

Confidential

Independent Investigation into Brook House

Monday, 23 April 2018

Interview with
Simon Murrell and Debbie Weston

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Simon Murrel and Debbie Weston**

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

[NB: Ms Weston joined the meeting later]

[Introductions]

1. **Ms Lampard:** Simon, can you please begin by telling us what your job title is and what your roles and responsibilities are?
2. **A.** I took up the post of Compliance Manager at Brook House on 15 January 2018. My primary role is I manage a team of four executive officers who are deputy compliance managers, and we monitor the contract between the supplier, which is currently G4S, and the Home Office, to ensure that elements of the contract are being enforced, as well as compliance with detention service orders which are known as DSOs, and Detention Centre Rules 2001.
3. **Q.** Simon, did you take over from Paul Gasson?
4. **A.** I did, yes.
5. **Q.** It's compliance with the contract and with the rules and regs.
6. **A.** Yes.
7. **Q.** Can you tell us – maybe it's not your role – about the nature of the residents here? Do you have the information at your fingertips about turnover of residents, length of stay, that sort of thing?
8. **A.** I have to drill down into stuff like that, I don't get statistics on a regular basis. The only one I do see regularly is how many ex-foreign national offenders we have, and the percentages are around the 50 percent mark.
9. **Q.** Do you know what it is at the moment?
10. **A.** I don't know what it is right now. The last one I saw was 48 percent.
11. **Q.** When was that?
12. **A.** About a week ago.
13. **Q.** What I'd really like is the information about the average length of stay in Brook House, the cumulative length of stay in the IRC estate.
14. **A.** I don't have that information, unfortunately.
15. **Q.** And the numbers of residents over, say, three, six, 12, 18 months. Is that something you would be able to get for us?
16. **A.** I could make some enquiries. I'm not sure who I need to speak to because all the information is dealt with by the case workers. I could ask and find out.
17. **Q.** We'll go back to that at the end of this and I'll ask if you could find that out for us, which would be really helpful. We know that there was at some stage a project to increase interactions with detainees, to shorten detention and

- encourage voluntary returns. I think it was called the voluntary return scheme. Do you know anything about that?
18. A. I don't. How the team is working now is probably different from when Paul was here. There are two Home Office teams that go to slightly different directorates, whereas my team report to the detention escorting services. They report to them as well. It's the detention escorting services directorate, and the other team is the pre-departure team, which is run by Simon Levett, the HEO for that team.
19. Q. There are now two Home Office teams here and you report into which one?
20. A. The detention escorting services, and the other team is called the pre-departure team and they report to the detention returns command, I think they're called. That might not be the correct name. Their job is to engage with detainees and to create a link between the case worker and the detainee for the people on site, whereas my role is more run the contract base and the centre as a whole rather than deal with individual cases. It was originally a pilot at Gatwick before I started, and it's now been rolled out at Heathrow and it's going to go across the whole estate, that these two teams will be in place.
21. Q. Are you called the compliance manager?
22. A. That's right, yes.
23. **Mr Marsden:** In terms of your day-to-day function, paint a picture of what it is you actually do. You came in on Monday and you left on Friday. What's gone on in between?
24. A. There are quite a lot of meetings we have to attend, and we rotate between the compliance team. We are the representative of the Home Office to the supplier, to G4S, so everything to do with the contract, what's in the contractual meetings that we have, adults at risk meeting, a detainee of interest meeting, a security meeting, use of force committee. We will be the Home Office representative as an overview, and I think it's named in the contract as the authority; we represent the authority of that contract. When it comes to the compliance work, we are the go-to point for G4S. Each day my team carry out compliance work: they will check the cleaning of the centre, the maintenance of the centre, they will taste the food to see if it's up to the correct standard.
25. **Ms Lampard:** Do you do that every day?
26. A. Almost every day. We try to do it every day that we can, but we keep records of the food and the cleanliness. Once a week I have a meeting with Steve Skitt, the deputy director of G4S. It's a self-declaring contract, so any problems that G4S will self-declare and give to me in advance, and they will try and mitigate, so whether they're going to receive penalty points, which in turn could turn into a financial reduction.
27. **Mr Marsden:** When Paul was here, was he doing both of those jobs? The two bits of the job that are now split, the contract monitoring and the population, was Paul doing both of those?
28. A. That's right, yes.
29. Q. But now there's a much clearer division, and you're focused on how G4S are managing the affairs of the centre.
30. A. In a nutshell, that's what it comes down to.

31. Q. And that's your exclusive concern, rather than is Mr So-and-So being taken to legal to get the latest for his case worker?
32. A. Yes. The case worker stuff we don't get involved in but we would make sure that G4S are fulfilling that, if that detainee needs to speak, he gets to his interview or make sure that if they're not there, they go another time.
33. **Ms Lampard:** Who's picked up the pre-departure team?
34. A. That is Simon Levett.
35. Q. This is very helpful because it means that a number of the questions I had I'm not going to ask you: things about no notice removals, the early release scheme and all those things, because they're not within your remit.
36. A. No, they're not. The good thing with Simon is that he was here before the split, so he could probably give you more information prior to it. I've come in at a point where both teams are growing and we both have different directions that we're moving in.
37. **Mr Marsden:** Simon, one of the things that we've noticed, having spent time here and pencilled meetings into our diaries, the flow of meetings in the centre: use of force, the detainee of interest, some of those meetings happen, other weeks they don't happen. Is that your experience too?
38. A. Yes. That's something that I've pushed with G4S. It's quite hard because I came in and I don't know which ones are compulsory and which ones aren't. For example, there's a detainee consultative meeting, and that is a contractual meeting so it should be happening every single month. The first couple of months it wasn't happening, and I was aware that when the forums were taking place and it was with Simon's team, the pre-departure team, G4S would do the forums, and we need to get feedback from detainees, which came out of *Panorama* as part of the action plan.
39. Q. Steve was doing those?
40. A. Steve was running those to start with, and then they tailed off. The issues that were coming out of the wing forums, Simon Levett was saying that there are more compliance issues than PDT issues because they were more about how the centre is rather than their individual cases.
41. Q. The food's cold.
42. A. Exactly. My team took the wing forums over and Steve stopped attending the wing forums and put it to the DCMs on each wing. I wasn't aware of this and the meetings were happening without the Home Office being invited, or they weren't happening. I've spoken to Steve about this and apparently they were having them and he has minutes – I haven't seen the minutes of them yet. What we've put in place with G4S is that we need to have them at specific times and at specific locations, because I feel that, even before Steve delegated it, they started to have them ad hoc for when the DCMs have the time to do a bit on the wings. But the reality of running my team is that I can't get a member of staff whenever they need it ad hoc. Now they take place in the visits room every week and I send a member of staff to go there, and the pre-departure team send a member of staff. I went to one of the meetings and half of the issues were to do with, like you asked for some policies, how do detainees apply for bail addresses and things like that, so it didn't really fall into my remit. Now we have a member of the Home Office from both teams going to these weekly meetings.

43. **Ms Lampard:** Have they happened since you've insisted upon them?
44. **A.** Yes, but it's only very recent, within the last couple of weeks. Since Mark Demian has taken over as head of residence, he's very keen to assist us, whereas before I'd get promises that things would go ahead – it's a learning curve for me – and now I insist that there's a date.
45. **Q.** You say you've had two within two weeks?
46. **A.** Yes, in the last two weeks. Sorry, last week was one. The problem was, going into detail on that, that one was done in the cinema room, and because detainees can come and go as they please, a lot of the Home Office staff were getting abuse from those detainees because people would just come in, say something unsavoury and leave, and then come back, and it wasn't very productive. We've agreed that this week we'll do it in the visits room so it's controlled how many people can go in there. What I've insisted is that the detainees are spoken to in advance, a detainee on each wing, to say get your issues together and then bring it to the forum so it's more of a controlled forum.
47. **Q.** G4S are identifying the detainees?
48. **A.** Yes.
49. **Q.** Let's go to another issue, the use of force meetings. We've never heard of a use of force meeting happening since we've been here.
50. **A.** That was the same for me. When I started in January these weren't happening. The first one that happened since I've been here and I attended was about a month ago, maybe longer, and it was a set-up formal meeting. No use of force was actually viewed or discussed, it was more about how the meetings were run.
51. **Mr Marsden:** It was about process rather than content.
52. **A.** Yes. It was chaired by Steve Skitt and he had a use of force instructor, I think from HMP Parc, who was G4S. At the meeting Steve introduced that the duty directors will view footage of use of force on the day that their shift is, and from that the use of force coordinator would then review the footage and present it at the meeting.
53. **Ms Lampard:** This is for anything that prompted concern.
54. **A.** Exactly. That never happened because that use of force instructor, Jason, was let go following an investigation, and then there was a delay when we had the next use of force meeting. I insisted that we still need to have them even if we haven't got someone. Steve's point of view was that if we just reviewed footage, people like me, from the Home Office, who haven't been trained in the use of force, wouldn't necessarily understand what we were looking at, if something was proportionate and appropriate. However, I said we still need to view the footage, we can't just say it hasn't happened. Personally, I have experience; I used to work as a DCO at Tinsley House, Brook House in the early 2000s, up until about five years ago when I went up to the Home Office. I have a bit of background with the use of force so, although things might have changed slightly, I could probably have been a good gauger of what is excessive and what is appropriate, even though some of the techniques might have changed. He's since appointed Dave Killick as the use of force coordinator, and he now has a full-time role, so he views all the footage and is going to present it.

55. Q. When you say he's going to present it, he's presumably only going to present the ones that are a matter of concern.
56. A. Yes. And, I suppose, any that we would bring to the attention. For example, there was a detainee called **D643** and C&R was used on him to relocate him into CSU. When I did his review, because part of our responsibility in compliance is also to manage Rule 40, so that's the only time we have one-on-one engagement with the detainees. When I reviewed him he said he felt that the force was excessive and hurt his back. That footage was reviewed by the duty director of the day, but I still wanted to see the footage. I haven't seen the footage yet, and that's something I'm chasing up today. There was a use of force meeting last week and Steve's arranged for them to be bi-weekly, every other week. At the next meeting there should be some content, but there has not been any content at the moment of any use of force viewed.
57. Q. You had one meeting with no content.
58. A. We've had two meetings with no content. One was about a month ago and one was last week.
59. **Mr Marsden:** For the big picture, are all the meetings that you would expect, as the Home Office, to happen between you and G4S on a weekly, bi-weekly, monthly basis, all now scheduled and up and running and happening?
60. A. They are all scheduled, they are running, but it's been a pushy process where we have to keep saying this needs to be regular. I'll be honest, Mark Demian who's come in to the role has made my job a lot easier. He's really pushing things forward. If I ask him anything he comes back to me straightaway, normally in person, to say this is what happened, I'm pushing forward. It was lacking before he took up the role.
61. Q. When you arrived, a lot of the weekly, bi-weekly or monthly infrastructure of meetings around compliance between the Home Office and G4S weren't really happening.
62. A. Not really, no.
63. Q. That's our impression, and I'm wanting to be absolutely clear whether it was your impression too.
64. A. It was. The first thing I did was write down all the meetings we had to do and put it on a white board and then say this happens on this day, and then put what member of staff's going to it, because I don't think that even the Home Office staff were attending meetings unless they were contacted by G4S. My point of view is that we need to be pushing them to make sure they're happening, not them contacting us. Then we also know when a meeting isn't going ahead, we know it should have been on this date.
65. **Ms Lampard:** The issue for us is that, first of all, the infrastructure isn't there. We've turned up many times and been told that meetings haven't happened. The other thing we'd say is that these meetings are not just there for the sake of it, they're there because they are part of oversight and care of detainees. Our impression at those meetings is that there tends to be a commentary about the things that might be happening, but there has been very little in the way of interrogating the information. Let me give you an example. You will go to the adults at risk meeting, and all that happens is there is a discussion that this is a person who's an adult at risk and this is where they are, and that there may be a move for them to go to Tinsley House because they're more distressed,

or whatever it might be. Nobody seems to be planning things proactively, nobody seems to be taking a strategic view, as in how many do we have, why is this happening, what can be done. I can't say about the safer community meeting because that's never happened since we've been here. We'd say the same probably about the security meeting and the detainee of interest meeting. People are talking about individuals, they're very gossipy, they're quite relaxed, they're not very businesslike, and we found ourselves at the end of them thinking so what's been achieved there. Is that fair?

66. A. Yes. That's probably a fair comment to make on the majority of meetings. I know that when I attend a meeting I always try and say can we have actions on these things. It's something I've tried to put into my staff when they attend meetings, to say we need to get an action on these things and dated. Unfortunately, I can't attend all the meetings.
67. Q. Would you say they're not very action focused?
68. A. That's a fair comment.
69. Mr Marsden: Do you think your team would be able to help make them more action focused? I'm very conscious that there might be G4S senior managers in the chair, or a manager, but their experience of running a meeting might be fairly limited.
70. A. I agree with that. An example would be adults at risk meetings. As you say, it's very relaxed, it's not even a review, they observe these are the people.
71. Ms Lampard: What was the point?
72. A. Yes. That probably is down to training because James Begg, who chairs the ones that I've been to, was a DCO here when I was a DCM here, so I know him. I've spoken to him and he's just applied for a role and been put in a role and I don't think he's had the training to do that.

[Debbie Weston arrives]

73. Mr Marsden: Debbie Weston has just joined us. Debbie, do you want to give us your official title?
74. Ms Weston: I'm the PDT (Pre-Departure Team) Immigration Manager for Tinsley House now.
75. Ms Lampard: Are you familiar with what goes on at Brook House too?
76. Ms Weston: Yes. The pre-departure team, there was a pilot run commencing in November 2016. Tinsley House shut at the end of September 2016 and the staff were relocated to Brook House, so I was working at Brook House from October 2016, headed up the pre-departure pilots and went back to Tinsley House in November 2017.
77. Q. What would have been your day-to-day relationship with Brook House when you were here?
78. Ms Weston: The pre-departure teams were when we split the work that the Home Office on-site teams do: you have the contact part, which is the pre-departure teams meeting the detainees to try and progress their cases, and the contract element was kept separately. My role was to head up the pre-departure team during the rollout and do the case progression, not necessarily interviewing detainees but I did on occasions. I attended the induction on a number of occasions, and also after the *Panorama* programme I then headed up the

Thursday and Friday meetings that we agreed with G4S to say we're here to support you, how are you feeling.

79. Q. Currently you don't deal with people at Brook House.
80. Ms Weston: No, not any more. I'm back at Tinsley.
81. Q. We will have some questions for you but you might want to join in too on this. What we're talking about is the level of compliance with the contract, and in particular we've been talking about meetings here, and the fact that an awful lot of what I think we'd describe as the meetings designed to oversee the welfare of detainees have either not been happening or, when they have happened, don't seem very action-focused and are pretty much discursive. Simon's been talking about how he is trying to move that on and hopes to encourage staff to do that. The other issue that we can't ignore about this place is obviously about staffing levels. In your experience – and you'll probably be able to help on this too, Debbie – when did the staffing levels start to go so badly wrong?
82. Mr Murrel: They were quite low when I took up the role, to be honest. I assumed there were a lot of dismissals after *Panorama*, and I know that staff retention is quite hard for G4S because people who come into the role maybe aren't prepared for the levels of confrontation that they might receive, and the space, because they don't have the opportunity to go and see it before they start working, maybe when they go to places – I wouldn't know the reasons that they've given. I imagine that they have exit interviewed them when they leave which will paint a better picture, but I know that G4S are running back-to-back initial training courses. The staffing levels are obviously very low.
83. Q. And they're still a problem, aren't they?
84. Mr Murrel: Yes, they are.
85. Q. They were meant to be sorted out by now, weren't they?
86. Mr Murrel: Yes. They keep recruiting and it's non-stop; as soon as they get one course through, the next course starts.
87. Ms Weston: They've been running some courses double as well, they've had two running at the same time. Simon's right, attrition is a problem.
88. Mr Marsden: In your experience, given that you, Debbie, have had quite a long association with this place, what sort of rate of churn, the rate of turnover of the staff, as you see it?
89. Ms Weston: A lot of it's to do with some of the people that they have to deal with; they're very challenging and maybe there's only so much you can take when dealing with challenging people. Is it the role for everybody until they get here? As Simon says, they don't get the opportunity to come in beforehand so, even though they might get walked around – I don't even know if they do that.
90. Mr Murrel: They visit a wing but they don't actually see any detainees.
91. Ms Weston: You can't appreciate what it's like in there sometimes.
92. Ms Lampard: Can we get back to that issue of them getting on to the wings? We know that the Prison Service has allowed people from a very early stage to start going into prisons to allow them that luxury of getting to understand the place. Do you know what the thinking is behind the Home Office and why it won't allow that to happen?

93. **Mr Murrel:** When I was a DCO – I started at Tinsley House in 2004 – we were allowed to go into the centre and walk round the centre with them.
94. **Q.** Do you know when that stopped?
95. **Mr Murrel:** I don't think it was long after that. I don't know if this was gossip or rumours, but I know the Home Office were in the news for employing cleaners who weren't fully security cleared in a number of establishments, and because of that I think it was across the board, but I wasn't working for the Home Office and I don't know.
96. **Q.** Do you know what efforts, if any, are being made to have discussions with the Home Office about changing that?
97. **Mr Murrel:** I don't know.
98. **Q.** That's not something you've heard representations about or have been asked about.
99. **Mr Murrel:** No. I've been asked from the training team if G4S can go and visit a wing when there are no detainees, and I have no problem with that.
100. **Q.** But you've had word from above that they're not allowed to do that.
101. **Mr Murrel:** No. I just assumed. No-one's ever approached me to say can they bring people.
102. **Mr Marsden:** If G4S said to you we'd like to walk members of the ITC around the centre early on in their course, what would you say?
103. **Mr Murrel:** I would seek guidance from my manager.
104. **Q.** Would that be Michelle?
105. **Mr Murrel:** Ian Castle is the SEO, Michelle sits above him.
106. **Q.** What do you think the likely response to that would be?
107. **Mr Murrel:** I don't know what it would be, but I'm just assuming, because it hasn't happened, that it can't happen.
108. **Q.** It's interesting to test that because I'm not sure whether G4S have ever formally requested.
109. **Ms Weston:** To go back to the question, I think it's linked in with security clearance and having people in the centres shadowing. When Simon joined, that's what they did, they shadowed for a week, I think, to get a feel for the place and everything.
110. **Q.** In 2004?
111. **Ms Weston:** Yes. Very soon after that it's linked in with the security clearance and everything as well, because otherwise you maybe don't know who you're letting through the doors.
112. **Q.** I can see that, and you don't know what they might do. On the other hand, you're at the moment managing a huge risk as the contract compliance team, in the sense that is an organisation that's struggling to staff a frontline IRC with a fairly heavy workload. Does it worry you? Do staffing and their inability to keep people and the churn, does that concern you?
113. **Mr Murrel:** Definitely. Being a DCO myself, you need that experience to know how to deal with individuals, especially individuals who are at risk.

114. **Ms Lampard:** What are you reporting up the line? We know that they're breaching their contract the whole time on staff, aren't they?
115. **Mr Murrel:** Yes. It's discussed at every monthly compliance meeting, which is chaired by Ian, and Lee and Steve attend, and the commercial team attend as well.
116. **Q.** Your commercial team?
117. **Mr Murrel:** Yes.
118. **Q.** Apart from fining?
119. **Mr Murrel:** Apart from the fining, it's just what the action plan is for G4S, and they just say we're putting on ITCs, but apart from that, it doesn't really develop from there.
120. **Q.** This issue of the low numbers of staffing is also being affected by Tinsley House, because there is evidence, isn't there, that people are being brought up from Tinsley?
121. **Mr Murrel:** That's right.
122. **Q.** Because it's a cheaper fine out of Tinsley, is that correct?
123. **Mr Murrel:** That's what I've heard.
124. **Ms Weston:** The performance measures are cheaper at Tinsley. We don't know if that's why they do it, other than to keep the figures up at Brook House, if that makes sense.
125. **Q.** We know that it is reputed as that.
126. **Ms Weston:** The facts are that they are back-skimming from Tinsley, that's a fact. The fact is the performance measures are cheaper at Tinsley, that's a fact, but we don't know if they're doing that because of. That's what I want to say.
127. **Mr Marsden:** That's certainly what senior managers would say.
128. **Ms Weston:** I don't know what Tinsley have been reporting in terms of their staffing anyway, so I don't know if they've been breaching.
129. **Q.** I'm sorry to bang on about this, but we think this issue of staffing is really important. Obviously it's their job to staff the centre, they're under contract to you to deliver people to manage the place. Other than fining them, is there anything the Home Office could/should do that would help them, or would stimulate people remaining who at the moment are not surviving, because as soon as they walk into the place they think oh my God, I don't think I can cope with this?
130. **Mr Murrel:** It was mentioned at one of the monthly meetings that the clearance for a DCO is higher than the clearance for a prison officer. I don't know how true that is.
131. **Ms Weston:** The Prison Service don't security clear their prison officers, so they don't have CTC, which is the minimum.
132. **Mr Murrel:** We have DBS clearance and CTC (counter terrorism clearance). He was saying, because he can't employ, to solve it short-term is to bring in other G4S prison officers here to bolster the staff here until they got up to the level that they need. But he can't do that because they're not cleared to come here, which seems a little bit backwards, that you have people essentially – obviously this is in prison - but you have people who are experienced at dealing with difficult people and people at risk, and policies are lifted from the Prison Service. I don't know if the Home Office have agreed how their

clearance would probably help them if they could put in resources from our establishments.

133. **Mr Marsden:** What I'm interested in is how joined up the system is. They are struggling with staffing here, it's their job to manage that, and I'm not suggesting it's the Home Office's. But is there a flow of information up and down from the Home Office along the lines of they're really struggling here and, insofar as it's their job to manage it, we ought to try and help them with x, y and z? I'm just interested to know the extent to which the Home Office is assisting them to do that.
134. **Mr Murrel:** I don't know how much they are, to be honest with you. I know that G4S report it and I know that the Home Office senior managers are aware, but I don't know what happens after that.
135. **Ms Weston:** Going back to the prison staff, a few years ago, I think in 2010 possibly, they did have middle staff coming to help support when there was an issue at Brook House. As well as the security, I think there are issues with the accreditation, because all officers are accredited, so there is a bigger picture. I'm not sticking up for anyone, I'm just trying to give you the picture.
136. **Q.** What I'm trying to get a sense of is the extent to which the Home Office corporately is aware of the particular pressures on this place and the extent to which they are trying, insofar as they can, to help them to resolve the problem.
137. **Ms Lampard:** But you don't think there is much going on in that respect.
138. **Mr Murrel:** I personally haven't seen it.
139. **Q.** You suggest it's quite passive, in the sense that they just tell you what they're doing and everybody just accepts it.
140. **Mr Murrel:** It seems to be mentioned at every monthly meeting: how are you addressing that, we're putting on training courses.
141. **Q.** Debbie, you might be able to help me. We have evidence that at some stage a deliberate decision was taken by Ben Saunders and his team to reduce the numbers of staff they were going to have on the floor. The daily detail was set at around 36 and it went down to 32. That was meant to encompass three on a wing, and it was meant to encompass half a DCM, I think. I may be wrong about those precise figures, but whatever it was, it wasn't enough because of sickness and when people go off and all that sort of thing. Are you conscious of that decision having been taken and when that might have been?
142. **Ms Weston:** I don't know if I am, in all honesty, other than I know that in the last two, three or four years we've had savings from G4S to the Home Office. They've renegotiated and we've done knocks which have resulted in savings, and obviously the biggest cost is staffing. I know at Tinsley they reduced the staff as well. I can't say whether the staffing was reduced here because I've never kept my eye on Brook House, that wasn't really my business.
143. **Q.** Can I ask follow-ons about the staffing levels? One thing we know quite clearly, we've seen it affecting: activities aren't happening, courtyards are only opened occasionally, the cultural kitchen is never open. We know too that it's affected management capacity to do things like investigations into bullying and violence, into the length of time to investigate incidents, all that sort of

- thing. Are these all things that get dealt with and talked about and subject to fining?
144. **Mr Murrel:** Yes, they do. Like I said, G4S self-declare and they are subject to fining.
145. **Q.** To what extent do you go down and check those things? Do you go and check whether the cultural kitchen is open?
146. **Mr Marsden:** Or whether activities are happening?
147. **Mr Murrel:** My team go and check daily that services are available. However, services such as the cultural kitchen aren't contractual so we can't fine them if that's not open.
148. **Ms Lampard:** But you can if the library is not open.
149. **Mr Murrel:** Yes, exactly. If the library's not open, if the gym's not open. Again, they're happening as regularly as we can conduct them.
150. **Q.** When the gym is open does it have to be manned?
151. **Mr Murrel:** I don't think it does. I think it just has to have –
152. **Ms Weston:** There's an orderly, I think. If it's the same as Tinsley, as long as everyone's had an induction, there are officers that have training to do inductions. I believe they're done first thing in the morning, and then it's free access because there's nothing there that can really damage you, which is why they moved away from free weights – unless you still have free weights.
153. **Mr Murrel:** No, we don't have free weights.
154. **Ms Weston:** They moved away from free weights and all of that, so they're just resistance type.
155. **Ms Lampard:** Did the free weights get moved because they didn't want to have to have somebody manning it?
156. **Ms Weston:** I'm not sure if it was totally around that. There was an incident at Tinsley some years ago which involved someone losing the top of their finger lifting weights, and that was when it was under supervision as well. They took a decision some time later on that they'd remove them, because then you could open it up more for residents.
157. **Mr Marsden:** Can I ask a follow-up on activities and cultural kitchen and the like? Obviously there's the compliance with the contract issue: are they compliant and should they be fined if they're not, but there's also the impact of their management, say lack of activities, on the life of the centre and on the wellbeing of detainees. From your point of view, Simon, particularly if you've been a DCO and a DCM, my experience of this population is it's pretty fractious, it's quite a crowded centre, there are quite a lot of young people around. Then being under-stimulated, nothing to do, or not enough to do on a particular afternoon or whatever, is a problem for the place in terms of management. Is that ever on your radar?
158. **Mr Murrel:** Yes. Activities draws people away from the problems that they might have, otherwise you're just sitting in a room thinking about your case. When people come to detention they assume that everything's going to be dealt with very quickly, and that's not the reality, unfortunately. The detainees' cases aren't dealt with quickly, so in the meantime they need to keep busy. Stuff like the cultural kitchen is brilliant, but again it's not happening, and I think it's because they had issues with Aramark. I've been told that they're going to reintroduce that and have their own DCOs to run it instead of Aramark, which obviously raises concerns about they need to do food hygiene and training,

and again, with staffing numbers, it can't go ahead. Stuff like cinema rooms and competitions are the key to keeping people busy and building a community.

159. **Ms Lampard:** Going back to Ed's question, we know what the contract says they have to have, but is it a matter of concern – it obviously is to you because you're here. Is it something that the Home Office you feel is paying attention to, this underlying issue of is it a decent regime and is it a safe regime, because if it's a decent regime it will be easier to manage. Is that a discussion that people above you are ever saying to you what's going on there?
160. **Mr Murrel:** No one's ever asked me about activities.
161. **Q.** Have they ever asked you about the temperature of the centre generally? Do you know what I mean? Does this place feel ordered?
162. **Ms Weston:** They have done checks about temperature and it's gone through various spikes, if you like, whereby when stuff's been happening, like food and fluid at one time reared it's head, and there was a daily cause around that and what was the temperature of the centre. Not in this recent *Panorama* time but prior to that as well, so there have been various elements that have brought things to the fore.
163. **Mr Marsden:** Debbie, is that in response to a crisis?
164. **Ms Weston:** It was more in response to a crisis, more than just a how's it all going. The security people there dial in every week where they discuss all those things. The Home Office on site don't take part in that but the G4S security teams ring in, and the Home Office security people talk to them and they produce a report every Thursday. I think that was introduced when Clare started – don't quote me. Clare was being very vocal around how the centres are run and the temperatures and stuff.
165. **Ms Lampard:** It's not something that's coming through as a routine contractual what's the temperature of this place. Your roles are very much focused on individual issues of contract, is that right?
166. **Mr Murrel:** Yes, more focused.
167. **Ms Weston:** It is now, it wasn't before, to be clear. Prior to the PDT rollouts, the immigration manager was contract and contact for doing both.
168. **Mr Marsden:** Paul was doing both.
169. **Ms Weston:** Paul was doing both, yes.
170. **Ms Lampard:** He was having more general conversations, like the state of play.
171. **Ms Weston:** Yes, he might have been. I don't know if you've invited him.
172. **Q.** We have.
173. **Ms Weston:** He would probably have had more. He was there when *Panorama* was shown and came to light. It was run differently at that time – I'm not saying right, wrong or indifferent. Previously when we were doing two, when we were doing contract and contact, it was tricky to keep both balls in the air.
174. **Q.** Where do you think that discussion has gone to about how does this place feel?
175. **Ms Weston:** I think it's still there.

176. Q. Where, if you're not having that discussion?
177. Ms Weston: It would be for them to be feeding it up, so you would be feeding it up to say it seems a bit pacey out there.
178. Q. But you're not because you're not being asked.
179. Ms Weston: But you didn't have to be asked. It's not for me to put him on the spot!
180. Mr Murrel: Michelle Smith will pick up stuff and we pick up stuff from IMB reports.
181. Q. Where does Michelle sit? She sits in part of your team?
182. Mr Murrel: She's grade 7 and she's the delivery manager for all of Gatwick. She does the PDA, Tinsley and Brook.
183. Q. She sits above you.
184. Mr Murrel: Yes, two above me. She often goes through the IMB reports and chases me up. If an IMB report comes back that week and it says people don't feel safe on D Wing and they have details of what the detainees are saying, initially she would say can you go and find out and make sure that someone's had a conversation with these people, why they don't feel safe and what can happen about it. It's more like we do an informal. Instead of a complaints process and it being on the paperwork, if someone makes a complaint verbally that we're chasing it up and treat it as a proper complaint so it doesn't get missed. That's something that does filter down, and we are doing.
185. Mr Marsden: To me it feels like the Home Office, perhaps you, being more aware of the consequences of some of these things not happening would be really helpful. If you talk to DCOs here about the activities regime, people would say if people are busy, if they have things to do – you know this from the job – if people have something purposeful to do in the afternoon, the temperature of the place is different, the atmosphere is different. It feels to me like they surrender the activities programme incredibly easily, but I wonder whether they don't need somebody who's not only saying you're not compliant with the contract, but this isn't a way to run the place either.
186. Ms Lampard: Who's in those contract meetings above you, as well as you?
187. Mr Murrel: The monthly ones are chaired by Ian Castle, who's SEO, he's my line manager, and again he covers the whole of Gatwick. The monthly contract meetings are for Gatwick, not just for everybody else orientated.
188. Q. The other thing I want to ask you is whether or not you felt that the Home Office focus in any event, regardless of the fact that there doesn't seem to be a very systematic look at some of these issues. You talk about the security meetings, you talk about Michelle looking at IMB, but an overview of what actually is happening on the ground would give you a lot of intelligence about this place. Even when we spoke to Paul about that stuff – and I don't want you necessarily to agree with him – I think he was conceding that the pressure he gets from above, and the focus of his real attention was about the bits of the picture that relate to immigration removal. It was about people getting their legal visits to see their case workers to get to the lawyers; were they being presented at the right time so Tasco's vans could go at the right time so they could get them on the plane; did the charters go properly; did they get them out of the country. Would you say that's your experience of where the real pressure for you and for this organisation comes from?
189. Mr Murrel: I think it is. I don't know if it's changed with your role in the pre-departure team, but that's certainly the compliance point of view.

190. Q. How do you feel that? Do you just feel that people aren't getting as worked up about what you have to tell them about, as they are about the departure stuff?
191. Mr Murrel: To be honest, I probably don't report things as much as I'd like to because my job is almost like this is the contract and this is what you've got to do, and that's the majority of my work. There are a lot of things that don't happen here because it's not in the contract that I would like to happen. I feel that my hands are sometimes tied, as I say, with the cultural kitchens and activities. They make such a huge and positive impact for the detainees here, and I don't know if it's because I'm fairly new to the role so I don't feel confident enough to shoe in until I've got everything else in order, but with new contracts coming forward I feel I haven't had any input into them whatsoever because that happens at such a high level.
192. Q. Your colleagues who are doing the stuff about presenting people for removal and all of that sort of stuff, the stuff that we've heard is really on the radar of the Home Office, do you see them getting more pressure? Do you see them having more discussions about those sort of things? Do you see a greater level of concern from the Home Office on that?
193. Mr Murrel: In different areas?
194. Q. The people you've described in your other team, basically, your sort of work, who are doing removals and getting people out of the country, chivvying up case work, all that sort of stuff. Do you think they're under greater pressure from centrally at the Home Office?
195. Mr Murrel: To be honest, I don't think so. I don't feel that people are being pushed to do removals because they're more of a conduit between the case worker and the detainee.
196. Mr Marsden: It's not within their gift to make it happen.
197. Mr Murrel: Yes, that's my impression.
198. Ms Weston: With Michelle Smith and Alan Gibson, and after that Karen Abdel-Hady, who was the deputy director, I have a specialism for the welfare of residents. We meet quarterly, we have this joint welfare group that we meet. Honestly, we haven't really progressed stuff as much as we would have liked to, for various reasons, but my focus is on welfare. I would say that for a lot of the hierarchy their focus is welfare as well as removal. Our business is removing people, and with the pre-departure teams it's about case progression. The emphasis on us is getting people out compliantly, so short detention times, compliant removals, no escorts, which is better for the people and it's better for us, taxpayers, et cetera, because it saves money. What we should be doing is building relationships with people. That's where Brook House falls down and has probably always fallen down, because they don't really get to build those relationships because they don't have the time. Would you agree?
199. Mr Murrel: Yes, I would.
200. Ms Weston: At Tinsley they've always had relationships; it's very small so it's easy. Whereas here I don't think they've ever been able to build relationships. You'll get the odd one or two because they're in crisis, so you'll build a relationship because you have to.
201. Mr Murrel: An example of that is the man who works in teaching, Sebastian – I don't know if you've spoken to him. [Yes] He's a DCO and he has a fantastic rapport with detainees; he used to be a DCM, he's a very good DCO.

Because he has that, not one-on-one, but he also has a captive audience and he's seeing people every day and he can report back on whether there's any intelligence but also identify if there are any problems because he has that sort of ratio of detainees per person that he can focus on them. One of the things I noticed when I came, because I used to work in these buildings, is the way the handover has changed, the document that we get. The handover from when I was a manager was this is what's happened in the last 24 hours, and it was saying this detainee has done this and this detainee feels this, and can we do this. It was very tailored to the people. Whereas the one that we get now –

202. **Ms Lampard:** Do you mean the ACDT?
203. **Mr Murrel:** No. The daily handover sheet. It's compiled at night time. It used to be a shift handover, then it used to be a 12-hour handover, now it's a 24-hour handover, and it's almost like statistics: this many people on ACDT, this is a list of people –
204. **Mr Marsden:** Rather than being about them.
205. **Mr Murrel:** Yes. It doesn't feel very personal.
206. **Ms Lampard:** That's on the wing, isn't it?
207. **Mr Murrel:** No. This gets emailed every day to my team, and I assume your team, and it gets discussed in the morning meeting every morning.
208. **Q.** We've observed that for ourselves.
209. **Mr Marsden:** Rather than being about individuals.
210. **Mr Murrel:** The difference from the Tinsley House aspect is the ratio of staff to detainees, that you can probably write a handover which is more tailored.
211. **Ms Weston:** The Tinsley one still has stuff at the moment.
212. **Mr Murrel:** Whereas the Brook House one will be a very big document if you're going to list what these people are saying. If I could change things, I would say that the wings themselves probably should have consistency with the staff. Obviously staffing levels dictate that they can't, but there's no ownership of an area. I don't know if it's just a personal thing, but going back to my line of work, I came to Brook House when it opened. I only worked here for nine months because I didn't like working here as a DCM because of the same issues back then that are the same issues now. It seems that things have reset, in a way.
213. **Ms Weston:** I would agree with that.
214. **Mr Murrel:** It started off very poor. Sorry, I'm going on talking about it.
215. **Ms Lampard:** It's very important you tell us.
216. **Mr Murrel:** I came to Brook House as a DCM freshly promoted when the contract was granted to GSL and I worked for GSL. I was at Tinsley from 2004 to 2009 when this opened. Then I was promoted into the role, and then I was asked to help with training, which I was quite happy to do because I'd done training in my background previously. It was very much sold to me as this is Tinsley House but a bit bigger. That wasn't true because the job with foreign national offenders is completely different. It became apparent very quickly that there was weak senior management, who had only ever worked at Tinsley House and things had ticked over quite nicely. So there was weak senior management who weren't prepared for this role. The majority of the staff here were fresh, they didn't really want to take many people from

Tinsley, and I got the impression that's because they didn't want people to have bad habits, that they wanted to mould fresh people, but the fresh people that came in had no idea what it was going to be like. They were sold that this is Tinsley House and this runs really well, and when they came in the reality was that you have people who are ex-prisoners, who know the system better than the staff. And it's happening now because of the staff turnover and retention. There's no ownership of any area, it's almost like a numbers game to fill cracks, and because you don't have that consistency, rapports can't be built with detainees, and nor can disciplining, in a way.

217. **Mr Marsden:** Your point about a lack of ownership and lack of consistency absolutely sits squarely with the evidence we are hearing, and that therefore makes it difficult to retain people. It becomes a self-fulfilling prophecy that you recruit and people leave.
218. **Ms Weston:** You not only then have the frustrations of the detainees, you have the frustrations of the staff as well. Everyone has a point, whatever that point is, and depending on how you manage yourself depends on whether or not that overflows. Maybe some of the *Panorama* stuff was evidence of that.
219. **Q.** This is a bit previous but there are two interventions that the Home Office could help with. One is trying to make sure the regime functions properly, including activities, including cleaning and including seeing that people are purposefully engaged. Also in helping with some staff taking responsibility for stuff, including managers managing, because if you don't break in at some point, this cycle of people coming and going is going to continue forever.
220. **Ms Weston:** That's part of the issue, because if I can see it, you can see it, because I'm not the only person that's walking anywhere, if that makes sense. Paul used to sit in his office sometimes and we'd say to him about the cleaning of the courtyard. His office overlooks it, but did they make sure it was clean every day, no. I'm not saying that that makes it right because you know I'm looking at that, so you should be doing it, but it typifies some general apathy about the place. They did have a very good deputy that they brought in, Ian Danskin.
221. **Q.** He's legendary.
222. **Ms Weston:** I wasn't working at Brook, but we would cross because I have been at Tinsley for 700 years. He set up levels, so if you weren't toeing the line, you would be moved back to basic or what have you.
223. **Ms Lampard:** Can we come back to this business of ownership? That's a word that Ed and I have used because that's what we've seen. You go on to the wings and there are a few good officers who have decided they're not having that and they are making a big effort, and you go in and you see it. But more often than not you go on to those wings, and when the cigarettes were still there, there was litter on the floor and cigarette ends, and on one occasion we came and found breakfast still piled up on the tables, just before lunch. When we said to the DCO what's going to happen about this, he said they'll come and clean it in the evening. No endeavour to get anybody to help you to do it, no ownership. Is that something that you think has been commonplace for some time here?
224. **Mr Murrel:** It is, and it's probably learned behaviour for the new staff, that it's someone else's responsibility.
225. **Q.** You think that's still going on?

226. **Mr Murrel:** I do, because when we do our compliance checks – an example of this is we do the cleaning checks as often as we can, we try and do them almost every day. With evening, for example, recently the showers were dirty. I'm trying to have quite a pragmatic view and help G4S instead of just fining them, because I don't see much point in just going round saying that's dirty, I make a note of that, and 24 hours later it's still dirty.
227. **Mr Marsden:** You want to fix the problem.
228. **Mr Murrel:** I want to fix the problem. It comes from the bit inside me that I felt I was quite successful when I worked at Tinsley House and I feel that when I left Brook House it was almost part of the reason I've come back to make things better, which is a lot harder than I thought it would be. I will go round and I want to work with G4S because I don't think they're bad people. Probably 99 percent of the staff here want things to be better and want to work in a good environment instead of leaving things. An example is a member of my team went down to E Wing and did a check, and we do a two-day check because the way we point them for cleaning and maintenance is on a 24-hour basis, so the centre's never going to be 100 percent clean 100 percent of the time. What I introduced for my staff is to come in before unlock and do a check, because that's when it should be at its cleanest because it should have been cleaned the evening before, no detainees have been let out so there's no excuse from G4S. Sorry, I'm going off the subject a bit. We went down to E Wing, looked at the showers, and the showers were dirty and had packets of shower gel in. E Wing is very small, so there's no reason it can get overlooked. We report it to G4S saying we've seen this, and if it's going to be there tomorrow we will fine you. That's essentially how we're doing the cleaning checks at the moment. It was reported to the DCOs there, and they said detainees should clean it when they get out. That was the attitude. I agree the detainees should clean it when they get out, but it doesn't mean you can just leave it to be there for the next person.
229. **Ms Lampard:** How often do you think that's the case? How often do you find that cleaning problem is going on?
230. **Mr Murrel:** It's peaks and troughs, and again it comes back to finance, because as soon as we start pointing, financially it's penalty points for them, the cleaning improves. It improves for a couple of weeks or so and then it will go downhill again.
231. **Q.** How is the cleaning at the moment?
232. **Mr Murrel:** It's going down. We're going down to the trough at the moment. Hena, who is my deputy, has done checks today and she says there's some spit on the walls on one of the wings.
233. **Mr Marsden:** We've seen some parts of the centre, that day when the tables were dirty was on C Wing, it was awful. We've seen dirty sinks, and it lends itself to an atmosphere of, as you say, no one caring, no one bothered, and it's so easy for that to spiral into indiscipline, people getting angry, pushing and shoving.
234. **Ms Weston:** I feel, rightly or wrongly – and I have no commercial background other than Tinsley – that environment breeds. If you put me in here, I wouldn't be a nice person. If you put me in Tinsley, I'd probably be okay because it's not too bad really.

235. **Ms Lampard:** Let's go to what we think the source of this might be. We have our views, but there is an issue here with management, isn't there? [Yes] Managers are not owning things either. Why are managers not owning things? What's the issue? Where does it come from, which level of management?
236. **Mr Murrel:** Everything always comes from the top. The wings, for example, are only going to work well if you have DCMs who are proactive and saying to their staff this is our wing, we need to run it correctly. That obviously comes from the DCMs' managers saying we're getting fined for the state of this wing. I don't think that happens. To be cynical would be to say that G4S don't care about finances, therefore when we put penalty points on them, they do something about it, which is a matter of opinion of different people.
237. **Ms Weston:** Even when they get penalty points, they have to stand up and are thoroughly grilled.
238. **Mr Murrel:** With the cleaning, for example, because Ryan Harkness is the paid work manager, we talk round with Ryan and I think you'll find he does have the right idea and he does put the right people in place. But sometimes you get things like that wasn't clean, oh well, you released our cleaner. What sort of response is that?
239. **Ms Lampard:** Is that from Ryan?
240. **Mr Murrel:** No, not from Ryan. That's the sort of attitude.
241. **Mr Marsden:** As in the Home Office allowed him to leave and he's no longer doing it.
242. **Ms Weston:** You also have to look at the contract, because we have a contract with G4S at the Home Office, and G4S have a contract with Aramark and I don't think the two are similar.
243. **Q.** We've heard that.
244. **Mr Murrel:** No, but the stuff on the wing with the detainees –
245. **Ms Weston:** There is a difference. Our contract with G4S is for them to deliver a service and is not reliant on detainee workforce, and that's the difference. By all means use detainee workers because it gives them something to do; you have a band of people, a majority of people maybe, who may be very talented and have expertise in all sorts of areas. They come from all walks of life, so let's use that where we can, but you cannot rely on it because they're here to be removed. Sorry, I'm on a bit of a soap box!
246. **Ms Lampard:** We have identified a bit of a complacency at the very senior level that, oh well, we thought Aramark were doing it. In a sense, none of that is relevant.
247. **Ms Weston:** That's the same as the Home Office, we thought G4S were doing it.
248. **Q.** What is relevant is that you have a dirty wing. It doesn't matter who's cleaning it, get somebody to clean it.
249. **Mr Murrel:** That was my point with the showers: they should have cleaned it. Yes, that might be a factor, they should be cleaning it, but it's not clean now.
250. **Mr Marsden:** We're all saying exactly the same thing. Debbie, you're right to get on a soap box, people should be on a soap box because I think that would help. One thing I did want to ask, because it goes back to the regime issue, Rule 40. You interview people here, DCOs, DCMs, they'll talk about Rule 40 reviews, someone who is quite difficult the day before who might have sworn,

- might even have punched somebody or been really ill-disciplined. The Home Office come down and they're out of Rule 40. What's your view of that?
251. **Mr Murrel:** Someone getting released from Rule 40 probably very quickly?
252. **Mr Marsden:** Yes. That's the sort of view they have: we took them down there and then the Home Office came and said oh no, they can go back.
253. **Mr Murrel:** It's quite interesting you say that because it's a multidiscipline review, which is normally led by the duty director. Obviously the Home Office will decide whether an extension is sought. There are some bigger issues about the use of Rule 40 and whether it should be Rule 42 – I know it should be Rule 42. When someone gets placed into fully relocated and they're under C&R it should be Rule 42, and G4S are not putting them on Rule 42, everyone's on 40. That's something I've raised and I'm pursuing at the moment.
254. **Q.** And that's wrong, is it? They're using the wrong rule.
255. **Mr Murrel:** That's wrong. The thing is the rules are certified for more. You can either have it on a normal Rule 15 regime, which is what everyone has, a Rule 40 regime or a Rule 42, but because they're triple certified, essentially that detainee stays in that room and can be put on a different regime and stay in that room. The mentality of G4S is that we put them on Rule 40 –
256. **Ms Lampard:** That's not removal. Sorry, you put them on Rule 40 when they should be on -?
257. **Mr Murrel:** To confine them whilst they're being violent. Once they de-escalate from being violent, then it de-escalates to Rule 40.
258. **Mr Marsden:** So they're using the wrong mechanism.
259. **Mr Murrel:** Yes. I think part of it is laziness because they have to generate new paperwork from going from Rule 42 to Rule 40. Another factor is their training's not there because there are a lot of new DCMs and I don't think they've had the training to know the difference. To deal with that, the DSO for Rule 40 came out last year, so it's a fairly new DSO, and that training that our staff received, I have a member of staff who's a trainer and she will tailor that to the DCMs. I've spoken to Michelle Brown to have all the DCMs, whether new or old, to go through this training session so they know that they're completing the paperwork correctly and the reasons why they should do it.
260. One of the other things I've picked up is that observations aren't completed at the beginning of the use of Rule 40. There'll be someone going into Rule 40 and then there won't be documented observation for about two hours. I believe it's because an incident will happen, the detainee goes on to a Rule 40, and then the DCM has to go and generate paperwork, has to contact us, has to contact IMB and make sure everyone's been made aware. Once they've generated the paperwork they give it to the custody officer, who starts filling in, and that two-hour period is because there's been no paperwork done. Obviously it isn't audited correctly and it looks like this person hasn't had observations, and they should have four observations per hour for the first two hours of going in to Rule 40, and it doesn't have any observations for the first two hours. I would hope that these are happening, it's just because of the delay in paperwork, but it's such an important document because if something happens to that detainee.

261. **Ms Lampard:** Do you think that's influencing the decision-making about letting people out, because you don't have the right documents there?
262. **Mr Murrel:** Rule 40 is quite a tricky one because it's not meant for punishment, it's meant to de-escalate and get compliance from the detainee, a time of reflection, for want of a better word.
263. **Mr Marsden:** So extending it is a bit perverse.
264. **Mr Murrel:** It is, if it's going to be detrimental to the detainee. I know where people are coming from; they might have someone who's not compliant and it's escalated to the point –. The one I have in mind is a detainee called **D683**. **D683** He had an altercation on the wing, a fight. The person who started the fight compliantly walked down to CSU and was placed on Rule 40. He wouldn't go compliantly, he wouldn't leave the wing office, so it became a planned intervention where the officers obviously had to be briefed, to be put in kitted teams, it was filmed, they had to write use of force reports, and they removed the detainee all the way to Rule 40. He should have been on Rule 42 because he was not compliant, but that's a different issue.
265. The next day he says I wasn't the aggressor and I'm quite happy to apologise to the detainee, and it turned out that they were both aggressors in the situation and they gave different stories. They both apologised, they both agreed to shake hands, and they both agreed together that they had no further problems. They are being compliant, there's no reason, in the Home Office view, that they need to be on Rule 40 any longer because they're not at risk and they're not causing risk to others. But I can see where custody staff might feel aggrieved that they've had quite a hard time negotiating with someone who won't negotiate, to use force on someone, which is never a nice thing to do for anyone, their adrenaline levels are high, and it also causes a lot of work to do the use of force paperwork. To see that same person on their wing, I can understand that feels demotivating for them because they've done a lot of work to do it, but maybe that's down to education that it's not about punishment. Sometimes maybe people feel let down if they've had to deal with someone.
266. **Ms Lampard:** That is true, there is definitely an element of that.
267. **Ms Weston:** There is. We had somebody and they were using force on him. It was a planned removal that didn't go according to plan and he pooed and it ended up all over the officer, and I think he got it in his mouth as well. He cleaned up, but at the end of all that – and he wasn't going on his flight so then he was okay – they wanted to keep him in there. I said no, you can't because he's compliant now, and that was a bit of a tussle, according to the new rules.
268. **Q.** Can I ask you about Vanessa? Is she in your team?
269. **Mr Murrel:** She's in Simon's team.
270. **Q.** We are reaching the end of our time and you've been very helpful, thank you. I have one other thing, training. Training has obviously been another thing that's been very difficult because there haven't been enough staff a) to train and, b) enough staff to allow people to get their training. Santi tells us that probably only 72 percent of staff have had their refresher training.
271. **Mr Murrel:** What refresher? Not for C&R.
272. **Q.** Let's go back to that. I don't know what is statutory. What is the requirement? They have to have C&R.

273. **Ms Weston:** For their accreditation.
274. **Q.** What else do they have to have refresher training in, do you know?
275. **Mr Murrel:** First aid is every three years, C&R is annually. I don't think there is a prescribed DCO refresher. Best practice would be annually.
276. **Ms Weston:** I think there's some other stuff they're meant to do annually but I can't think what it is.
277. **Mr Murrel:** Relations is another one.
278. **Q.** Safeguarding?
279. **Mr Murrel:** Yes. I think that would fall into.
280. **Q.** Equality and diversity, I think they're meant to do mental health, and they're obviously meant to do ACDT self-harm.
281. **Ms Weston:** That's an annual.
282. **Q.** Do you track that? Is that part of the discussions you have contractually about whether or not people are getting their training?
283. **Mr Murrel:** I haven't discussed it. I need to speak to my team and see if it's being tracked.
284. **Ms Weston:** The certification team might track it.
285. **Q.** We know that there was a period last year when not everybody had had their ticket for C&R because they hadn't had their C&R. Did you know anything about that?
286. **Mr Murrel:** No, I didn't.
287. **Mr Marsden:** They get a period of grace, don't they?
288. **Ms Lampard:** No, they don't get a period of grace. They do in the Prison Service. They don't but it's compulsory.
289. **Ms Weston:** I think they can be up to a month.
290. **Q.** Not so. Apparently there was a period last year when they were out of ticket, and that was agreed with the Home Office. I just wondered who that was agreed with.
291. **Mr Murrel:** That's the first I've heard of it.
292. **Ms Weston:** That would have been maybe Paul and/or Michelle. I'm sure they're allowed a month. Talk to the certification team.
293. **Q.** It was Lee I had a discussion with, and Lee was quite clear.
294. **Mr Murrel:** When you say they're out of ticket for a month, does that mean they can't work but they can have a refresher instead of a full week's course?
295. **Ms Weston:** Whether they can work, I'm not 100 percent sure.
296. **Mr Murrel:** I don't think they can work. I remember it was very strict when I used to do C&R. If you go past that date, then you're not having detainee contact.
297. **Ms Weston:** I think you can do the contact. You'd need to talk to the certification team instead of us getting ourselves in a twist about it.
298. **Q.** Okay. Thank you very much indeed, that's been very helpful.

[Interview concluded]