterday, as the DCM?
95. A. I was Arun Wing, as Residential, but I was doing overtime, so I knew I would be Residential. Arun Wing is closed, so I was responsible –
96. Q. Why is it closed?
97. A. They are doing the floors, so I was ultimately responsible to ensure that the wing is to a good standard, it is clean, the rooms are de-kitted, re-kitted with fresh duvets, fresh pillows, a kettle, a remote control, toilet brush – everything that should be in a room, curtains. All the bog-standard stuff that is expected. On Saturday, when I came in as Residential first thing in the morning I had 20 detainees to move to different wings. I had done that by 12 o'clock and then I had 60 rooms to ensure were clean, de-kitted, re-kitted. That was done by, I think, 7 o'clock, and that's new mattresses, the whole lot.
98. As I have that relationship with detainees, I have a really good relationship because of the way that I am, I asked them to come and help me and I had an army of people show up, cleaning walls, cleaning serveries. The place is immaculate.
99. It was really good and it was a relatively easy weekend for me, to be honest. However, if it wasn't for the guys coming and helping, then it would have been a different story.
100. Q. Tell me about another standard day in the middle of the week where without exaggerating how it usually works. You have arrived, you thought you were going to spend the day managing your Paid Works. You probably thought you were going to do some interviews with people, you were going to show people around, and tell me how it usually works.
101. A. The thing with Brook House is every hour, every five minutes something changes, dynamics change. It can be an explosive issue that happens on the wings, which I will always get myself involved in – not involved, but to assist, regardless, to make sure that there is at least a handful of managers there to deal with situations that may arise. However, then, sometimes you are just left to get on with it. People will tend to disperse and leave you to get on with it, and it has happened a few times where there has been an incident in one of the rooms. First Response is called. I have arrived. I have seen the detainee and because I have a relationship, because, as Paid Work Manager, this is the thing, with the detainees you are their manager because you are paying them for their work so they can come to you directly, and I have always said to them, "my door is always open. If you have issues come and talk to me, privately, whatever." We will sit down and have a chat, and I will make them a coffee. They will come into my office frequently and discuss things.

102. Therefore, when I show up to an incident, nine times out of ten it is someone who has been involved in Paid Work.
103. **Mr Marsden:** You know them?
104. **A.** Especially while the numbers have been so low. I think at one point I had 50 per cent of the population in Paid Work. I knew everybody. I always shake hands with them when I see them in the corridors, all of that kind of stuff, and I feel that that's really important.
105. I would show up, they are in a room, they have kicked off about whatever. They are shouting and saying, "I don't want to speak to managers" and then I will arrive. I will enter the room and I will have a conversation with them and I will de-escalate the situation. I will sit them down and say, "what has gone on? What's happened?". They trust me, and like I say, I am personal to them. I am their manager; I am not just a manager. I think that I have that that I can use, but what I feel is that people then start stepping back as it de-escalates, reducing the numbers, and then all of a sudden I am left to get on with it. Now I am left with all the paperwork. I am then left - if they need to be moved to CSU for whatever reason. If they potentially have to move them to CSU then I have all the paperwork on top of that. It is the attitude of 'Ryan will just crack on'.
106. **Q.** Do you think people do that because they see you as being very effective, or do you think it's just that there isn't a sense of teamwork amongst people?
107. **A.** This isn't a frequent thing that happens. I am giving you an example of one incident that happened, which sticks in my mind.
108. However, I suppose it is a little bit of both, to be honest. I think the way that I am also certainly helps. My weaknesses might be somebody else's strengths, so what I would like to do is say, "right, okay. I can work on this side and you can work on that side, and let's try and build a picture and we can de-escalate it together", rather than just saying –
109. **Q.** "Ryan is on it and I'll back off"?
110. **A.** Yes.
111. **Ms Lampard:** You talk about SMT having, as it were, transferred all of this down the line in some respects –
112. **A.** No.
113. **Q.** But in some of the things that are done.
114. **A.** Yes.
115. **Q.** What you are saying fits very much with the picture we have heard a number of times, and it is about a lack of ownership in terms of management. Therefore, it is about having a management structure in which people agree what the parameters are of their role, what is expected of them, where the difficulties might be, how the teams need to work together. I think that's a piece that seems to be missing from this place.
116. **A.** Yes, there's a division. It doesn't matter how you look at it, there's a division between DCOs, DCMs, SMT.
117. **Q.** Where is the big divide?

118. A. DCM/SMT. The same is with officers, and I never had this as an officer. It really bothered me when I was on the wing. I have seen a lot of things – PTSD. I have had friends take their own lives through PTSD, so I have always been about welfare.
119. When I started here I found it difficult for the first couple of months because you are on a wing, and the numbers were horrendously low, as in, staff-wise. You could have two officers on a wing dealing with 126 detainees. There were 126 detainees. You are standing here and there are 126 problems. People – wave, after wave, after wave and no structure. I was never trained as a DCO. Yes, I sat in a classroom, but the same as when I became a DCM. You are just dropped in the ocean and told to get on with it. You have to find your feet, and if you don't you won't last two seconds in this place because you are –
120. Mr Marsden: That is why there is such a high attrition rate? That is why so many people come and go?
121. A. Yes, definitely, but the one thing I will also say is we work a long shift, a lot of hours. We are in at 7.45 in the morning, and that is us until 9.15 at night, and that's if we get out at 9.15 with two half-an-hour breaks at each side. You may have four shifts like that in a row, and then you have two days off and you are absolutely exhausted. You have no time for family life. You get home and your wife wants to tell you about her day, my daughter's day, but I have heard this all day. I just want to sit in a quiet environment, so it has an impact on your social life and your relationship, which is bad.
122. Therefore, I have always said to officers, "come up and chat." I will pull officers off the wing and I say "come up to the office, just sit. Just take 15 minutes, have a coffee, have a chat. How are you finding it? How's your day going?" It is simple things like that. It is nothing to me, because I can spare 15 minutes. I can go to any wing. As long as my jobs are done I have no issues and I say "come and sit down". However, to them, 15 minutes is a lifetime because it takes them out of that pressured environment, and that doesn't happen to the point where some of the guys aren't having breaks. That never happened when I was an officer. I was never told "come off the wing. Go and have a smoke because you look stressed. You are stressed and you are having a bad day." A bad day in here is a bad day. There is nobody, there is nowhere to go, and you are stuck. You are stuck on a wing.
123. Ms Lampard: Two on a wing, how often has that been happening?
124. A. It still happens now.
125. Q. It is still happening? Even with the lower numbers? Even with the new –
126. A. Yes, because we are losing so many people, and it is because of the shift pattern, because of the hours, and because there is no welfare, no support. We have people off with stress. We had guys collapsing in the courtyard with stress, and there's nothing in place. I even went to management, and I said "we need to get something in place here, because this is shocking." I met with –
127. Q. When did you do that?
128. A. Before I became a DCM.
129. Q. Do you think you will stay?

130. A. Now – yes. I think, personally, I can bring a lot to the table because of the way that I am, and I think I have a lot of ideas, but nobody's listening. Until somebody starts saying "you have a good point there" or "we can implement that", nothing is going to change.
131. Mr Marsden: How effective is Juls?
132. Ms Lampard: Do you want to turn this off?
133. A. Yes, please. [*Pause in recording*]
134. Q. [*Recording resumed*] You were telling us about D Wing last Thursday, and how many people were on D Wing, do you think – about 126, or something?
135. A. No, the numbers have been significantly reduced. I think the numbers were at 60-plus.
136. Q. What did you find when you arrived there?
137. A. I went down inspecting, and the Residential Manager – I knew who the Residential Manager was, and as Paid Work Manager, what is supposed to happen - I went down to Dove Wing and I took a look. I said, "it is alright, but it needs tweaking", so I went to the Residential Manager and I said "I need you to do this, ensure this is done, ensure that's done." The Residential Manager spoke to the officers "can you make sure you speak to the detainees because we need this done? It is your wing, so take ownership. It is my responsibility to let you know what needs doing."
138. Q. Were you talking about Paid Work, or were you -?
139. A. I was Paid Work, so I went down -
140. Mr Marsden: What kinds of things needed doing?
141. A. At that time?
142. Q. Yes.
143. A. Nothing.
144. Q. Okay.
145. A. I went down to the wing to inspect, and initially to catch up with the Res Manager. At that point there were two new recruits, or newish recruits that were off the last ITC, or the one before, but new recruits, obviously. You had a shadower who never had a radio, never had a key, and you had a lady from Tinsley who was not familiar with the regime, and routine – everything like that, so ultimately –
146. Ms Lampard: Was the lady from Tinsley a DCO?
147. A. She was a DCO, yes. "Where's your Residential Manager?", "I don't know." "Right, okay. Do you know who your Residential Manager is?", "No." "That's unacceptable."
148. Q. The Residential Manager had not even come in to make them aware that he was the manager that day?
149. A. Yes.
150. Q. Okay.
151. A. Obviously, that's unacceptable, and I went later on in the evening back to the wing. It was just after dinner, so the service had been done. However,

everybody was still contained because association had not been called yet. I went onto the wing. The lady from Tinsley was the only officer on the wing. The male officer had taken the trolley, the serving trolley back to the kitchen.

152. Q. When you say there were two new recruit DCOs, was she one of the new recruit DCOs?
153. A. No, she is experienced, but she is based at Tinsley. Tinsley and Brook are two different houses.
154. Mr Marsden: Yes.
155. Ms Lampard: Where were the two DCOs? One had taken the trolley back, and where was the other one?
156. A. On a break.
157. Q. And the shadower?
158. A. He was on his break. He was shadowing the guy who was on his break, so there were two left on the wing. The male officer had taken the trolley back, leaving Victoria on the wing by herself.
159. Then there was an incident at the sink, arguing over who was washing whatever plate. I went and de-escalated that.
160. That annoys me to the point where, first of all, why is a guy saying - there shouldn't be one on a wing ever, but for a man to say, "I will take the trolley", and leave a female on a wing is unacceptable by anybody's standards. I am quite protective over females in that respect. I am well aware that it is a dangerous environment and I am quite protective over that.
161. This is going on all the time with safety. They look at the detail and they say "yes, there are enough staff, there are enough staff." All of a sudden there are escorts to go out, there is this happening, there's that happening, there's courtyards to be opened. Slowly, but surely people are being pulled from the wings. All of a sudden you look at a wing and you have two officers on a wing and a courtyard. It cannot be done.
162. Mr Marsden: Where does Oscar 1 fit in all of that? If Oscar 1 is responsible for the overall operation day-by-day, where do they fit in?
163. A. You can only work with it. I show massive respect to Oscar 1, because his job is unbelievable. He is on the same wage as me, and he has the entire building to run, which is ridiculous. He is under the cosh constantly, so he has to get it right. He is responsible for the running. I don't want to bother him with things like that. I am a manager now and I can deal with it. If I see that a wing needs officers – but I am not on the wings. When I am visiting wings to look at detainees, to look at the state of the wings and I am saying, "guys, who's your Residential Manager?", "I don't know", that's unacceptable. "Where is he?" "I don't know."
164. Q. It is not that that Residential Manager isn't in the centre?
165. A. Sometimes I go to a wing and not everything can be done on a wing. If you go to a wing office people are coming in constantly, "can I get this? Can I get that?" or asking about the Home Office. That's fine. As a manager, trying to sit and type, do things, it can't be done, so you might have to leave the wing,

but let the guys know. "Listen, guys. I am going to be at this place. If you need me, radio me, contact me."

166. **Ms Lampard:** We know that staffing was extraordinarily bad in about September, October and November.
167. **A.** Yes.
168. **Q.** That was a mix of a lot of things, including Tinsley House going back, a lot of people started leaving, and you had *Panorama* and a lot of people left, and then morale started to spiral down. Are there any signs of getting better, or do you think it is carrying on the same way? People are still leaving?
169. **A.** I have noticed a change, massively.
170. **Q.** Since when have you noticed a change?
171. **A.** Since the recruitment. I have noticed a change because I have come off the wing, so I have noticed a change in me. I have noticed a change in other DCMs who I get on with, with whom we have built a rapport, and I think we have the best line to move forward and have a really, really good team, but there seems to be a hell of a lot of boundaries stopping us from moving forward.
172. **Q.** Actual staffing numbers and DCOs' sense of what's going on, do you notice any change there yet?
173. **A.** It's the skills. For the people who are leaving they are filling the slots, and I understand that there are holes to fill. However, we are replacing experienced officers with inexperienced officers – guys who have just come along, working in Tesco's for two years. They are young kids, somebody's son. I go on the wings now and I am looking at some of the officers and I am introducing myself and I don't know all of these people, and it is a wing full of new officers, and they are training, and I wonder, what's going on here? Where's –?
174. **Q.** In terms of simple numbers, is that changing much, or is it still the same as it was?
175. **A.** It is balancing itself out.
176. **Q.** Is it getting a bit better or not?
177. **A.** It is getting better, but it is not going to last forever, is it? It is going to come to an end, and –
178. **Q.** Do you think we are better than we were in September, October, November?
179. **A.** The numbers have improved, yes.
180. **Q.** However, you are still having days when there are two on the wing?
181. **A.** Yes.
182. **Mr Marsden:** The numbers have improved, but people are still leaving?
183. **A.** Yes.
184. **Q.** Do you have any sense of what the latest numbers of people leaving are for, say, the last month?
185. **A.** I would say as many as maybe five people a month.
186. **Ms Lampard:** I think it has been more. It has been ten a month up until last month.

187. A. Ten a month? There you go.
188. Q. Let's talk about now your Paid Work Coordinator role. How many work roles are there for detainees?
189. A. There are 116.
190. **Mr Marsden:** 116?
191. A. Yes.
192. Q. Can you tell me what sort of things they are?
193. A. What roles?
194. Q. Yes.
195. A. I thought you meant positions to fill. You have wing orderly, and, effectively, you can have three people working as wing orderly – one for each landing. That 116 figure is a ballpark of how many I can hire, not how many positions that I can fill.
196. At the barber you will have a morning barber, an afternoon barber, an evening barber, and a weekend barber. Ultimately, there are four positions for one.
197. Q. Yes.
198. A. There are loads.
199. Q. There's the laundry.
200. A. You have laundry, you have Aramark laundry, you have the barber, you have gardener, you have wing orderly, you have server, you have kitchen orderly, you have meals coordinator - there are loads. Why, are you interested?
201. Q. That would cause complications! When you say you are limited to 116 you can hire what determines that figure?
202. A. That's the maximum.
203. Q. Because?
204. A. That's every position filled.
205. Q. That's every position filled, and are you looking for more positions?
206. A. I am always looking to fill every position.
207. Q. Is that difficult?
208. A. We have mosque assistant, chaplain assistant, music room orderly, positions that people don't fill, or haven't filled I want to fill them all, simply because I think the more active it is, the more people in paid work the better it is.
209. Q. Tell me about which ones you can't fill and why can't you fill them?
210. A. For example, the music room orderly. We have no one spare.
211. **Mr Marsden:** Is that because it requires specific skills, or is it -?
212. A. What I do – it sounds silly, but I will come in and say, "what about music orderly?" because I am always looking for a music orderly. I say "can you play the guitar?" and if they say "yes, I can play the guitar" and I am thinking, if you don't know that's a piano, then, obviously, you are not the right person for the job, just silly things like that. I need somebody who is going to take responsibility. The music room is up the stairs on the two's, and it's where

the chaplain, etc., is. It is a quiet area. It is just opened, and left open. It is never manned.

213. **Ms Lampard:** Nobody seems to go in there.

214. **A.** Nobody knows it's there, simply because of its location. Unless you are frequently in the mosque or the chapel, you don't know it's there. I have had people that have been here for months and I have said "what's your likes?", "I like a bit of music." "Do you know we have a music room up the stairs?", "No."

215. We have guitars up there with no strings in them.

216. **Q.** You have four guitars with no strings. Why is that?

217. **A.** It is because we don't have a music orderly! I want somebody who can string a guitar, and that's why I ask, "can you string a guitar?"

218. **Q.** However, –

219. **A.** It should be down to someone to take responsibility.

220. **Q.** Yes, in the same way that they should mend the pool tables, and things like that.

221. **A.** We have a new Activities Manager, Luke. He is fantastic. He is absolutely brilliant. His direction – we are very similar in the way that we want the centre to be, because I am not going to associate myself with a bad reputation because of poor practice. If I can change it then I will, and if I can only change it a small bit and that inspires others to change, then I have done my job.

222. **Mr Marsden:** What's the relationship between the feeling and mood of the centre and people being busy, either in work or in activities, in your experience? I suppose what I am asking is –

223. **A.** Are you asking about detainees, obviously?

224. **Q.** Yes, and I suppose what I think we have observed is the regime here and whether people are occupied or not probably has a direct bearing -

225. **A.** There is always something. This is what I say –

226. **Q.** On the mood of the place.

227. **A.** When the guys come and say, "Guv, there's nothing to do. I am bored, I don't have this." I say, "education, you have arts and crafts. You have all sorts. You have a football pitch, you can play cricket. There is something out there. Yes, it's not a broad horizon, but we are a detention centre. It is not supposed to be long term, which is why we don't have the facilities."

228. However, looking at some of the guys who have been here many, many months I think we need to look at this. We need to start giving people opportunities that if they are going to be here for a long term, let's create something. For example, a driving test – something where they can get something from it. Not the actual driving, but the theory side, the hazard perception, the training for it. Let's provide something like that. All it is is watching a video.

229. Q. When we spoke to Mark Demian he said that James Begg was exploring the possibility of work for people, as in, from outside there being opportunities, presumably, to assemble things or stuff that would come into the –
230. A. I know nothing about that.
231. Q. Okay.
232. Ms Lampard: I think you are right about that, and there needs to be some, perhaps, thought about longer-term educational opportunities, doesn't there?
233. A. The education that we provide – Sebastian is fantastic; he's really good.
234. Q. Yes.
235. A. However, they get certificates and it's just an attendance and they know that. It's nothing stamped to say, I can gain this. What I wanted to do, and what I say to the workers is "if I can provide you with a reference – simply, if you want to get a job in a kitchen, or something, and you have done kitchen work I can provide a simple reference to say, Joe Bloggs has worked as a kitchen orderly whilst at Brook House IRC". It would be little bits and pieces just so he has something to be able to say –
236. Q. Are you going to be able to do that?
237. A. I have been told I am not allowed to give references.
238. Q. Who told you that?
239. A. Steve Skitt. Effectively, they have gone. Let's say, Joe Bloggs has been here for six months – he has now lost his job because he has not been there for six months, but he has been working hard while he has been here. He can't prove that he has been doing anything, and he is not in a good place, as it is, but not being able to provide something, and it's up to him if he utilises that in employment to say "I have been –"
240. Q. You wouldn't have to produce much, would you? You would just simply certify that they had worked here for nine months, satisfactorily.
241. A. Yes. However, Luke gave somebody a reference last week and it was brought up in the morning brief that we do not under any circumstances provide references.
242. Q. Okay. Tell me about how you actually recruit, what you do? How does it go? What's the process?
243. A. The initial process is they will come in through the Induction Wing, which is B wing. I have a noticeboard up there that says Paid Work, and it has a few bits and pieces. What they then have to do is go to the library. They speak to the library assistant and give them their details. They will put that on a spreadsheet on the computer, which is then looked at by Security, the Home Office and Healthcare. They have to tick all three boxes in order to be allocated a job, so I then look at that, and I look at the people who have been cleared depending on where they are going to be put. For example, it may say "Joe Bloggs has been cleared by Security, he has been cleared by Home Office and he has been cleared by Healthcare." There will be a note attached saying, "however, not allowed to work in the main kitchen", so that restricts me, or, "no multi-wing access" so I can't give him a job that works on other wings or cross-deploy, so just things like that. The kitchen is quite difficult to fill because there are females, there are knives, and I need to look thoroughly their observations and ensure that I am happy to put them in there. The last

thing I want – we have a pregnant woman working in there - is absolutely any exposure to anybody that has a hint of risk, a danger to females, or anything like that.

244. Mr Marsden: Are those the most difficult positions to fill, the kitchen?

245. A. The kitchen, yes, definitely.

246. Q. Is that because there is a higher threshold?

247. A. Yes, and they work hard in the kitchen. Don't get me wrong, they work hard. They earn their money in the kitchen definitely.

248. Q. Do they enjoy it, though?

249. A. Enjoy, not necessarily. The kitchen, for me, should be an environment where they can learn as well as cook, but they go in there and they are told, "I need you to peel potatoes. I need you to peel onions. I need you to do this. Can you do that?" They are going there to work, and I think there is scope there to actually say, "hang on a minute, let's try and teach these guys a little bit about being a chef." Some of them were chefs before.

250. Q. Certainly in Yarl's Wood where Ed and I were before they were being trained, they were getting qualifications.

251. A. Yes. There is always scope for training, and people will always –

252. Q. However, they get no qualifications here?

253. A. Nothing.

254. Q. There definitely was something. Tell me about if you have a detainee who is doing a job that they are not doing terribly well, how do you deal with that?

255. A. My approach is, because I have that relationship with that detainee, I will approach them and I will say "what's happening? Look at the state of the place." It is the bathtub effect. I always start off, "how are you doing?" and then hit them with the bad news, "that is not acceptable. You know my standards." When I introduce myself to them when they come in for a job, I sit them down and always shake their hand and introduce myself as Ryan, not Guv; I am Ryan. They see me as Ryan. I go through the contract with them, so they sign a contract. I tell them my standards and my expectations, and I will say to them, "I will be monitoring your progress", so when they do a job -. If I do an inspection first thing in the morning and I am not entirely happy, then I will approach that person on that landing that they are responsible for and say, "this is why I am not happy. Yes, it is good, but you have missed this." I always compliment before I point it out. I say, "you have missed this, so what I need you to do is make sure that's done." Nine times out of ten they will say "I will do it now", and then it is done. If I have to keep having that conversation with them, that's when I say "right, okay, this isn't working. It is not working for me because I am taking time out of my day to come and find you to tell you that's not good enough, so what I am going to do is, I am not going to have you as a wing orderly, I am going to have you as this. I am going to trial you doing something else." It might not be as good as the wages they were receiving before, but it is keeping them in the Paid Work programme, and I think that's important.

256. Q. Have you ever actually got rid of somebody off the programme?

257. A. Often.

258. Q. Have you just said, "you can't work, as you are just not –"
259. A. It could be anything. It could be drugs-related, there are a number of reasons, but I cannot go and sack someone.
260. **Mr Marsden:** You do that through the Home Office?
261. A. I have to, yes. What I will do is say, "look, these are the reasons why I am taking you off Paid Work." I never use the word sacked because I think that's quite an aggressive word to use. I will say "I am taking you off the Paid Work programme pending investigation." Then I email the Home Office with my findings, the observational records. If they have been known drug users, or they have not been coming in at night, or if there is a pattern set, and I will send that to the Home Office, and say "I would like to take them off Paid Work for this reason."
262. **Ms Lampard:** There is a very, very vexed question here about the use of Paid Work and whether or not taking people off Paid Work is being used as a punishment. In your mind, do you take people off Paid Work because they are just not suitable, or do you occasionally say to yourself, this person is not really complying with the regime here?
263. A. There is no such thing as unsuitability. Everybody is suited to do something. It is about finding their strengths, and my job is ensuring that they are suitable for the correct job. If I give them a job and they are not suitable, then I have not done my job.
264. Q. In your mind, though, is taking somebody off a job always about their suitability for the job, or do you think there are times when either you or the Home Office, Steve Skitt, or somebody else say, "that person is –"
265. **Mr Marsden:** Stop them working.
266. **Ms Lampard:** "We want to stop them working because, frankly, we are fed up with them. They are not really complying with the regime here"?
267. A. Never, because I would stop that. I would say "I am the Paid Work Manager. Although you are my superior, you have given me that position. Allow me to manage it."
268. **Mr Marsden:** I have a practical example. A while back Kate and I, I think we were on C Wing at lunchtime. The tables were very dirty from breakfast and the sink by the servery was –
269. **Ms Lampard:** You weren't on that day.
270. A. I was going to say, what day was this? Let me take notes!
271. Q. You weren't on that day.
272. **Mr Marsden:** Whose responsibility is it? Is that the wing orderly's responsibility to clean tables?
273. A. Yes.
274. Q. However, officers, presumably, should then be saying –?
275. A. One hundred per cent.
276. Q. "You haven't done your job properly. Come back and –"?

277. A. If that were me, as an officer, and I can't speak for everybody, but if you were on that wing, then it is your wing. Like I keep saying to other residents, I keep saying "you have to live here, I don't. At the end of the day, if you want bins full to the gunwales outside your door with that smell and you are happy with that, because I know I wouldn't be. Let's work collectively together." Whether you are on the Paid Work programme, or whether you are not, you still have to use those showers. If they are unacceptable, if they are dirty, then tell the officers. The officers should then go to whoever the shower orderlies are, go and speak to them, but what happens is they are phoning me, saying, "the showers are dirty. Can you -?", "Hang on a minute, no. You speak to them because it is your wing."
278. Q. Yes.
279. A. I am responsible ultimately –
280. Q. In that case, the DCOs on the wing should have said to the ward orderlies –
281. A. As it stands.
282. Q. "Clear the tables before people sit down for lunch"?
283. A. The Res Manager, it is his wing, so he should be saying to the officers, "guys –"
284. Q. However, it is a local issue.
285. A. Of course it is. However – and this is my personal thing –
286. **Ms Lampard:** I want to ask you a question - we are talking about the lack of ownership by DCOs on wings and we have asked Ryan to explain how you can have a wing where there is a lot of dirt around, and DCOs still sitting in offices, so what do you think the issues are?
287. A. I will give you an example for when I was a DCO. When I was on the floor – I am a great believer in firm but fair. I will bend over backwards to help any of you guys, but there's a line, don't cross it. That line has to exist, and I think a lot of it is to do with the way that officers portray themselves on the floor. Some people are trying to be nice with people to make their life easy. It is a hard day on the floor, I am well aware of that. It is difficult and saying no to people constantly, you draw a target on your back. You become the bad guy. I will tell you what, the respect that I have for that is unbelievable. From detainees I have had, "the best officer I have ever worked with."
288. **Mr Marsden:** Do you mean because they know where they stand?
289. A. It is because they know where they stand, and that would allow them to come in and they would confide in me with personal things, tell me things because they know they can trust this guy. They know exactly where they stand, and that's the way that I work. I would have a laugh, I would have a joke, but they know that when I say no, that is it. There were never any issues with them questioning that. Of course there were to start with, but you build up a rapport, and that's massive, absolutely massive in this place.
290. The only thing that we have for our protection is a camera. That is it; we have nothing. We are potentially more vulnerable than people working in a prison because the prisoners know when their start and finish day is. They get out for good behaviour. They commence paid work and it is glorified that they are doing something, it's focusing their minds. In here there is no start and stop and some of these guys want to remain and they will do anything to remain.

If that means assaulting somebody to be imprisoned in here, then that is what they will do. Therefore, we are more vulnerable and we have nothing for protection.

291. To top that, what they are doing - the numbers. It's two people on a wing. I will always go back to that because I really feel strongly about that. We should be flooding wings. It is simple things like the processes. During lock up, let's say lunchtime, the detainees will be locked up at 12 o'clock.
292. Q. Yes, we have been on the wing then and seen that.
293. A. All of a sudden, 12 o'clock comes, and, say, you have four officers on the wing, your first two officers will say "I am taking my break now." That leaves two officers on a wing to open the doors to potentially, let's say, A Wing, which is 140. You have two officers. One has his back to where everybody sits because he is doing the meal list. The other one is on the first landing or on the second landing, unlocking. God forbid anything should ever happen. You have one officer on the floor and the other up there. You have a first response button, but that's prime time for everybody to be on their lunch break. This is the one thing that really does annoy me. When those two come back, the other two go on their break. Now you have two people, and obviously it's dinnertime, when there's food. People are hungry, and that's when aggression, etc. tends to flare up when it is dinnertime.
294. Then the other two go on their break, and then association is called and the courtyards have to be opened. Guess what, we don't have the staff because they are now on their break. In that wing they have two on their break; in that wing they have two. Now you have two officers on a wing. We have just introduced a no smoking policy. Now you have a bunch of guys who can't get outside for a cigarette because we don't have the staff because we have sent them on their break. It is madness why nobody has ever looked at that and said, "hang on a minute. When everybody is contained and we have a wing full of detainees we need maximum people on that." We need one person to stop anybody jumping the queue, one person to oversee and make sure no extra food is being handed out, because that's always the case and that causes friction and causes fights, one person to lock, and one person to stand and overview for the back of the wing. Therefore, they know if anything happens, bang, it's done, de-escalated. Not standing there, having –
295. Q. In your view, the breaks should be held back?
296. A. It is quite shocking.
297. Q. The breaks should be happening earlier or after?
298. A. Yes, but there is nothing to say when you should be taking your break.
299. Q. Yes, I understand that.
300. A. D Wing used to be really bad for it. A lot of fights used to happen on D Wing. We used to have people behind the servery handing out extra food, and I trialled it. I said, "I am going to have three. One person take your break, and I am going to have three on the wing." I had one person standing with his back – where the sauces, etc. are –
301. Q. Yes.
302. A. I would have him standing there, facing –

303. Q. The queue.
304. A. The queue. I had one person doing the meal list, and I was opening up. For every landing that I was opening up I would come and I would stand on the staircase, overseeing, so I can turn at any point and have a look at what's going on. I could see the third-floor landing, which has been unlocked, but, ultimately, I could see two officers and I could see what was going on. It was perfect. Not one person jumped the queue, because as soon as he stepped out he saw the officer. All he had to do was order him back in the queue. The food was being handed out, the portion control, because he could see the portion control, he could see the queue. He had an overall vision of what was going on.
305. However, like I say, you have one person with his back to what's going on. He doesn't have a clue, and you have one person up in the two's. It is crazy.
306. Ms Lampard: When they promoted the DCMs, the last lot, do you think they got the right lot? Do you think they had the ones that are going to be keen to -?
307. A. No.
308. Q. What have they missed out on? What's the failings, do you think, with that cohort?
309. A. The failings are from the top.
310. Q. Tell me about what you think the weaknesses are of some of your newly appointed colleague DCMs.
311. A. Leadership.
312. Q. It's leadership?
313. A. Of course. It always has to stem from the top.
314. Q. Did you recognise people who applied who didn't get the role and would have been better leaders?
315. A. Yes, a hundred per cent.
316. Q. How many of the DCMs do you think don't show the right sort of leadership?
317. A. Two.
318. Q. There are two who show the right leadership, and -?
319. A. No. Two that don't.
320. Q. Two that don't, okay. Why do you think they were promoted?
321. A. Time served. It is down to how you perform in the interview, but it is time served for some people.
322. Q. Can I ask you about cliqueness, because as we understand it, the roster is done by John Kench, and then the DCM, and usually the Oscar 1 will see it the night before, and might move people around a bit, if they think that there aren't the appropriate people on particular wings. Does some of that depend on a bit of favouritism, people who like to work together and call in a few favours? Is that your view?
323. A. No.
324. Q. Okay.
325. A. That's not my view.

326. Q. Also, in your view - I am not saying we have seen this, but I am just asking this - are there cliques?
327. A. Yes.
328. Q. Describe that, describe the cliques.
329. A. You will always form a relationship with people that you are on a wing with consistently, or you come through the ITC with. You connect with people, certainly. If that just happens to be on your wing, then, yes, but I have also have so many officers coming up and they might say, "I am working with such-and-such, and this person and that person, and I feel left out." Of course there is that, but you get that everywhere.
330. Mr Marsden: I suppose, behind your question is there are cliques and relationships, or groups of people who work together that it is fine, it is quite healthy, isn't it? However, there are also cliques where people are excluded.
331. A. Yes.
332. Q. People show favouritism –
333. A. Yes.
334. Q. Or, I know something you don't. Are there those kind of things?
335. A. Yes, of course.
336. Ms Lampard: Where do they reside within the DCM contingent?
337. A. It depends on the severity of it. I hate bullies. I really have no time for bullies. The problem is, my line management and the way it is, I have one guy now who is -. I am not really anybody's line manager apart from his, so people would tend to go to their line manager, but whether they trust their line manager or not?
338. Q. I will tell you what we are also hearing, and not from a lot, but from some, some DCOs are suggesting that perhaps some of the longer-standing DCMs, their face doesn't quite fit with them and they feel they can't ask them things, that they might be accused of it's him, he is always bothering me, or whatever it might be. There is a body of longstanding DCMs who have a very set way of doing things, who maybe quite powerful within this organisation and we hear from some DCOs that they don't feel that they can approach them in quite the right way. Do you think that's fair?
339. A. That is down to their personal opinion.
340. Q. Yes.
341. A. I don't think so, but I don't approach DCMs for stuff. If I want something done I do it, and that's it. Until you are told you are doing it wrong you just do it. I have never wanted to have DCMs come – as a DCO, I would always try and resolve it because I knew they were busy, but DCMs coming onto the wing didn't exist when I was a DCO. It just didn't happen, but now that people are in place it is still not happening and I am left questioning why? What is going on? It all stems from here, because if that were me I would be getting my Residential Managers –
342. Mr Marsden: If Juls was going around and saying to people, "sorry, out of this office, onto your wing."
343. A. That's his job.

344. Q. Yes, but if he was doing that that would have a powerful impact, wouldn't it?
345. A. Of course it would.
346. Q. If it wasn't Juls, but if you had a Head of Residential who was doing that and saying, "get this wing cleaned"?
347. A. Yes, a hundred per cent. I suppose I am comparing it, but that is how the Military is so successful because there is structure. That is how it is supposed to work. There is a rank structure.
348. **Ms Lampard:** Do you think Mark is going to be asked for that?
349. A. Asked for what?
350. Q. That need to -?
351. A. I don't know. He is only new in post. It is difficult to tell.
352. **Mr Marsden:** I think I have come increasingly to the view that it's very much at the root of this place's future, the Residential bit of –
353. A. That is the biggest part is the Residential is in charge of the wings.
354. Q. Yes.
355. A. There is one Residential Manager and he's brilliant. He is on the ball; he is clued-up.
356. **Ms Lampard:** Who's that?
357. A. Michael Yates. He just happens to be a really good friend of mine, but he is good and we bounce off each other – me, him and Luke. Between the three of us, even Oscar 1, but we make a really good team. We enjoy our day when we are on together, and that rubs off on other people. That is the only way to ever bring back morale, otherwise you can't –
358. Q. Can I ask you some specific things about the care and welfare of detainees? On the wings there are meant to be the supported living plans, the ACDTs, the anti-bullying log. I don't know what it is called, that book where –
359. A. Yes, the ABS.
360. Q. What is it called?
361. A. Anti-bullying support, but it is a log of some sort.
362. Q. Yes, anti-bullying support, and all of those documents are meant to be kept up by staff on the wings. To what extent do staff, in your view, do that by actually actively engaging with somebody and working out whether or not somebody is about to meet a trigger point or is effectively being bullied and needs to be moved, or whatever it is? I want to have the feeling of how tick-boxed it is.
363. A. You have been to the wings, haven't you?
364. Q. Yes.
365. A. You have seen the ACDTs lined up, the SLPs, the anti-bullying?
366. Q. Yes.
367. A. It can be as big as this table sometimes, and let's be honest, absolutely, we need to get this right. We need to be able to say "right, guys, we need to make sure that they are okay, because if they are not, then we have a

problem.” However, they might have five or six ACDTs on a wing, and there is one person managing them, and they are off the wing and can’t find them. We will then go and find them. This guy is on an hourly ACDT obs, this guy is on two-hourly, this guy – you are spending all day running about. How can that be looking after somebody’s welfare? They just basically say “yes, he is there. Signed – I have seen him.” They write in the obs. “I saw him on the first floor landing by the pool table.” They are basically saying “he is alive, he is walking about”, that’s the ACDTs. That is how I have known the ACDTs to be run, not physically going up to somebody and asking “are you alright?” and it all boils down to lack of officers, because you don’t have time to run about and do that. Yes, you have to make sure that the obs are done, but you only have to visually see them for it to be good enough to put in the ACDT. That is not a welfare check, that is just a yes, they are alive and they are breathing; that is that ob complete, because they need to get on with this, they need to get on with that. There is so much that has to be done.

368. Q. Thank you. That’s very helpful. Do you ever find yourself looking, because you, as a DCM, might go and do either reviews or you might do –
369. A. I am not trained to do reviews.
370. Q. You don’t reviews? If you are a Residential DCM for a day, do you go and check what they are doing in terms of their ACDTs and their -?
371. A. As I have only done Residential twice, which was at the weekend on a wing that had zero occupants, I have not quite done that yet. However, what I would do is ensure that the ACDT is up-to-date, ensure that the correct paperwork is in that, and ensure, most importantly, that the detainee is in good health and physically talk to the person, because that’s my responsibility.
372. Q. However, when you were a DCO you did not see that happening, or you did not see all of your colleagues performing in that way?
373. A. No.
374. Q. Did you ever see a DCM come and say “for God’s sake, go and chat with them, don’t just sit there”?
375. A. No, because they will do a case review.
376. Q. Yes.
377. A. They will come and they will have a chat with them.
378. Q. However, you never saw a DCM say -?
379. A. When I was a DCO I never saw DCMs on the wing ever. You had what was called a C1, which would be your Charlie 1, who was effectively the supervisor for the day, put on the same rate of pay as everybody else, but they were in charge of all of the paperwork.
380. Q. How much are you paid as a DCO? Is it £25,000?
381. A. I think so, yes.
382. Q. How much are you paid now, as a DCM?
383. A. £30,000, so it is not a great deal of difference, but they don’t get paid nearly enough money for what they do. For the hours that they work and the stress that they have to put up with. On paper it looks okay - £25,000, that will pay the bills, and I can work with that because I can do overtime. Then you arrive

here and you realise that you are hammered and you are exposed to so much pressure, so much stress, and then you have limited amount of time sleeping, you come in and you have to do it over again.

384. Q. How far away do you live?

385. A. I live in Henfield, so about 25 minutes.

386. Q. That isn't too bad. Some people are coming a long way.

387. A. Yes, one is from Crystal Palace – that's a trek.

388. Mr Marsden: Yes.

389. Ms Lampard: How would you characterise the relationship between detainees and officers?

390. A. It depends; it depends on the officer. It depends on the level of professionalism, their experiences. I am ex-Military, so I'm what you see is what you get. There is nothing hidden where I am concerned. I am upfront, but there are a lot of people trying to be friendly because they think it is –

391. Mr Marsden: It's a way of managing the shop?

392. A. Yes. If anything ever happens, I am protected because I've got these guys like me, or I have a good relationship with this group of people.

393. Ms Lampard: Tell us about *Panorama* and the behaviours we saw on that. How did that strike you in the sense of how surprised were you?

394. A. I was embarrassed. Genuinely, I was embarrassed. I was ashamed to be associated with any of that, because that is not the way that we should be working, and that is not where I wanted to be. At one point I actually thought I don't want to be part of that, I am better finding another job, but then I thought if I leave now will I then be associated by other employers, asking, "what was your previous work?" "Brook House." Will they then think –

395. Mr Marsden: Yes, that you were something to do with –

396. A. Then I was stuck, because Brook House now has a terrible reputation. Who's going to hire somebody that has just come from Brook House? Effectively I was stuck. Thankfully I have been promoted, but it was a really shameful time, if I am honest. What made it worse is I was in the next morning. It had obviously been broadcast, and every single one of the residents were watching it. You were looking over your shoulder every two minutes. It was a very dangerous time for everybody.

397. Ms Lampard: Some of the behaviours you saw, what would you put that down to? Was that indicative of the system in stress or do you think they were people who, on reflection, because you must have encountered some of them, at the end of the day, had the wrong attitude throughout?

398. A. Completely. Bad apples at the end of the day.

399. Q. Yes.

400. A. However, that should have been picked up a long time before it ever reached that point.

401. Q. Do you think it could have been picked up on?

402. A. Yes.

403. Q. How?
404. A. You should know what's going on on the floor. If you know your employees – I know the behaviours of the detainees that I have working for me at the moment, and I think I have 92 at the moment. I know what they are like.
405. Q. Did you think you would know that about your colleagues?
406. A. Yes, of course – one hundred per cent.
407. Q. You think that those people should have been detected already?
408. A. Yes, but who's going to do that? Who's going to step up and say "he's my pal but he's a wrong 'un"?
409. **Mr Marsden:** Does this also coincide with the period that you are describing at the moment of DCMs not being about?
410. A. Of course it does. People are just thinking they can do what they want because they are in an environment where people don't care because the money is not great. Therefore, I don't care; I am earning that, but I will do as little as possible, and not seeing the end goal, the direction, the risk to everybody. Their behaviours are setting that example. The example they are setting isn't just from officers, but also the residents. You could go up to 50 detainees, take them to one side and say to them, "tell me in private, tell me who's a good officer here, tell me who's a bad officer. Tell me who's a good manager, tell me who's a bad one", and they will probably give you the same answer. They know because they pick up on it, one hundred per cent. If you have ten bad officers, then what chance do they have because they are just like -, and at that period there were a lot of C&Rs, a lot of things going on, and that's because there was no discipline, or authoritative discipline in the sense of, this is the line and that is not to be crossed.
411. **Ms Lampard:** What you have told us, and you are not alone, is that you have people who have behaved badly because, frankly, they have the wrong attitude, they are the wrong people, and then the circumstances are awful – they are browned off so they are going to do this anyway. However, we have people who both colleagues and DCMs should have known about and probably did know about.
412. A. Yes.
413. Q. You have said that part of that is down to their care and they are disincentivised, and so on, so they are not saying, but why don't colleagues who see something wrong happening like that near strangulation of a detainee, why don't other colleagues say, "come on, stop that. You cannot behave like that here" or, on reflection, why don't they just go to the manager and say "I saw something I really didn't like the look of today"?
414. A. I can't speak for anybody else, I don't know.
415. Q. Do you think that there are people here still on the floor that you have concerns about their attitude?
416. A. Yes.
417. Q. What would you do about that?
418. A. It has to be challenged, for a start. I am a manager now and it is my responsibility to challenge that. I have never been exposed to it because people know what I am like. When I go on the wing the mood changes. When I am on shift the mood changes. This is the God's honest truth, I have

had detainees come up to me and say (because I have had two days off) "I am so glad you are back because nothing has been done in the past two days." Obviously, I only see it when I am here, but it seems as if the mood changes. I am not saying that I am the – but because of the way that I am they know I don't do half-hearted. It has to be full on or nothing at all, and I will challenge any behaviours that I see, one hundred per cent. If I am not happy with it I will go and do it in a respectful and a professional manner. I will pull people in the office and say "I am not happy with that, can you make sure –", or whatever. However, I have never seen anything where I have thought this now is –

419. Q. However, you have your suspicions?
420. A. Of course. Everybody has.
421. Q. Yes. Do you think there are DCMs, though, who might be the root of some of that? People obviously do know that you are not the sort of person they are going to muck about with, but do you think there might be still officers who might have the wrong attitude, who might be behaving inappropriately, and who are still not being challenged by other DCMs?
422. A. I would imagine so, especially now where what they are doing is we need people in, because we are losing so many people. It is a case of let's just fill the gaps, but who are they filling the gaps with? I don't know half of these people.
423. **Mr Marsden:** You are not alone in making that point.
424. A. Yes, because they are just recruiting in mass. There is one way to remedy that, and it sounds silly – put the wages up. Change the whole system, the recruitment policy. You put the figure at £21,000/£25,000 you will attract a certain type of person. Does that make sense?
425. Q. It does, but it is not –
426. A. If you put the money up –
427. Q. However, it is not the only answer, is it?
428. A. Of course it is not. However, you would have ex-Military, ex-police, ex-Fire Service – regimented services. People that will challenge, people with the same attitude as I believe that I have to say "that's not acceptable" and stand your ground. That is what you need. If you are a manager that is how you need to be.
429. **Ms Lampard:** The other thing that you have touched on a number of times, which I think is very pertinent is this business of the length of the shifts and the way that –
430. A. Yes, it is shocking.
431. Q. The fact is that there are a lot of people who will be put off by that, and there are a lot of people, particularly women, who would, again, be put off by that. Do you think that if you had the opportunity you wouldn't necessarily have to change everybody's shift, but you might be able to have other shifts to complement, so you might have shorter shifts? Do you think that might help to –?
432. A. Without a shadow of a doubt.

433. Q. You think that will be a good thing? Do you think having more women might also alter the attitude of people?
434. A. More women?
435. Q. Yes, more women officers? Do you think -?
436. A. I think it is a relatively healthy mix.
437. Q. As it is?
438. A. However, then, like I say, I am quite protective with things like that.
439. Q. Yes.
440. A. I think that sometimes you will go on a wing and you will have maybe three or four female officers on a wing, and that terrifies the life out of me because I think, God forbid anything should happen. Everybody would obviously go rushing there, but, as a man, you feel that protection. Is it just me? I don't know, but, certainly, I am never comfortable with that idea.
441. **Mr Marsden:** I have met some very strong women here, who are quite capable of standing up to –
442. A. Of course. Every single person that is here is capable. Every single person. They go through the same training as me; they are capable. However, that's personal to me because that's the way that I have been brought up. We look after women. We treat women the right way, and the frontline like that terrifies the life out of me, because God forbid anything should happen and a woman is exposed to that, then I don't know why, but I would just feel responsible for it.
443. **Ms Lampard:** I want to change the subject entirely. Where do you think the drugs are coming in from?
444. A. I think there's a mixture, if I am honest.
445. Q. Do you think staff are bringing drugs in?
446. A. Yes.
447. Q. Tell me about the staff searching. How often is it? Have you been searched?
448. A. Yes.
449. Q. How often?
450. A. Every single time, I think it's because I am Scottish! They are thinking, you must be doing it. I am normally part of the team that searches. I believe that Security obviously trust the way that I am to ensure the searches, because that is massive. Every time I am always searched.
451. Q. Is the search thorough?
452. A. Yes.
453. Q. How do you think the staff are still getting it in? Is it in their shoes?
454. A. I honestly couldn't tell you.
455. Q. You don't take shoes off, do you?
456. A. No.
457. **Mr Marsden:** Or socks?
458. A. No.

459. **Ms Lampard:** Is there anywhere else it might come in?
460. **A.** I couldn't tell you. I am sure you could imagine if it was, but I don't know. I am only speculating. I have heard from detainees that certain officers are wrong 'uns, but sometimes they have a grievance against this officer. That's Security's department.
461. **Q.** If you are told that, presumably you would put that in as an SI?
462. **A.** Yes, completely, one hundred per cent.
463. **Q.** Ryan, we have worked you very hard. Ed, do you have any more questions?
464. **Mr Marsden:** No. I would be interested in your views about Healthcare and what you think of the Healthcare Service?
465. **A.** Shocking, it is shocking to the point where they think paracetamol solves everything. You really have to hit them hard. I will give you an example. There was a guy who broke his leg playing football.
466. **Ms Lampard:** When was this?
467. **A.** I think it was November-time, I am not sure. His name is **D3684** He is still here, and he was told that he could take paracetamol and something – codeine.
468. **Mr Marsden:** The hydrocodeine?
469. **A.** No, not the hydrocodeine, just codeine. I don't know, I am not a drugs specialist. He was told that he could take that and that is what he should be taking, and they wouldn't give him it. They said, "take paracetamol" but he can't take paracetamol because he is -. He had a standing argument with Healthcare, and I said, "guys, listen, can we come to some kind of resolve here? We are in the office, you are screaming at this person. What is going on?" This Healthcare person stormed off. **D3684** came back down later and said, "Ryan, I have not had my meds yet." I said "I will phone them, and I will make them come down." I phoned Healthcare and I said, "listen, I have **D3684** here and he has not had his meds yet. Could somebody come down?" "We are busy. Could he come up?" I said, "he has broken his leg. He is in a cast, so, no, he is not." "Can you bring him up a lift?" I said, "they are not allowed in the lift." "He will just need to wait." The attitude is shocking. They are just here for the money. Everything is just part of it. I wouldn't put my trust –
470. **Q.** Is that everyone in Healthcare who you -?
471. **A.** The ones that I have met, yes. Everything is about paracetamol, give them paracetamol, give them paracetamol. I have a guy here who is potentially having a heart attack, he is complaining of heart pains – give him a paracetamol and monitor him. What? What are you talking about? You are the Healthcare professionals, get down here and assess.
472. **Q.** There is a sense that they don't respond appropriately to -?
473. **A.** I wouldn't trust them to make a judgement call on me, that's the God's honest truth. If I had an issue I wouldn't trust them, not at all.
474. **Q.** What do the detainees say about Healthcare?
475. **A.** They are the same. Detainees come here, and this what I have heard from detainees, they come here from – in fact, I will give you an example of one. **D3446** he was a special case.

476. Q. Yes, we have heard about this man.
477. **Ms Lampard:** Was he the one with very severe mental health issues?
478. A. Yes. He came here and Healthcare thought that they would trial by reducing his meds. I am not being funny, but let's assess the guy on the meds he is taking before we start looking at reducing them. They reduced the amount of meds that he was on, and he was a danger to staff, because he was threatening to self-harm. He was off the scale, he was absolutely off the scale to the point where how can we look after this guy? He shouldn't be here, but they are trialling that. What are you doing? Give them what they are supposed to have, provide what you are supposed to provide and help these people. They would say, "let's give him half and see what happens." What are you doing? It is things like that, where you think, seriously, it's crazy.
479. They show up to things and they take their blood pressure and that's it. You just –
480. **Mr Marsden:** Are those concerns relayed to Sandra, who's the manager?
481. A. No, probably not. You ask any detainee what they think about Healthcare, and I have witnessed it. I have worked closely with paramedics, being in the Fire Service, being in the Military and I have seen the capabilities and I put my trust in paramedics, they are fantastic.
482. **Ms Lampard:** You have a new DCO who's an ex-paramedic. It would be interesting to talk to her about what she thinks.
483. A. There was one that left. Her name was Hannah and she left to go and work for Tascor and I am friends with her on Facebook. I remember something sticking in my mind and –
484. Q. Someone from -?
485. A. Healthcare, and she left to go and work for Tascor, but she had to be put on a First Aid course, and she put a comment on Facebook saying, "finally, after all these years I am qualified in First Aid." I remember looking at that thinking, do you mean to tell me that you have never actually had a basic First Aid, or you are only provided with a basic First Aid training? Surely that is not the case? I don't know what their training is, what their qualifications are, but that's a personal opinion.
486. **Mr Marsden:** I think that's fairly clear!
487. **Ms Lampard:** Thank you very much. It has been very helpful.
488. **Mr Marsden:** Ryan, we will send you a transcript of the interview.

[Interview concluded]