

Confidential

Independent Investigation into Brook House

Tuesday, 29 May 2018

Second Interview with
Lee Hanford

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Second Interview with Lee Hanford

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

1. **Mr Marsden:** This is the second interview with Lee Hanford. We are not explaining to Lee the basis on which he is speaking to us because this is a second interview, and he has already had that information.
2. **Ms Lampard:** Lee, thank you very much indeed for agreeing to see us again. We're going to go through some issues which I suspect you will want to add your own perspective on. These are things that are coming up in the course of our writing the report and we just want to check with you what your final thoughts on them are. A lot of it relates to what was going on before you were even here, and what you've been doing since, to try and rectify quite a difficult situation. We wanted to start with you because you probably have the most neutral view of some of this stuff.
3. The first set of questions is really about management and the capacity that there has been at Brook House, particularly amongst the Senior Management Team. I think we have had discussions before about the capacity of, say, Steve Skitt and Juls Williams, and their capabilities, and you have taken the view not to move people on out of the Senior Management Team – is that a permanent view, or, I know when we spoke before you talked about it being a second order issue, in a sense, you had more pressing issues. Let's be blunt about it, what would be your thoughts on those two?
4. **A.** My initial thoughts are, reflect on where ?Brook House was at the time, and I'm a firm believer in giving everyone the opportunity to present to me, so I think it may have been a period of different demands from different directors, and different approaches, so again, I was keen to give everybody the opportunity to reflect on recent history, look at what the issues were, and then agree a strategy with me and a wider vision of what we were trying to achieve.
5. My early stages were, it's important to elicit information from the local team on what the issues were, then it was down to me, with support from the Executive Committee, Jerry, Paul and others, when I presented my strategy for Gatwick IRC. At that point I wasn't looking at personnel change, at that point I was giving everyone the opportunity for a fresh start, if I can call it that, and see how they could serve myself and the organisation. I think early stages I realised that Juls wasn't able to provide that sort of service that I wanted, and I will defend him in some respects, we were measuring him as a Head of Residence and he's not the level that should be a Head of Residence anyway, so I see that as a real significant missing link for -

6. **Mr Marsden:** He was in the wrong job, essentially.
7. **A.** I think he was calling himself the Head of Res, but Brook House didn't have a Head of Res, so they didn't have a Head of Residence in place, he was a Residential Manager, and because he was the most senior Residential Manager -
8. **Q.** He gravitated to this -
9. **A.** People assumed he was the Head of Res, but he wasn't being paid anywhere near the grade of a Head of Res. When I looked at that, we were expecting him to punch above his weight in an area that I don't think he has the confidence to do that, to be perfectly honest. As a consequence of that, I brought in - he was already appointed, but he only started on 11 December - Mark, Mark came in as the Head of Safeguarding. Mark took to the job like a duck to water - I think I shared this with you previously.
10. I'd still wanted to give Juls the opportunity to present and see if he was capable of that, and I also invested in Juls going onto a Level 5 development programme with Colndale, and as soon as Mark had gone past the early phases I approached Mark to become Head of Res, because I think we have the skillset at other grades within the safeguarding, to support that area, but the area that was still failing, particularly October, November, December and moving into the early part of January, the area that was failing was residence. The staff didn't feel supported by their senior managers.
11. **Q.** Certainly some of our observances I think point to the regime, the daily regime, and particularly the lack of activities or regular activities, as still being an issue, both for detainees and for staff, and certainly the evidence that you hear very strongly from people - and I think it goes back to the point that you make about him being in the wrong job - is that people don't know what Juls does: they will say that to you, if you turn the tape off they will say, what does he do, what's his purpose; and he comes across as somebody therefore who is being carried by the organisation and carried by current management.
12. I think the other thing that has come to light is that he is deeply compromised in his relationships with other staff, DCMs particularly, because of his social activities, which have sometimes led him to - he comes across as this non-performing senior individual who I think people would see as an obstacle to change, or at least, he's not facilitating improvement.
13. **Ms Lampard:** But I think what you are also identifying for us is that there was a time when he was all that was there -
14. **A.** He was all that was there.
15. **Q.** And that was both post and pre-*Panorama*, and that, I think, is very interesting.
16. **A.** I think he was under significant pressure, because what I realised as well, because Sarah Newland was saying to me, Juls is delivering this for me as well, let's look back, put the old structure back and look at what we expect from Juls. He's not a D grade manager, he's not a senior manager he's an E grade manager, so to put that into context for you, the DCMs are E2s, Juls is an E1.
17. **Mr Marsden:** I get it completely, what's happened.

18. A. And there was an expectation he was managing the residents, he was managing paid work and he was managing paid work for Tinsley. He's not the most dynamic guy, he's not competent in this, I had a whole heart-to-heart with the SMT and I said, let's reflect on your relationships with each other, reflect on what you contribute to the team, and he said, I'm fine when I'm told what to do – he was quite open and honest.
19. **Ms Lampard:** But you see, there he was sitting in the Senior Management Team –
20. A. Yes, because he was representing Res, because that was a huge missing link here, that's why I put one of my red lines on here about the Res Manager.
21. Q. That's fine, that has evidently been a problem, and we have identified that as a problem, and it is still a problem, to the extent that he sits there, and Mark sits there, and people have to get at Mark through him, so long term –
22. A. There are entrenched ways of thinking here now.
23. **Mr Marsden:** I think he has presided over some changes, particularly Ramon is going to Tinsley, they clearly had a serious falling out, and whatever the basis of that, the fact is that the activities regime –
24. **Ms Lampard:** Has never been the same since.
25. **Mr Marsden:** - is so important in this place
26. A. And to resolve it at Tinsley, so I changed the funding side to get more activities, because Tinsley does have more activity space than Brook House does.
27. **Ms Lampard:** We'll move on to activities in a minute, you've made a very good point about the place, which is, physically it's not suitable to have this number of men, we just know that, and part of this report will be about identifying some of those things, and your suggestion of needing to build a sports hall is –
28. **Mr Marsden:** Absolutely, it's a great idea.
29. A. I want a sports hall with classrooms and a religious centre.
30. **Ms Lampard:** Absolutely, and we will make that point.
31. A. When you see the size of the mosque there, we breach our secure line to put detainees into the visits hall on a Friday afternoon, our guys to come in there, 160 guys, it's a nonsense.
32. Q. I know, it's a nonsense. We have been to Harmondsworth, we've been to Colnbrook – they have the same sort of structure, they only have these small courtyards, but of course, everything is different, everything is different in that place, because they have a sports hall and two gyms.
33. A. Yes, and if you compare to what Tinsley has, Tinsley has a sports hall plus a nice-sized gym.
34. Q. And a garden.
35. A. This just has a hotel-sized gymnasium now.
36. Q. Hopeless.
37. A. It needs investing in terms of infrastructure as well.

38. Q. So then we have Steve, and I know what your comment is about – and it's a well-made comment, I'm sure – about what was expected of him. A number of people have talked to us about that, we know that Ben's style was about managing other people, managing up, managing out, not necessarily managing here, that's absolutely evident. I think what we have found, the evidence we have gathered, is that Steve has a very, I think I'm going to call it 'militaristic' style, hierarchical, he laments not being in a prison, and it has had its effect on the way staff respond to management here. The first port of call here is not, okay, you made a mistake, let's talk about that –
39. A. I think that's changing, slowly, it's hard not to gripe again, it's all about learning and development –
40. Q. You've said that from the beginning, I know that, but the fact is, you're busy, you don't have enough time, somebody does something wrong and the first thing that happens is they are investigated.
41. A. Yes.
42. Q. And we've heard about people who have been off for weeks for being investigated, we've heard about new recruits who have been hauled over the coals because they didn't get things quite right, there have been quite a number of those, and I just wonder what you do with somebody like Steve, to alter that?
43. A. He is somebody who is willing to adapt to ways of working. My early discussion with Steve, for example, I'm about to overturn his dismissal this week as an example.
44. Q. You're going to overturn the dismissal? That doesn't surprise me.
45. A. Yes. I think Steve's engagement with his predecessor was more this robust style of management, and Steve was the figurehead for that, and Steve was also the figurehead of that even from Tinsley staff, so if you look at the structure: there is a Director who sits above both establishments, there is a head of Brook and a head of Tinsley, so even though Steve's called Deputy Director, I see them both in my eyes as being Deputy Directors, one at Brook and one at Tinsley.
46. However, what Steve was also picking up, particularly in my early couple of weeks here, he was picking up all that messy work and noise from Tinsley as well, there aren't sufficient managers in Tinsley to deal with that, and at sufficient level to deal with it, and then the appeal will obviously come to me in the event that a member of staff appeals, on the outcome of that.
47. What I have encouraged Steve to do is not to go in that immediate investigation, but to look at early interventions. Of course, there are some things that have to go to investigation, and when we unpicked *Panorama* that was significant, that we did have evidence of things that were going to investigation, and we looked at all the 86 issues raised there. But in terms of somebody making a mistake on the ground floor, the first part is early intervention, advice and guidance, learning and development culture, and move on. If it happens again, that's a different environment, of course it is.
48. I've seen Steve, previously I think he would have been commissioning investigations, but what I have seen from him is he's starting to develop into more of that learning and development culture, and moving away from the militaristic approach of, give the order.

49. Slowly – and it is slowly – he pulls all the DCMs together, and I think he now has a bit more support, I think his relationship with Michelle has got a lot better, he now has Mark to call upon for residence as well, so instead of becoming that – forgive my words - ‘busy fool’, he can now take a step back and have some time with Mark and Michelle, and encourage them to have their meetings. It was all on his shoulders at one point. What I did realise - I think you are aware, I had a bit of time off after a bicycle accident and then I went to Australia - and when I came back, I think he had gone back into his old style.
50. Q. It’s very unfortunate for you, the timing of our having been there, but the idea is, we will say things which we hope will encourage people to move on.
51. A. I noticed that, that when I came back here –
52. Q. But you do have to know that staff were telling us, they were absolutely clear: you get barked at, I have to be careful not to identify people – people talking about after their first run of nights ever, following a procedure that they were told was the right procedure, because there were no managers around and another member of staff told them, and the next thing they know, they’re up for an investigation; people being investigated when they weren’t even in the building when the particular issue happened, and it doesn’t take many of those for the rest of the staff to say to themselves, “Bloody hell! Keep my head down”, and the damage of that is the self-reliance of the staff, it’s not an open culture. You’re not going to fess up, and that’s how *Panorama* starts.
53. A. Yes.
54. Q. We’re all boys together.
55. Mr Marsden: The influence of one or two characters who have a strong predisposition in another direction takes hold.
56. Ms Lampard: And I think whilst we wouldn’t say that we’ve seen this manifest itself in any other way, there is clearly a sort of clubby, very masculine, rather assertive cadre of DCMs who have had to take the lead because they haven’t had enough support from management, and in the absence of an open culture in which people feel they can fess up to things, their response, they are operationally competent, but that’s quite macho, but they’re not necessarily doing that engagement, thoughtful thing, that’s both with the detainees and with the DCOs. That’s where your Corniel comes in - you need a bit more time to bring these people on, see this Res management, and it’s typified, isn’t it, by, we heard about Michelle wanting to put in an investigation into Juls for falling asleep in a meeting!
57. A. I had to intervene on that.
58. Q. Of course you did, it’s astonishing! But that’s the culture –
59. A. It’s a culture that has been embedded -
60. Q. It has been completely embedded, and we’ve seen the DCMs respond to that, their response is to be brusque, operationally effective, but nobody’s open, and they’re not bad people, and they are operationally effective, I can see why staff are drawn to them, because they’re going to save them in a bad situation, but they’re not being developed.

61. **Mr Marsden:** What the DCOs will also say, I won't take things to my DCM or Oscar 1.
62. **Ms Lampard:** Because he doesn't have time.
63. **Mr Marsden:** Because I'm concerned that they will think I don't cope .
64. **Ms Lampard:** And forgive me for being sexist, but as a woman, seeing that rank of sort of - you just sort of think, those aren't cuddly, smiley people, those are finger-waggers.
65. **A.** And that's been - when there's an issue here -
66. **Q.** We just need to let you have –
67. **A.** I'll give you a bit of what I'm trying to shape into that as well.
68. **Q.** We can see what you're trying to do, but you haven't got there yet.
69. **A.** A lot of that is because, unfortunately, the timing of this is as well – I've gone through G4S to get funding, but I couldn't get funding for full-time heads. A lot of it was down to contracted hours, we spend a significant amount on contracted hours; the issue with contracted hours is, you're just going to get more hours from the same people, as opposed to fresh blood coming in and changing that culture. What we couldn't do was recruit more people, because we had the TUPE restrictions; if we were transferring the service to a new provider, then we only had to have who was on the TUPE list.
70. Now, the discussion I'm having with the authority in relation to the contract extension will enable me to change the hours that are put into contracted hours actually into the increase of DCMs, a Head of Res and the DCOs. There has been an over-dependency in Brook House, I would suggest, on that Oscar 1 group, so they depleted the DCMs by such a significant amount they had one east, one west, and that was it, and then the Oscar 1s. So whenever there was any crisis, everything reverted to the Oscar 1, it's that sort of wall of defence they had there, my football analogy: you put the ball in front of them, that's what they were.
71. My vision for this is to have a DCM on every unit, and people build the relationships and rapport with their staff group, and with the detainees, and they know them on a day-to-day basis, based on that wing, in the office there. So you would only call on a DCM Oscar 1 in the event of something going wrong when you need to call another resource. There has been that standing block between what we've been able to put in as an immediate contingency, as opposed to what our longer-term plan is, if that makes sense. I think that generally will soften relationships anyway, because when somebody is actually covering several events instead of just trying to cover one, trying to cover everything again, they become 'busy fools', forgive that term again, people actually have ownership of particular areas.
72. This is the engagement I'm having with the Home Office at the moment. This is one of our red line territories, we will only sign up to this extension if we can do it in a way that provides the appropriate frontline managers with the appropriate staff, and give them that support, and only then, when you have that regular relationship with people, will you build up that learning and development culture that is needed in this place. Whereas at the moment, somebody's filling in the gap and someone just responds to an incident, and I

think as you rightly say, the previous way has been crisis management reports to - and if something has gone wrong, who do we blame? And I'm not for blame, I'm for development.

73. **Mr Marsden:** Just going back to Steve, you come back and he's reverted to his old ways, has he come back to, or has he –
74. **A.** I came back from Australia on the Wednesday evening, my feedback at Tinsley on the Thursday, Steve flew out of the country that day. When I sat back here, I start unpicking a bit of, why has this got to this extent, I go back to my early intervention part – I think there's an element of, when he's under stress, he reverts to type, if I can call it that.
75. **Ms Lampard:** We're going to have to put some of this to him, because it is significant in the story of this place and what is going on on the floor. We are going to have to put it as nicely as we possibly can, and we will talk much more I think about general management styles, rather than identifying individuals, because I don't think that's fair in a public document, what will become a public document; but we are going to have to put it to him.
76. **A.** If I give you an example of our discussions: Steve will turn up every morning and go to the full staff meeting, which I believe is the Oscar 1 meeting, and the DCMs make sure they have most of the staff, everyone's there, everyone's briefed on what may be have been an issue yesterday, and is there to support. Steve attends to –
77. **Q.** Deliver.
78. **A.** It's not even direct, because if he was direct he'd have proper vision to it but it's just – and I said, Steve, there's no need for you to attend this meeting, but it's an old prison mindset of his, stand there, go down there, but I said, you focus too much on the negatives, as opposed to focus on the positive, where are we going with this?
79. **Q.** Okay, that's a lead into a sense staff have a very strong sense of not being supported by G4S in any way at all, and they talk about, nobody says thank you, we say thank you to each other, and it's bound up with the lack of incremental pay for long-term service - somebody described being given a pen after five years of service, and I said, was it a nice pen? He said, no, it's like your pen, anyway, it was blue and I can't use that on the floor, I have to use black. You just thought, ye gods, this is a big company, can't they get that right?
80. **Mr Marsden:** And people describing themselves in very transactional, functional ways –
81. **Ms Lampard:** Yes, "we're just shirts", "I'm a shirt, as far as they're concerned, I'm a shirt". There is a whole piece around appreciating staff here that has gone missing.
82. **A.** Last Thursday was something that normally happened -
83. **Q.** You see, that was noticeable too: for months, we had no Employee of the Month, we had nothing, and you go down into the gatehouse and all you see about you are injunctions telling you 'not to ...', and it matters.
84. **A.** I thought last Thursday was, and the reason why I think it was delayed obviously was because until we'd resolved our *Panorama* investigation, we took a bit of an executive decision not to celebrate long service and not to

celebrate Employee of the Year until such time that that was resolved. All the outliers around *Panorama* were resolved and responded to by the Home Office three and a half weeks ago. We knew it was more or less at an end, and we also looked at it as a celebration in some ways of me handing over the keys last week as well to the new provider. There was thought going through the process, and I think it was an enjoyable evening for those who were able to attend and those who had awards. Obviously some the employees who were there previously, had been dismissed. I think that was a good celebration, the unfortunate part of that, again, it's only 70 of the DCOs, 226.

85. Q. They said they wouldn't dream of going, they just couldn't, they just didn't feel it was anything other than a gesture, lip service. I'm not saying that it was, that's what they tell us. There is a big piece still about –
86. A. That's what I get -
87. Q. Then there's another point, too, which –
88. Mr Marsden: On that front, people might be prepared to tell us things, or say things, that they wouldn't tell somebody who is a manager in –
89. A. I might just be reflecting optimistically after Thursday night, and what the feedback from that was.
90. Ms Lampard: It's a beginning, isn't it? It's the beginning of something.
91. Mr Marsden: It's not to say that is the wrong thing to do, I think that's the right thing to do.
92. Ms Lampard: We absolutely do think that's the right thing to do, and it is, as you say, a beginning, and you have to start the process somewhere.
93. A. And what I did, because I've been to one of their awards previously, and it's more or less a shout your name and people get it and off they go. I made sure all the senior managers attended, so Michelle, Steve, Sarah and Dan helped me in fact because their teams all had awards, all long service awards, or Employee of the Month and Year awards, so I got them to read the citations off. I want them to write the citations, I didn't want them just to be *verbatim* from what somebody had said about them in the month, I wanted them to make it personal for them, because ultimately their family members are sat there. I presented them, but I wanted the managers to read the citation and make these people feel special, that we do appreciate you. It might be worth reflecting on that with some of those - it was, I would say, a step in the right direction.
94. Q. Absolutely.
95. Mr Marsden: A test of that would be to get a bigger cohort of people to come to the next one.
96. A. That's one, the other part, at the next SMT, I'm going to say, I'm pleased that I was able to get some senior managers up there to present, and now I want, because not many people are making recommendations on a monthly basis for Team of the Month, Employee of the Month, etc. I want to say 'you felt special reading that citation for your staff, imagine how special they felt receiving that in front of their families'.

97. **Ms Lampard:** We could identify a few people you ought to be –
98. **A.** And why are we denying other people the opportunity? As managers, we would encourage –
99. **Q.** Absolutely, I'm sure we could identify a few – you have some very good people. The other thing we would reflect to you is this business of staff not feeling that the Senior Management Team are present enough, they don't see them enough. I know Steve says he goes down every morning, onto the shop floor, some will say that's not true, I don't know what the truth of that is; some will say, if he comes, he's in and out.
100. **Mr Marsden:** And it's when he's DD or –
101. **Ms Lampard:** What they say is, they see the Senior Management Team when they're DD – now, I know they're very, very busy, and I know in crisis mode, all hands on deck, my goodness me, that's clear. We went to Rye Hill Prison, and it was made apparent to us, you could just see that those senior staff were there on that floor the whole time, and people would come up to them, they'd talk to them, they just would download, and I can see that that hasn't happened here.
102. **A.** Yes, and again, this is one part where I am pushing for the Head of Residence, because when Juls is out there, one thing he wears is this puffa jacket, and he's been out there, so he's been lost in that mix. So on site generally here, at the time, you are absolutely right, you had Steve and you had Michelle, that was really the senior managers you had here, in terms of, on the floor there. Having Mark on there, there's now been a bit more presence in there. Steve, I think, maintains he's there every day, he will go to the morning briefing every day, and what I'm trying to say to Steve is, morning briefing isn't the place where you need to be, you're best using that period of time that the middle managers are having morning briefing, so all they want to do is give directions and make sure all the staff have turned up etc., and then start to walk and talk.
103. **Mr Marsden:** You mean, just generally going around the place?
104. **A.** Yes.
105. **Ms Lampard:** So you think he doesn't go down on the floor every day?
106. **A.** No –
107. **Q.** He says that, and we have to take him at his word.
108. **A.** He goes down to the ground floor every day, he will go to that morning meeting every day.
109. **Q.** But he's not necessarily on the wing.
110. **A.** On the wing. I think he does walk a bit, but it's about ?diarying in the time. What I have to defend him as well, though, because, when I was here, my last tour I did here, I made sure I was on the events most days. However, on this one, all I'm doing is writing the contract and defending the contract, and since I've started, I've responded to all the *Panorama* issues, all of the judicial review issues, straight into contract extension discussions, so in some ways, I'm the absentee landlord, in some respects, and there's an over-dependence on Steve, to be out there doing that.

111. Q. Do you know - he's obviously a mate of yours - Pete Small, he was so clear with us that you get into a rut, people like Steve get into a sort of mindset, but actually the only really important thing they can ever do is go on the floor, that's the only important thing. He obviously makes everybody there get on the floor every single day, and it so shows, it hits you in the face when you're there.
112. A. If you look at the old structure, you had Sarah and Sara, at Tinsley, but here you had, really at D grade level, Steve and Michelle, so there was an over-dependence on them to do that, but at the same time, being pushed into other areas, hence my real push for a Head of Res. It is important for the staff to see the senior officers walking around, caring for them and giving that support, and I think Mark is bringing a lot of that to the table as well. It's so important.
113. What Mark has brought as well is a wider focus on what I believe we should be focusing on, resettlement, not just removal, because these centres shouldn't be - I keep saying this to Nicola. We have to focus on - a prison has a real vision, it's to care and rehabilitate, there's a real vision in that, and everyone is moving in the same way, whether that's through whatever category they are, etc. What is an Immigration Removal Centre, what's the vision? I remember when Mandie Campbell was Director General, it was fed back to me that she was quite critical of our staff empathising with detainees, the only engagement should be removal, removal, removal.
114. When you are so outnumbered, you have to build a rapport with people, and that rapport generally - everyone has to have some incentive in life, and anyone serving a long term prison sentence, the incentive is to work their way through the sentence, reduce their category, etc. - there always has to be a target. Here these guys have very little, so how do we encourage the staff to engage them in that positive mindset, to encourage, to engage and motivate?
115. Q. I think the staff here probably have quite a strong sense of that, you do see it.
116. Mr Marsden: Resettlement is an IRC's vision in the same way as you say rehabilitation is the prison's. If you then make that the focus, your activities programme could be informed by all of that, couldn't it, and then becomes much more meaningful.
117. A. I think they should involve immigration resettlement centres, because -
118. Ms Lampard: Of course they should.
119. A. Either we settle people back in the UK, 50% of them, or we settle them back in the country of origin, but at least we are engaging with them. So what I have Mark doing at the moment, residential activities, to get that to a wider part, is to - and we are working with some third sector organisations, the Change Foundation, we have some small access with Comic Relief, etc., with NGOs in other countries, and lots in this country, of course. We're working with the Alliance for Sport, to bring some structure to the day here, to motivate these young people into having something to get out of bed for, how they can contribute, so if they resettle either back into the UK, we've introduced them to agencies in the UK to give them that initial support, or if it is country of origin we can engage with NGOs and other third sector providers in other countries.

120. Q. Just tell me one thing: there was something called 'Migrant Help' here, and it's clear from some minutes I've seen that they were eased out because it was costing –
121. A. My reading of this – I have been proceeding with something similar, because I'm of a similar mind with the Gatwick Detention Refugee Group, the wider part of it, that –
122. **Mr Marsden:** The Detainee Welfare Group?
123. A. Yes, but there's a wider part as well, from a candour perspective, we go back into that, but what I'm trying to get to is, the wider organisations we've tried supporting previously, there has been some anticipation for G4S one, because the perception of the Home Office is – that's my understanding - is that they're coming in to advise them of a last minute judicial review, to advise them at last minute. I said we should engage with all agencies, because ultimately, we are the advocates for the people in our care, that's what we are. Yes, we provide a service to the Home Office to look after people, but we should also be the advocate for those in our care.
124. Just going back to my simple mindset, you can commit the most horrific crime on the streets today in the UK, but you still – yes, you're remanded in custody, you go to magistrates, you go to a Crown Court - but you will be tried and tested by 12 of your peers in the community, and if you are found guilty you still have the opportunity sometimes to appeal. These guys end up in here because a case worker has advised them, but there seems to be no real support for them, for them to understand that process or the wider appeal process.
125. What I am trying to get within that wider resettlement was yes, we engage with them to prepare them for release, also for removal, but also, make them feel as if they have been listened to and had the opportunity to - that's the part I would like to see.
126. **Ms Lampard:** Let's go back, then, to the issue of Migrant Help and the Gatwick Detainees Welfare Group. The Gatwick Detainees Welfare Group tell us that they have felt under pressure from both G4S in the previous regime and the Home Office, to basically just become a sort of befriending group, and that any signposting was frowned upon, and that there was a sort of pincer movement to get them out of here. We've seen the correspondence that appears to have upset them: it's people who didn't have a pair of crutches in time, it's somebody who had mental health issues, would it be possible to think about sending them down to Tinsley House.
127. It may be that there were other things they did which were provocative, but speaking to their Director, he's quite sensible, not wanting to get themselves into a position where they get booted out of here, but that was what was going on, basically. That was the Home Office and G4S working together, your predecessor, so there were meetings at which he wanted to have G4S, the Home Office were there. You're telling us, I think, that you're going to prise that apart a little bit –
128. A. That's what I'm trying to do –
129. Q. And get them – the word on the block is that Migrant Help were too politicised, they were in difficulty –

130. A. Again, when I unpicked it – Sarah will give you a better picture than me, because Sarah had some history of this, but I wouldn't mind, I have no issues with it, but it's what we don't know -
131. Q. Okay, so let me just feed back what our sense about all of that is. We've been asked by Ashley ?Abomasa, why did we not know, why did we not know what was going on in this centre, we had glowing reports. Well of course, you have a closed culture within the place, what's wrong with engaging with Gatwick Detainees Welfare Group, the Migrant Group, who come in and say, 'did you know?'. I agree with your diagnosis on this, because I think we feel that all the information you can get – you can't manage people signposting people to the Home Office.
132. A. I agree with you –
133. Q. I think we are all agreed, so then there comes another issue, I'd like your views on the IMB – how robust are they? Because I think they, too, have taken the view that the Gatwick Detainees Welfare Group is a menace, they're always trying to get them to do things.
134. A. I won't take that down the IMB route at the moment, I'll come back to the IMB. I think that whole, we're going to go back into a bit of an Amber Rudd story, aren't we? Ultimately, it was apparent, there must have been targets – I will go off beam if I can. The reason is that pre-Christmas, December 14th, the Home Office had been picking low-hanging fruit, hadn't they? The Eastern Europeans sleeping on the streets in Manchester, Birmingham, London, the main areas, they were lifting them and bringing them into detention. That was an easy way for them to hit targets, let's be quite blunt about it, somebody will have to confirm what I'm saying, yes, because I'm just speaking from experience. Then they lost the case on December 14th in the High Court, then all these low-hanging fruit, as I would call it, had to be released. We had a phone call during that day, and there was one gentleman in here who -
135. Mr Marsden: You told us last time – this is the guy who was going to be pushed out at the weekend.
136. A. Again, this takes me back to my time when I realised there was no discharge grant for this individual, so the thought was, there was no way of managing him, because they shouldn't be leaving custody any better than when they came into custody. In a prison setting, we would always make sure someone has a discharge grant and we would never send someone out destitute, we would always make sure that they were looked after, but there seemed to be an approach here that you would send somebody out destitute, and in a very poor state of their release.
137. Q. Within this institution or the Home Office?
138. A. Within all IRCs, what they were asking the other IRCs. I can't ... but it's that wide approach, and what I was trying to get from that, and yes they do it via a risk policy, but I'm saying, it's wider than that, it should be for everyone, because we should actually have responsibility to ensure that somebody has that transition back into the community, whether that is in UK or country of origin, we should give support. That's my personal view.
139. So that's a bit of the low-hanging fruit, but if you look at how austere that regime has been towards detainees and wider as a whole, then you wonder why potentially people get signposted to behave - the vision was, I think, G4S staff were showing too much empathy, and it should all be about

removal, removal, removal. and I would go back and say, no, I think it should be all about resettlement, resettlement, resettlement. I've shared this with Ed because I still think that we should rename these centres Immigration Resettlement Centres, it's not just –

140. **Ms Lampard:** Who said to you that G4S was too closely aligned with the removal –
141. **A.** It was feedback, so I was third-hand, it was during a visit that Mandie Campbell did a number of years ago.
142. **Q.** Because that is exactly our impression of what it has been.
143. **A.** And I've come here, I want our staff to empathise, and work with it and be the advocate and ultimately if somebody has the opportunity to stay in this country because that's why they're here, or else they wouldn't be here – allow them to go through that whole legal process. If they go through that legal process, it's not just a voice for a caseworker somewhere, and that's the part that I'm thinking where IRCs and what I am trying to say to the authorities, the Department, back to the red line territory, you need to re-engage in what you want to procure, you shouldn't be just procuring a removal centre, you should be procuring a resettlement centre, because 50% of the guys in our care go back on the streets.
144. **Q.** Because we saw at Yarl's Wood, Serco tread a very careful but correct line in terms of welcoming in some of the third party organisations – Hibiscus and that sort of thing – and really listening when they raise things. It was clever of them to do that because they had an awful lot of others out there, who were just fomenting trouble, who weren't really helping detainees. What they were about was making a political statement, and that was a different and very difficult thing; but here there has been clearly a sort of over-alignment with Home Office, and a shutdown of third parties, and we have the impression that the IMB plays into that.
145. **A.** I will answer that but I have tried to get Hibiscus to work with us here at Brook, but their Board will only allow them to work with -. We work with the Change Foundation and the Alliance for Sport so -
146. **Q.** That's good.
147. **Mr Marsden:** I think having that vision about resettlement, and if the institution can hang onto that even in the light of it being about removal, I think that provides much greater clarity of purpose for staff –
148. **A.** And that vision for staff, is getting them ensure that they are advocates, that they have an access team, so I don't just want to signpost to the welfare team, I want the staff on the frontline to understand that, and think about the giving wider support. The IMB I think here have been very supportive, to the detainees when they listen to them, they will come in and act as their advocate.
149. **Ms Lampard:** What they said to us in terms was that they were here to monitor, not to resolve.
150. **A.** If they have any concerns, to their credit, they don't walk off the shift.
151. **Q.** And what they have said to the Gatwick Detainees Welfare Group and what they said to us was they're not about raising individual issues and the individuals' concerns. I don't think that's right, and I went yesterday and I read the rules on IMBs, and it's quite clear that they are there to see that overall

- people are treated with dignity and respect, and their applications process requires individuals to raise individual issues, so –
152. A. Jackie was in here two weeks ago, she is a nurse, and she will raise any concerns, she will bring it to our attention, my attention, just as an example there, because Jackie was our previous chair. The wider culture we have to really invest in, and I'm trying to persuade the Home Office at the moment to look at, somebody said, Ben I think said, it does what it says on the tin, it's a Removal Centre.
153. Q. This is a very personal question, you may not want to answer: do you think the tone of the IMB, because we saw the IMB meeting with you, and it's quite accepting, it's not very challenging, and you've seen IMBs all over the place –
154. A. Tinsley's more challenging because Alan at Tinsley is the next HMIP inspector.
155. Q. Derek is an ex-HMP governor, and I think that tells on it, actually. We saw the IMB at Yarl's Wood at play, and it was friendly, but it was very clear it was not letting anybody off the hook, and it kept at it, and I don't know about you, but the tone of that latest IMB report is pretty –. It does use the word 'unacceptable' in terms of the staffing levels, and it congratulates you on agreeing that there ought to be one DCM and 3 DCOs on at all times, but it doesn't say, frankly, it's been atrocious here for a bit. There's just a sense of –
156. Mr Marsden: It's not very hard-edged.
157. Ms Lampard: It's not hard-edged.
158. A. Last Friday the IMB report for Tinsley was - and that is a more challenging report –
159. Q. And in a sense, in the scheme of the world, that's nonsense, because we've been there and Tinsley House is fine.
160. A. What they're trying to do is to fight for the -
161. Q. I give the IMB their due, they have identified the issues, the recommendations are absolutely spot on, aren't they – start with staff, activities needs to be returned, all of that, I can't criticise all that, I just feel –
162. Mr Marsden: It's flabby.
163. Ms Lampard: It's flabby! It gives you a heck of an easy ride – do you agree with that?
164. Mr Marsden: Seeing it through Ashley's lens, he's saying to us 'I rely on the IMB/HMIP as the kind of barometer, along with my management team, it's the barometer of, how's this place performing? Why can't I rely on them?'. I think our confusion about the IMB is that they are not challenging enough, and then they've got themselves into a situation where if it was warm and accepting quite a lot of the time –
165. Ms Lampard: And also, they sort of decided to make this ridiculous distinction between taking up the individual case and monitoring overall when actually a) they do take up – you've just told us – they do take up the individual case;

- and b) if they can't see that the individual case might shine a light on the system, then what are they here for?
166. A. Ultimately, they're not here just to monitor G4S performance, because there's a monitoring team across the way to do that.
167. Q. Exactly.
168. A. They're here to actually act as the advocate for the staff and the detainees, and also challenge the Home Office as well, and the rest of us, and –
169. Q. They took the Gatwick Detainees Welfare Group aside and told them not to go on raising individual issues, because that way you will get on better with the Home Office and G4S. But they don't see that in their own, maybe rather irritating way, they have a conversation to Gatwick Detainees Welfare Group which might well shine the light on things. Having said that, no-one was going to predict *Panorama*, no-one is going to beat people up in front of them anyway, but they could be a bit more vicious about what are the – you and I know very well that staff are under pressure.
170. A. My personal view is are we going to get the right number of staff in to run a decent centre, I think 508 is too much anyway, there's not enough activities for 448, let alone 508.
171. Q. Can we quote you on that?
172. A. Yes, there is not sufficient activity space here, for 448, let alone 508 -
173. **Mr Marsden:** I think our view is absolutely that 508 is far too many.
174. A. 508 is too many, and there are still insufficient activities here for 448 -
175. **Ms Lampard:** And 508 also means you have all those people wandering around in tight spaces, and it adds to the tension of the place. I feel anxious standing outside the health centre.
176. A. Outside the health centre, outside the staff canteen, prison shop and the gymnasium area, where they queue up for welfare and visits. They have a compliance team at the Home Office and this pre-departure team, but the amount of interviews, induction interviews, that they have, it just causes too much - they're trying to process too many people through that area, and you can see it caused the ?arrest of seven detainees. It would suggest that staff feel they're completely outnumbered, it's just too uncomfortable an area when they don't have sufficient activity space to give people the opportunity to engage.
177. **Mr Marsden:** You do get from the detainees quite a sense of that, the impact of the volume, so people will say, I go to Healthcare, but I can't be seen, so I get sent away, and I think it's probably just about sheer numbers.
178. A. Sheer numbers.
179. Q. And sheer numbers, interestingly one of the things that has come out of talking to people in healthcare is the lack of activities drives Healthcare activity up, they think – these people don't have anything to do, so –
180. A. I do agree with you entirely, and if you were to walk around Tinsley and see the activity spaces in Tinsley, and then you disperse the crowds. Rather than loitering, you engage them, whereas we haven't got sufficient space here for them to engage. It's a small cost to the centre, if you lose one exercise yard, it's a small cost.

181. Q. Yes.
182. **Ms Lampard:** Can I drive you on, then, to the next bit, which is about the contracting culture of G4S. You identified for me that the finance doesn't come top of the list in your trading reviews, but we have a very strong sense that finance has been in relation to this contract, by its very nature, focused, so we don't yet know - and maybe Steve and Michelle will be able to help us -
183. A. I was part of the G4S Customer Services ExCom anyway, that's my day job, so I sit through every trading review.
184. Q. There was this issue that sometime in 2016 Ben took it into his head to reduce the daily profile of staff -
185. A. No, there were wider efficiencies from the Home Office.
186. Q. So tell us how it came about - we've looked at John Kench's list of what he was being asked to profile, and at some stage it went from 36 to 32.
187. A. Yes - again, I don't know the exact decision behind it, but I've read - that's why I'm using this as my business case with the Home Office.
188. Q. Yes, and it was the 32 that you inherited?
189. A. Yes.
190. Q. How did that come about?
191. A. I'm not sure the exact number, I know the story -
192. Q. Okay, tell us the story.
193. A. There was a refurbishment at Tinsley House, and an increase in beds here.
194. Q. That all came to a head in May of last year.
195. A. That's when it happened, but leading up to it is where the Home Office was trying to reduce costs. There was significant pressure on the Home Office to reduce costs across the IRC estate.
196. Q. So we're talking sometime in mid-2016, which is what I always thought.
197. A. Yes, and efficiencies were offered up and there was a target -
198. **Mr Marsden:** So they were coming to providers and saying, you need to deliver us efficiency savings.
199. A. That's what they were looking for, yes. It was all driven by the Home Office, that's why I'm going back to say, this isn't G4S saying let's take revenue in, from say 300 staff, and I will deliver service to 226 and blow the rest on the bottom line; there was no sense of that. First, there were efficiencies, let's just focus on Brook, if I can. The introduction of the 60 beds, there was a challenge put on that for 60 beds, at a cost of ?TTPS per day.
200. **Ms Lampard:** Were they looking for efficiency savings aside from through the 60 beds.
201. A. All included in as part of it. The 60 beds came in, what that actually did was that -
202. **Mr Marsden:** Who was driving that?
203. A. Home Office, at the time it was a guy called Colin Welsh, who was representing the Home Office.

204. Q. Procurement?
205. A. Yes, from the Home Office, he was obviously under pressure from his lords and masters. Colin Welsh was the procurement lead at the Home Office at the time. The introduction of the additional 60 came at a much lower cost than the baseline contract per detainee place, which would have diluted the overall impact, so G4S presented that revised cost. That revised cost was obviously diluted –
206. Q. Do you have a notional cost in the contract, in the previous contract, for if you have another 10 detainees –
207. A. No, there wasn't that, because it was the 448, so 448 and it would have been an annual contract price. If you just divide that by 448 you would more or less get to what it would cost per DDA place, put the additional in -
208. Q. They're wanting at a lower margin?
209. A. Yes, cost.
210. Q. I would have been arguing for that as well, so the marginal rate they were paying was –
211. A. Was diluted.
212. Q. Yes.
213. A. And Ben obviously was happy to deliver at x, y, z price, and as a consequence to that I think there were 17 additional staff all in all, but if you look at overall how that diluted itself across the whole site, there was a significant reduction.
214. Q. Would he have made the decision about that, about the lower marginal rate?
215. A. That would all have gone through corporate governance. He would present that, it's gone through corporate governance, and been given the green light, he would have been given the authority to engage with the Home Office, and then it would go through the internal governance procedures. As a director, he would have said 'I'm comfortable with managing that at that level'.
216. **Ms Lampard:** So we know that in a sense what it amounted to was 17 extra staff, the money was available for 17 extra staff.
217. A. I think it was 21 altogether – 17 of them were DCOs, two teachers, and there were others.
218. Q. That was put in the pot, and that would have been a lesser number of staff than on the previous rate because *pro rata* you'd have had more, but then also we know that only three more staff were engaged.
219. A. Right. What they did do, that 17 in terms of DCOs would only clock – what was described to you, 17 people is 17 people working 40 hours a week over 52 weeks of the year, take away other factors, that gives me three points in the am/pm, so that's where you get the three extra from. It should have gone from 32 to 35, if I'm correct in what I'm saying.
220. Q. In other words, only three staff were actually taken on –
221. A. No, no.
222. Q. It was just three, three means that there would be three extra in the centre because of them, at any given moment.

223. A. The extra beds went onto A, C and D, so there should be one person for A, one person for C, one person for D, am/pm seven days a week –
224. Q. So what did the 17 mean? In other words, what you're saying is 17 pans out at one -
225. A. No, included in that 17 was some in the Cultural Kitchen, so that should have been open, but what they did, in December 2016 they recruited for that 17, and on that month alone 11 people left.
226. Mr Marsden: Is there any written description of this?
227. A. Yes.
228. Ms Lampard: I just want to understand whether or not actually there was a recruitment for all the people who it was agreed would be recruited for.
229. A. There was a recruitment in place, and you will see HR where they recruited –
230. Q. But then lots of people left, so in fact, they never made it up, because of recruitment problems.
231. A. You can see the recruitment time then, what happened, I'm just using December as an example, 11 left, as they brought new ones in, 11 left, there was a big spike then.
232. Mr Marsden: So recruitment was cancelled out by leavers, basically.
233. A. Yes, which it has been since I've been here.
234. Ms Lampard: So you don't think there was any deliberate plan not to recruit those 17?
235. A. I don't think there was a deliberate plan, because I've seen the recruitment timeline in there. My frustration has been since I have worked here when I reflect back on it, I don't think a real aggressive recruitment campaign had started until September.
236. Q. Till you came in?
237. A. Yes, and as I said, if you recruit 112, seven ITCs, what I'm doing is –
238. Q. Do you think Ben was trying save money, to look good?
239. A. I don't know.
240. Q. We're going to have to put that to him, because that's what it looks like.
241. A. I really don't know, but my feeling is that ultimately that's what we're funded for and that's what we're recruiting to, and I fill the void, because ultimately what I want is a safe and decent centre.
242. Mr Marsden: When you came in, was there a really significant shortfall – going back to your point about not recruiting aggressively, they have been losing people but are not running -
243. A. They had ITCs running, but I don't think they had a roll-on/roll-off –
244. Q. Not at the intensity.
245. A. Okay. The reason people would have had two ITCs per year, and they were running on average six ITCs in previous, so they were aggressive, and if you think, when you run an ITC, I know to date, since 1 October to today, I have spent £760,000 on bums just sitting on seats in a training room, that's completely non-effective time, and during that they are building non-effective

time as well, you are building that, etc., so you can put that to maybe £800,000 just sitting there. I think the question they were asking was more on the corporate side, I don't think there is any pressure corporately not to increase staff numbers. I think it's down to you as an individual to present that case, but that is not –

246. Q. That doesn't come out of the training bill?

247. A. Of course it comes out of the training bill, and the training bill was presented in a way where it looked as if it was on target where, yes, you would have a spike, for example, 11 left on December 2016, and there was a spike and we put another ITC on, so of course, the whole HR slides get presented in the training room, and you are given the confidence from the director to say this service can be managed. I play it the other way completely: I'm saying, I won't do that.

248. Ms Lampard: We're hearing that loud and clear, but you are, if you don't mind my saying so, a more confident manager perhaps than many might be, and we are hearing from other sources that those trading meetings are quite testing –

249. A. Of course they're testing.

250. Q. Of course they're testing, but they are quite testing, and that perhaps bad news is not received terribly well up the line, and you can deliver bad news perhaps that others can't.

251. A. I get the point, but I think people should look in the mirror before, because ultimately, you are paid to deliver good and bad news.

252. Q. You are, I agree, we agree, but –

253. Mr Marsden: How does Jerry receive bad news?

254. A. He can challenge, and he can be quite robust if you present it, if you've done your homework. If you've done your homework, you present it, and you're also presenting what your –

255. Q. Plan is.

256. A. Your plan is, he's very supportive. I would say that I've asked for significant investments since I arrived here. Of course I wasn't going to just walk in verbally and announce it, I have done a business case looking into it, and yes, is it challenging? Of course it is, I'm spending somebody else's money, so it should be quite robust and it should be challenging, but – I mean this – 100 per cent I've been supported, 100 per cent by the organisation, and that's –

257. Q. You're in a slightly different position in the sense that you are a troubleshooter coming to –

258. A. But if I give you an example: I want the Home Office to say this is our red line territory, we are only going to extend your contract if you address the issues we have identified, and G4S are prepared to walk away if those red lines aren't secured in some respects, but G4S also can say, with all these extras, we won't make any margin on this, because it should just be a pass-through cost, you can't be seen to be gaining from what was a failure, there needs to be a pass-through across, at Peter's level, he has been very supportive of that.

259. I'm not complaining, I think the directors need to present what your belief is. But I do see a problem - yes, of course it's challenging, Kate, and I think it's challenging, in my view, in the right way. Nobody likes giving bad messages, but we are in a position where we will always have good and bad to present.
260. **Ms Lampard:** It's clear, obviously, that the recruitment programme was not aggressive enough, because we know what you inherited when you got here. The issue I suppose is to what extent that was Ben responding to what he thought he ought to be presenting, and trying to be too clever perhaps, rather than actually having got that wrong, if you see what I mean? He either got it wrong or he was wrong in the sense of –
261. **A.** His perception of it.
262. **Q.** Yes, exactly.
263. **A.** The other benefit of it is that, for example, 46 hours or 40 hours – I think 46 is the wrong place to be to recruit staff within this environment, and I am now in the process of negotiating to drop that down to 40 hours, because I think -
264. **Mr Marsden:** That's a very strong message from our field work, it's too long.
265. **A.** Yes, it's a huge message from the staff, and I've gone back to G4S and the Home Office, and both are supporting my strategy, hopefully in this round of pay talks, to reduce it to 40 hours per week, because I think that will have a positive impact on our retention of staff. I'm hoping, I can't stand here and say 100 per cent, but I think ultimately it will be a step in the right direction.
266. **Ms Lampard:** And you might just think about something to do with long term service pay, I think. There's something there about, stay for five years, it should be acknowledged.
267. **A.** Yes.
268. **Mr Marsden:** I don't know whether you were sighted on this, but Healthcare's recruitment has improved significantly since they upped their pay rates. They were struggling -
269. **A.** Part of my strategy, if it comes down to negotiations, DCOs are paid about £25,500, so if you take that down to an hourly rate, it's £10.50. What I'm hoping, my forecast strategy, is that the hourly rate is not attractive so hopefully that will have an impact. We don't have issues generally recruiting, we have massive issues in retaining.
270. **Ms Lampard:** Retention, exactly.

[Break]

271. **Ms Lampard:** These are a few questions about assurance on staff behaviour. We know that there have been governance issues, in the sense of the centre not having enough staff to do all the investigations, do some of the reporting. I suppose the one that particularly concerns us was about the use of force, and the fact that throughout the time we have been on our field work, there has been no satisfactory Use of Force governance at all. I just wonder where it has got to now – we know you had a few setbacks!
272. **A.** I was in my hospital bed watching that setback! When I arrived here, one of the actions in the Brook House action plan was the introduction of a scrutiny panel. That had started, I was led to believe, but there was no real Use of Force coordinator on site.

273. **Mr Marsden:** This was an additional level of assurance?
274. **A.** Yes. You have the Use of Force Committee but they introduced this new power because there were concerns, particularly from *Panorama*, particularly the incident that they witnessed on television, how did that happen without getting scrutinised? I think it's important to get an understanding of that as well, because I've since watched the CCTV of that, not just the *Panorama* footage. All three members of that team - I'm not going to call it 'C&R' team because they didn't report it as C&R, so that was assault – all three members and the nurse, all stepped outside of that room, and they all, I would suggest, used the words correctly, claimed it -.
275. **Q.** It was a cover up.
276. **A.** Not a cover up, it was just not reported. and it included the individuals filming that. They then dispersed, and shortly afterwards, I would say within two minutes, Steve Dicks walked down the unit. By the time Steve Dicks – he was one of the managers – he walked down the unit, there was nothing to see.
277. What prompted me then was to look into all the incidents, six incidents reported on *Panorama*. There were only three of them that actually had been reported: one which we've just described, an incident where somebody banged somebody's head, and the third one of the racial comments on the staircase. We have now gone through all of that with the Home Office, and we have been able to present all the evidence, which I was pleased about, that when we unpick all the evidence, we would pick up all the evidence that other issues had been reported, the use of spice, and also, the follow-up practice as well, where the individual was supported, moved to another unit, Healthcare were called to give their support, and they were recommended to work with Forward, the substance misuse group, so it demonstrated that systems were in place.
278. **Ms Lampard:** And the banging of head one anyway, he said he didn't actually do it, he was just bragging about it.
279. **A.** But we had no report on that. We have now agreed a penalty for the whole issue about non-reporting and the three incidents that weren't reported, all other incidents we witnessed on *Panorama* were reported. There were obviously good systems in place of reporting, recording of that and sharing information with the Home Office, then I wanted to understand what we were doing with the use of force.
280. What prompted me moreso was PSU conducting an investigation on use of force, and they said – and the IMB quote this, I'm currently challenging PSU on that, or the Home Office, I should say, because I was trying to understand what skillset they had in terms of recognising that something is appropriate or not appropriate use of force, which then prompted me to look more internally. When we have the scrutiny committee, do we have a Use of Force coordinator sat in all the Use of Force committees, in the scrutiny meetings I should say, not the Use of Force committee. What I then introduced, when had a setback, I asked Jason to come along, I was aware of him from a previous prison, to come along to support us with the Use of Force training because we didn't have any trainers.
281. **Mr Marsden:** This is Jason?

282. A. Jason, I asked Jason if he would come along to be Use of Force coordinator, because we didn't have any Use of Force trainers here, hence why I was so dependent on Parc.
283. Ms Lampard: Was Dave Webb not a trainer?
284. A. Dave Webb had been suspended for a while, he came back from suspension, so it's that middle part –
285. Mr Marsden: This is where he takes his cruise?
286. A. Dave had been suspended for a period of time. then he came back to work, so I had Jason and Luke to support, then I persuaded Jason to stay and become Use of Force coordinator on a Monday to Friday basis, so in the event of any use of force happening, immediately with the cameras, we could review it with immediate effect. I wanted the Duty Director and Use of Force coordinator to review that C&R on the day it happened, and if there were any issues, raise the concerns immediately, we could then share with PSU if required, etc.
287. Ms Lampard: Was the Use of Force Committee actually sitting before *Panorama*, have you any idea?
288. A. It wasn't a structured committee, that's my take from it. There were recommendations coming from PSU which I don't think were being put into an appropriate action plan.
289. Mr Marsden: Would you have expected there to be a proper committee here, before *Panorama*?
290. A. Yes, I would always use the back-end of an SMT. The SMT have now cleared the Use of Force coordinator to come in, but what I would always want is, rather than waiting for a scrutiny meeting or Use of Force Committee to sit and observe, I would expect all that work to be done by the Use of Force coordinator, and the duty director of the day that the incident happened – let's sit down, let's review –
291. Ms Lampard: So you don't think before you came that there was any structure in any of that. Somebody might mention it at the end of SMT, or they might have a committee, or they –
292. A. I think it was the SMT, they had lost a senior member of staff who used to do this previously –
293. Mr Marsden: That was Head of Security?
294. A. No, Dave – he was a senior manager, but he wasn't always –
295. Ms Lampard: So that was in 2016.
296. Mr Marsden: So the governance round use of force comes to an end, or becomes more flaky, when this member of staff in 2016 leaves, in your assessment?
297. A. Yes. I think the paperwork was all reviewed, I think where we moved on to a new generation was the introduction of the body-worn camera, which is why I introduced this new system of 'let's have it reviewed'.
298. Ms Lampard: But the issue is, Lee, isn't it, it's not just, did we get that one right or wrong. It's actually about what are the lessons learned, and how do we de-escalate, who needs a bit of training, do we need some more help with all of this, and in a sense, if you have a committee that doesn't really meet and you

- just do it as an *ad hoc* 'I looked at it, I'm okay with it', you're not actually having an agenda that is driven –
299. A. No, I would accept, so what the new structure -
300. **Mr Marsden:** I think it's a serious failure of governance, not to have a Use of Force structure.
301. A. I think it's important to have it, and I go back to the PSU side of it as well, that when we were given recommendations – because there is good practice, poor practice and bad practice, and normal practice that comes from any review - to ensure that the trainers were informed as well. I think my frustration when I got here was that we didn't have a team, then we introduced an interim team, and as you are aware, they were dismissed, and back into recovery mode with a new system. We have a single point of failure at the moment again –
302. **Ms Lampard:** Why, what happened?
303. A. Well, we only have one C&R instructor.
304. Q. So, Dave Killick –
305. A. Dave Killick is the only C&R instructor, so he's being supported again for the ITC, he's on two weeks' leave this week, so hence my single point of failure.
306. Q. And who's doing the scrutiny?
307. A. The Deputy Director at the moment. I have two people lined up on training, but the Prison Service can't release him.
308. Q. If he were here, would he be doing the scrutiny?
309. A. He'd be doing the scrutiny with the Duty Directors. He then prepares a report, we'd look at that report, the Duty Director will raise any concerns – best practice, poor practice, normal practice from that. PSU do the same with their review, because if we think that hasn't been appropriately managed, it will be passed on to PSU, and then a wider action plan from PSU to inform ongoing training as well. It has been an issue, because –
310. Q. Are you having committee meetings as well?
311. A. At the moment it is at that back - because we don't have the whole team it is on the back burner. Steve's initial contingency was the scrutiny meeting, obviously post-*Panorama*, because he'd lost all his training team, so that initial scrutiny was with the Home Office, but now we've gone back to that more immediate review of it.
312. **Mr Marsden:** Do you get more instructors than the Prison Service do?
313. A. To do the training.
314. Q. Should that be escalated?
315. A. I think we are ?okay with them, and we're on the reserve list for any ?products. My understanding is most prisons in the country are in a similar situation to us, so many people have left.
316. Q. And there's no commercial option?
317. A. No, there isn't, because it has to go through Doncaster, and I've approached them to see if we could pay the extra, so at the moment I'm depending upon other G4S sites, and we are currently engaging with Harmondsworth,

between us and Mitie, to do a number of joint courses, because they have the same issues, so we are hoping to get staff that way.

318. **Ms Lampard:** Okay. The other thing I wanted to ask you about is assurance. So far as incidents relate to the behaviours of individual members of staff, we've spoken to Karen, and Karen since 2017 now does have a spreadsheet at the back of her, in which she identifies any complaint relating to individual named persons, and that's great, it's as it should be. But that's only if it comes through a complaint, and some complaints anyway go straight to PSU and she may not get the information back –
319. **A.** It will be relayed back to her, and that's why we've created that new action plan as well now, from any recommendations from PSU. I don't think we have recorded anything so effectively, so and we share that with Ian Castle from the Home Office to ensure that we have a review of the actions from that, to give the Home Office assurance that actions coming from PSU are being acted on.
320. **Q.** So new actions suggested from the PSU get relayed back to you, and you are keeping a log of them.
321. **A.** We keep a log, and we now share our progress against that log with the Home Office, and Ian Castle is there –
322. **Q.** But then there are other ways when there might be an incident that you worry about, an individual member of staff. You may not even have a worry about them but you probably want to just start triangulating a bit, so something that might come through an SIR, it might come through the Use of Force Committee if that were happening, it might come through an investigation on bullying and whatever it might be. You don't have a full log of that, and Steve says to me, that's something that you and he might discuss, but you don't have.
323. **A.** No, we don't have a full log, Alan Gibson raised this in the last centre directors' meeting with all centre directors –
324. **Q.** I think we may have put that in his mind!
325. **A.** What I've said to Alan is what we can do, to try and clear as much as we can, I've sent that through to Alan, because I think they are going to come out with a central template now, to capture all that.
326. **Q.** Because, if you want help, they had a very good one at Yarl's Wood.
327. **A.** Did they?
328. **Q.** They did when we were there, they had one person whose responsibility it was to get all the intelligence about individuals and she had a fantastic spreadsheet. She's not there anymore, but whether they've kept it up – we commended her for it, she captured everything, SIRs, complaints –
329. **Mr Marsden:** Katy?
330. **Ms Lampard:** Katy Beaumont, yes, and you might just ask them.
331. **A.** This is generally all we have: officer spreadsheet, so there's a spreadsheet that keeps all the officers on there, complaints spreadsheet, but it's trying to collate who –

332. Q. That's the one Karen showed me. It doesn't necessarily mean bad things, it just means somebody may have said something in the corridor about somebody.
333. A. Exactly. We have put that through to Alan anyway. I think, centrally, based on conversations, we will have a central log book.
334. Q. How do you allocate the people who are going to do investigations? When you had the last C&R debacle with Dave Webb, how did you do that?
335. A. I can give you an example of one. I've just had a complaint where we've just suspended – we will only ever suspend if we think it will go to dismissal. I've had a serious allegation from somebody on the ITC about the training managers, and because of the sensitivity of it, I have Sarah Newland managing that. Discussed it with Sarah, so I will give some thought to who the best person that this should be allocated to. Following discussion with Sarah, she agreed so it isn't just a lucky dip who's best suited to conduct the investigation, as we are aware of very sensitive issues.
336. Q. What assurance do you give the Home Office that you have reported everything up the line? What do they look for? They fine you if they think you haven't, so there's that incentive.
337. A. Generally, if it's a detainee making any form of allegation into a member of staff –
338. Q. The boxes are emptied by them, aren't they?
339. A. Yes.
340. Q. We know that, yes.
341. A. Sometimes it may come direct from a solicitor, so it's bypassed the box, so as soon as any concern, whether it's around mistreatment, etc., an allegation of mistreatment or assaults, or anything, we will pass that immediately over to the Home Office to pass it on to PSU. PSU then become the triage in some respects, they decide whether they will pursue it or whether they want G4S to conduct the investigation. We will then commission and conduct the investigation, and provide a copy of that back to the Home Office, so they are fully sighted on the outcome of that investigation, because if the allegation is upheld, we are penalised with the investigation also, it shows that we share all information.
342. Q. I know Ashley was very concerned about his whistleblowing policy – 'why didn't any of this come out through whistleblowing'. We know that whistleblowing is a very difficult thing to get anybody to use, but there are issues particularly here with this closed culture of not grassing, and a lack of trust, and the one thing that I think we're both wondering is, who thought it was a good idea to make Lorraine the champion?
343. A. That was me!
344. Q. *[Laughter]* Sorry! Do you want to turn that off? Just tell us what happened - she sits out there between you and him –
345. A. What I see as a champion initially was to get everyone had the card, everyone had the signpost etc. That was the initial part of it, because they have the care team, they have a lot of support, and whistleblowing was -. This is what I'm thinking, and I'm going to be corrected – what my thinking was around the whistleblowing champion was to signpost people, because what is whistleblowing? I think whistleblowing should be is somebody saying

'hey, this is going on downstairs', that's the first call of whistleblowing that I first want, because straightaway we can address it and nip it in the bud.

346. **Mr Marsden:** And you might hope that they've spoken to someone else before they come to you.
347. **A.** You're hoping they have, and it's always making sure that you have that open relationship.
348. **Ms Lampard:** And give them their due, they do say that about you, they do feel, you know –
349. **A.** They can communicate. That's what I think is where whistleblowing needs to be. The next line should be if I haven't listened, then they need to have another option of screaming and shouting at someone else. There was a recent HIMP inspection at Tinsley, and he said 'I think your whistleblowing line is quite clunky', Jerry and I tested it, I said, I think he's right.
350. **Q.** It's Portugal when you ring up, apparently, I haven't tried it.
351. **A.** I think that's what it is, because it's very Americanised, the system, and we tried it because I wanted to report a senior management about bullying at Brook House, in fact and the whistleblowing line said 'we don't deal with that'. We've since fed back. The whole part of being the champion, from my perspective, was to try and say 'just try and get that - early days', and I think the development of that, I want the whistleblowing champion to be somebody on the front line.
352. **Q.** Somebody people trust.
353. **A.** Yes, somebody on the front line. Obviously it's early days when you try and introduce something, what she was very good at, if they were busy in certain areas, she came in, they'd done well, a few days ago there was a dirty protest, she brings somebody in, so she's good at wrapping around some of the staff and that side of it, hence why she became the champion, but that is something that I've reflected on.
354. **Q.** You'll forgive us if we make some recommendation about that?
355. **A.** No, of course.
356. **Q.** Thank you for being so open about that, that was great.
357. Training and development: there is a bit of an issue about the Corndel thing because whilst it looks absolutely the right thing, it's the other side of that coin we were talking about, the staffing, tiny issues, and it was sold to them – they heard one thing, they heard –
358. **A.** Yes, when I walked in, which is –
359. **Q.** But even if it's not 20 per cent, I think they're all finding it a bit tough in terms of - but it's a staffing issue I think again.
360. **Mr Marsden:** People speak well of the content.
361. **Ms Lampard:** They do, and they like the fact that they get the opportunity to have a one-to-one with somebody that –
362. **A.** I'm also advising them that personal development as well is – I've done two classes recently -

363. Q. Taking a bit of responsibility on yourself?
364. A. And at certain times as well, there were eight people last week and I said, you can juggle your time, and make sure you all have two or three hours each over the couple of days. They need to self-manage some of that as well, so I'm trying to put some more responsibility back to them as well, they can't continuously do that, but they need to do some work in their own time, so I want to see what they've done in their own time as well, because if I'm one hundred per cent giving support to them, I'm bringing in extra staff to support them, there has to be –
365. Mr Marsden: Is your impression that people are getting seriously behind on it?
366. A. I know Juls is seriously behind, and I'm having a one-to-one there, and there are two other who have fallen a bit, but they are getting support. What we've offered Juls is Peter Corrigan was doing it recently and Mark Demian is doing it himself at the moment, to give Juls a bit of support and get him back up to speed. To date he hasn't gone and approached them to get support, sometimes they have to take responsibility for some of their own actions as well.
367. Ms Lampard: I think your answer is that in any way, it wasn't 20% because it was about actually using your working time to –
368. A. Working time, and working with your peers and getting support from each other –
369. Q. As well as doing it at home.
370. A. There has to be some time at home. I bought them all a Kindle each as well, so they can have access to their peer mentor, etc. We've put a bit of time in, and if someone comes and says they haven't had any – Sara, to her credit, last week she said 'I'm a bit behind, do you mind if I work from home this morning?'. Of course not. Of course you give them support.
371. Q. That's fine. Then there was something about extent to which it was suggested, I think, in the training needs analysis which followed on from the action plan was about how you garner information from everywhere to have a forum which will identify what the training needs and programmes ought to be. Has that forum actually happened?
372. A. The ITC review is happening –
373. Q. It is still happening, okay.
374. A. There has been quite a bit of work done on that, it's gaining a lot more momentum now, and we have had a two-way extension as well. It's the wider awareness as well, looking at what are the personal reflections, that's the important part, in terms of mental health, C&R, all the basics, but then it's the wider, how we give staff that peer support. A lot of this does go back to, number one on the risk register and number one action plan is recruitment, and recruitment of the right people, supervising them and giving them that support.
375. Q. Okay, that's fine. Then there's the issue of how we get people into the centre earlier. We, as well as everybody else, have identified that people get onto the floor and decide 'this isn't for me', and there have obviously been lot of endeavours to get people – some people suggested there might be a film, some people suggested they might go and stand in the Control room, but of course that doesn't give you access to the noise and the smell. Then there

- was the issue of security clearance and all that sort of thing, and what we've slightly got the impression is that actually, no-one was cutting through this, there was a bit of learned hopelessness about all of this. We said to Ian Castle, what's the hold-up on getting people in there, and he said, well, they can always come round as visitors. I think they have now agreed also that they could come round anyway, they would be prepared to allow some sort of inset into the ITC - is that true?
376. A. It's partly true. What we've done so far is, we've taken advantage of the refurbishment programme to give guys in the ITC access to the centre.
377. Q. We saw that, yes.
378. A. The next part is that I think what we will engage with is access to the centre when they locked up for a very short period at lunch time. My ideal to that would be to access to the centre in very small escorted groups.
379. Q. Ian says that's fine
380. A. Yes. The whole team will agree to it because they have a pragmatic approach, but at meal times – so, for example, C&R, I've shown you all the troubles we've had around C&R, even though the DSO around use of force within the Home Office derives from the Prison Service PSI 1600 Use of Force. The Prison Service allows a three-month dispensation after to get all the certificates run out, so you have three months and then after that you can only be used for spontaneous C&R, because you are deployed.
381. We introduced last year and we've had a lot of support locally and then the Home Office stopped us using that, and the Legal team said, no, there's a DSO review very clearly, if you ?don't undertake it, you can't be employed as a DSO, and you can't go onto the units, so you can't employ them on the units there, put them in as an ACO. Very similar here is that again, what we are trying to test when the next ITC starts next Monday is to look at how can we, it won't be a shadow, but it will be an escorted move into the centre, to have a look at –
382. Mr Marsden: During -
383. A. That's what I'd like to do, but we need to get that approved outside of Ian's line, and that needs to go to –
384. Ms Lampard: So I think what you're telling me is, there is more to this than meets the eye.
385. A. Yes.
386. Q. Okay.
387. Mr Marsden: I suppose this is probably different: Healthcare bring staff that they recruit into healthcare –
388. A. I agree with you, it's a crazy process.
389. Q. They are classed as visitors, they are searched at the gatehouse, I suppose that's just a one-off –
390. A. The day they start on the ITC, they are employees, and once they're employed, there has to be this regulation. At the moment we have bureaucracy preventing a pragmatic approach to allow us to give staff site access, and that same bureaucracy prevented us being able to employ staff and over Christmas time, into the centre -

391. Q. When people are interviewed, go through that assessment process, so before they are employees, are they exposed to the centre –?
392. A. No, ... I go back to my 27 years ago being a prison officer, my first two weeks walking around Swansea Prison, doing every type of shift they did there, and then you went off to Wakefield Training School, you had a real awareness of what we were talking about in the training centre, because you had been there.
393. Q. Interestingly, Healthcare here say that it's a very good way of bringing people in, it will very quickly expose you, or tell you whether they are suitable.–
394. A. Exactly, that's what the Prison Service used to do for the first two week ...
395. Q. They don't like locked doors, or they don't like the noise –
396. Ms Lampard: Okay, so we make some recommendation about that. I think we've probably covered it now.
397. A. A brief recommendation: Immigration Resettlement Centres – or is that a step too far.
398. Q. I'm afraid I think that's above our pay grade!
399. Mr Marsden: We might fall foul of the Home Office!

[Interview concluded]