

Confidential

Independent Investigation into Brook House

Friday 19 January 2018

Interview with
Michelle Fernandes
HR Adviser

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

1. **Ms Lampard:** *[Introductions]* Michelle, can you just begin, please, by giving us your role, and what that involves, and how long you've been doing that.
2. **A.** I started in May 2014, and I am the HR Adviser for Brook, Tinsley and Cedars, when it existed. I've been working in this role advising on employee relations, recruitment, disciplinaries, grievances, investigations, and I've been doing that for coming up to four years. I've seen my role change, certainly post-*Panorama*, and a lot more focus on recruitment, and my role has largely changed because of adapting to those needs as well.
3. **Mr Marsden:** Where did you work before you came here?
4. **A.** Prior to that I did a temporary short contract in Virgin Atlantic, and prior to that I worked for CIPFA, the Chartered Institute for Public Finance and Accountancy for a couple of years as an adviser there. Prior to that I did two to three years working for First Assist.
5. **Ms Lampard:** What are your qualifications?
6. **A.** I have a Masters in Personnel and Development, which I got at the University of Westminster, graduated in 2005. I'm still an associate member because I haven't yet upgraded to a chartered member, and I've also started a postgraduate degree in counselling at the moment.
7. **Q.** Who is your line manager?
8. **A.** At the moment it's Sarah Grady, the HR Business Partner from Gatwick IRC. When I started in 2014 Sarah Grady was the Business Partner at the time, she interviewed me for the role. Then I think a couple of years in Sarah went on maternity leave and I was allocated another line manager within the business, that was Rachel Williams, and she's responsible for the healthcare side of things here. I think she left after a few months, because she was focusing on mobilising patient transport services as part of healthcare, and then I had Heather Noble for an interim period, as the HR Director. Then Bryony Fairy, who used to work down at Tinsley as an Adviser many years ago and then was re-brought into the business, and she was the Senior Business Partner for Gatwick, and more recently has reverted back to telephone support with Sarah Grady. Now we have a new Business Partner, Hannah Woolliscroft, arriving in March.

9. Q. When you say Gatwick Business Partner, that is a central G4S function, as opposed to being somebody in the management structure within Brook House, is that right?

10. A. That's correct.

11. Q. You are a central business function person, as opposed to a Brook House employee?

 12. A. That's correct.(sorry I am a BH Employee – reporting to the Business Partner offsite)

13. Q. Thank you, that's really helpful. You're based here?

14. A. I am based here, yes.

15. **Mr Marsden:** Do you have staff to manage?

16. A. Yes, I have two members of staff. Their names are Emma Picknell and Emiah Brown, they are the two HR administrators, and we all started in 2014. Emma had already started a couple of months prior to myself joining in May, and Emiah joined us in December. All three of us have been involved in the HR function to date.

17. **Ms Lampard:** We know that the current staffing is an issue, and we've seen Lee's plans, for quite a high volume recruitment exercise.

18. A. Yes.

19. Q. When was it that staffing levels started to dip and become an issue? You've been here for four years – have they always been this difficult?

20. A. No. What happened, when I joined, there were probably leavers averaging about two a month, and as we progressed into late 2015 we saw the number of leavers increase. It went up to six a month, and at that point was when we started to address the recruitment. We used to run assessment days probably three times a year, I think we had one in 2014 and maybe three in 2015. As we moved into 2016 there was a need to increase it and the frequency that we were doing it, so it became usual to do one a month. We would run a monthly assessment day ~~in January~~, and we would run a medical vetting for those that were successful from the assessment day, about a week later.

21. We were doing that practically every single month, to keep on top of our attrition and our numbers, and they were small numbers, there were only about 20 people being assessed a month and maybe between nine and 12 that got through - it was topping ourselves up, basically. Then I saw that increase as the numbers increased, and we lost people in 2016 when we re-did the contracts down at Tinsley. They had staff there on three different contracts, three different levels of service, and different hourly rates. What we did as part of the POA agreement, we agreed that everyone would be on Gatwick contract and would have a set hourly rate, it didn't matter whether you were in Brook or Tinsley, you would be on this set hourly rate.

22. **Mr Marsden:** Was that the legacy of the merger?

23. A. Of Tinsley, yes.

24. Q. How did the three different –

25. A. I think that was just a history, so Tinsley, when it opened up in 1998, or however long it's been running, I think just transpired over time that they were on three different rates, different levels of service, that kind of thing. The

increments went up, and I think the whole point of having those negotiations with the POA was to bring everyone in line.

26. Q. Was that causing friction?

27. A. There has always been a culture that Tinsley, as staff have said to me, is known as "Disneyland", where they don't really have the high volume of challenging detainees there, so the work is less stressful, and therefore it's very different to Brook. Brook is very intense, when you are here 12 hours a day with detainees. I understand that the issue was that we can't have all these different varying pay rates, so the idea was to bring everyone together, put them on a contract. Staff at Tinsley could be redeployed to Brook, and Brook could be redeployed to Tinsley, and everyone was on the same.

28. With that, there was a lot of falling out, people didn't agree with it, and it triggered departure from Tinsley staff, so they left us and either went to Gatwick Airport or to other career changes. There was falling out with them and the POA, because I think Andy Darken, the Chair of the POA, just signed the agreement. I don't think they'd had much POA representation down the road, and they probably felt a bit disappointed in that, so a lot of people left the POA as well.

29. That, I think, saw the start of people leaving. From my perspective, that increased our attrition, we increased our assessment days to stay on top of that, and then at Brook as well, Brook has also felt that increased attrition.

30. Q. Did you know why people were leaving, were you doing exit interviews?

31. A. Yes. For the ones coming out of Tinsley, people were saying that they didn't have good communications there, so there was always a divide between the SMT and the officers. The SMT at the time was Stacie Dean, Head of Tinsley House, and Sarah Edwards, Residential Manager, and there was a divide between the officers and the comms, between the SMT, to the DCMs to the officers, basically, there was a divide. I think how things were relayed was, Stacie wanted the DCMs to relay it, rather than take the ownership and sell it to the officers. There was a comms issue, there is a whole folder of exit interviews, related to that - the feeling they don't feel listened to.

32. Ms Lampard: What about the Brook House staff over this period, what were they saying?

33. A. Brook House also had leavers, but it was a different vein to them. Brook House have had more recently, I would say, definitely they would say there is a divide between the SMT, the DCMs and the officers, and they feel unsupported. More recently the lack of staffing, or the fact that new staff are training new staff and it's the blind leading the blind, kind of thing, in that respect.

34. The Brook House leavers were just normal leavers at this point, there were a lot coming through from Tinsley that were leaving, but Brook House was your normal attrition as well, so they were leaving because they were going to Gatwick Airport, or found another role. We saw a lot of experienced staff more recently leave us as well, because they had been here a number of years and they want to move on or have a change in career, or it's getting too dangerous. This is what I'm hearing here at Brook, it's getting too dangerous with the type of detainees.

35. Q. Hang on, if I can, not put words into your mouth, but you think in the initial phase when the Tinsley House stuff was happening, you were getting a slightly more regular, people want to move on, change of career stuff. Recently it has become more about staffing levels, feeling unsafe, not feeling supported. There the same issue about not being listened to, is that comms issue not being bought into and engaged, is that coming out too?
36. A. That is there as well, the officers on exit interviews will say that they feel the divide, or they will say that they raised things with DCMs and nothing happens, or the DCMs aren't supportive. Some of them understand that it's a high pressured job but they also need people to go to as well, and the DCMs may not have time to support them in that way. With the leaders, and more so at Brook, we've just seen more experienced staff go because they don't like the way the centre's going.
37. **Mr Marsden:** Meaning?
38. A. Meaning that it's becoming more dangerous, or they have to train new staff up all the time because there are new staff coming through. We have seen a lot of our experienced staff leave us and move on. Our stability has also dropped to reflect that as well, any stability figures rely on being there for one year or more.
39. **Ms Lampard:** One thing that occurred to us when we talked to the staff is that so far as retention is concerned, everybody is on a flat rate, so there's no increment for long service and there are no bonus payments for going the extra bit if you are an experienced member of staff who has been training others, or something like that. Has that been considered as a tool for retention?
40. A. I think the 2015-16 strategies for recruitment and retention have looked at promoting, not necessarily those specifically, but has looked at promoting Employee of the Month, changing the amounts for referring somebody into the business. I think it's changed out of £250 either side of the one year mark, so it's £1000 altogether, one for the person you recommend into the business and for you yourself. Jerry Petherick writes thank yous on postcards to members of staff, and that's something Ben Saunders took up and did, and encouraged the rest of the SMT to do for his staff. He also changed our Employee of the Month to Employee and Team of the Month, so we can recognise each for each month and then do Employee and Team of the Month at the end of the year. We will do our annual long service awards, recognise those and invite everyone into those that has won-
41. Q. That's still the policy, it hasn't happened, you haven't refreshed it in the last year?
42. A. No. What we did in November last year was get together to talk (via the HR Advisor meeting) about what we do for reward. Whether it's retirement gifts, whether it's our staff Care Team send out congratulations, you've had a baby, you get a baby box, that's normal, or sympathy cards, or moving home, that kind of thing.
43. I'm just trying to think of everything on my list – yes, at Christmas we give out goody bags for the staff, and SMT give gifts to their immediate line managers, their subordinates. We try and do that, but in terms of reviewing, say you've been here for five years, have increased holiday, increase your salary, that hasn't happened.
44. Q. Do you personally think that would be a good thing to do?

45. A. I think it might be, and it might encourage people to stay. We went into a two-year deal with the POA from 2016 to 2018, to the contract end, basically, that tied us onto a Gatwick contract that removed the various different pay increments and so on. That was a good deal, it was a three per cent increase for the staff, but as soon as we did that, the prisons brought out their £33,000 starting salary, and we lost some staff that went to them, so they've come to us and then they went to them. Also Gatwick Airport, at the same time, their hourly rate was higher, but they weren't salaried, so they are on a six-month fixed term contract and they can be let go at any point during that time.
46. We offered stability and consistency with our shift patterns and with what we did here, and we changed our advert, we reflected the hourly rate as well, and tried to promote our benefits in terms of our pension - I think we offer a good G4S pension. We are probably the only site out of the rest of G4S that offer double time on a bank holiday if you're working. In terms of filling that attrition we would offer out overtime to the current staff at the flat hourly rate, to fill any vacant lines that we had every month. More recently now, since Lee has come in, it's changed to time and a half, and that's been quite encouraging for people to participate in.
47. I'm hearing things more recently, this year, that it hasn't helped with the number of staff. I think we've also had a lot of injury on duty staff - our injury on duty has been fairly low, so every month I go up to trading review and report on the stats, and the sickness came right the way down. I think it was from 2016, especially when Tinsley was shut, it came right the way down to, I think, May 2017, we brought it down to two per cent from six, eight per cent, it's on a downward trend every single month.
48. What had happened was, it tied in with Tinsley being shut, so Tinsley staff were brought up here, and the colleagues at Brook felt supported, encouraged. There were other people to back them up when they're dealing with detainees, and we felt that that's really helped them. Even at Christmas we could let staff off to attend the long service awards event because we had Tinsley staff to help support that and back that up.
49. Q. When was the Tinsley House closure? What were the dates of that? Just roughly.
50. A. I think it was September/October 2016, going into January, or if it wasn't January it was April 2017. It was around that time. Sick generally spikes over summer and Christmas, without fail, the sick will spike in those periods, and we saw the sick spike again after the summer. That was when I think Tinsley re-opened, and people didn't feel that support, and were feeling a bit back to two officers on a wing, and I think the number of on-site needs or the amount of officers that are needed to do constant watches, and so on, that had an impact.
51. We had always been deploying staff from Tinsley to Brook to help assist us because Tinsley tended to be quieter as well, and I think the number of staff that are out currently, and then you have your sickness, your suspensions, or anyone on restricted duties, or vetting issues - that kind of thing hasn't helped. Therefore people I think we're starting to burn out when they were working or participating on the overtime, and then people after that were looking elsewhere as well, and looking to move on.

52. **Mr Marsden:** Just summarising what you've said, there are the other employment opportunities around here, there is the Tinsley effect, as in, more staffing took the heat off people, and there are the demands of working in Brook House, that have had an impact on people's willingness to continue in the job.
53. **A.** Yes, that's right.
54. **Ms Lampard:** It's quite interesting, isn't it, that the filming of *Panorama* happens almost as Tinsley is finishing. It coincides with the spike you're talking about, feeling burnt out and low. Were you seeing any of that in terms of your HR interactions with people, were people telling you, I'm burnt out, I'm fed up, I've had enough?
55. **A.** Yes. What we do is, anyone that goes off with stress or goes off with depression, mental health illnesses, we will do an automatic referral for Occupational Health. I've seen the referrals for Occupational Health increase, double to what they used to. We run a clinic every single month, and we get the doctor from Maitland Medical to come in. We've gone through various doctors, we try and get the right kind of doctor in that can assess our officers without offending them, and so on.
56. We've gone through that process, and our doctor comes in once a month, does a clinic for the day, sees eight people a day, and in between those clinics, if people need to be seen we do telephone referrals as well. I have to raise the invoices for Occupational Health, certainly in the first quarter of last year I've raised three invoices, each one is £10,000, so that was £30,000 alone for Occupational Health. I kept flagging it up that I'm raising all this money, and I'd like to know if we're being charged correctly, we're not being mischarged, or other parts of G4S are being charged for us, because I think that came out of it as well. I've definitely seen our Occupational Health referrals increase.
57. **Q.** Over the summer, after Tinsley House, when you had the extra sickness, what happened there? You think Tinsley House probably was still shut during the filming of the *Panorama* –
58. **A.** No, I think it had opened by that point, and everything had come back to normal – I think it was around April it re-opened.
59. **Q.** What was happening in Occupational Health then?
60. **A.** It was still going on.
61. **Q.** £10,000 or more?
62. **A.** I don't know about that. Occupational Health changed provider, and we've gone from one provider to G4S Occupational Health and then we ended up leaving them and went to Maitland Medical. They've been our provider since, or at least for the last two years. With that, over the summer we were having our clinics once a month, but what we started to see was, instead of it being fractures and things like that – we're always looking at trends. The sickness reflected stress, so I think for the last 12 months I've reported back to Mick Glennard every month how many people have been off with stress, he is health and safety, he puts those things together, and I've seen that increase.
63. More often than not, anyone who counts as long-term sick or refers to Occupational Health is somebody who has over four weeks' worth of sickness, and I have seen that increase. I think since *Panorama*, that has had

an effect on the staff, and I think there has also been increased IOD so there have been referrals for injury on duty as well.

64. Q. Clearly, you report figures, as in, sickness rates, staffing rates, Occupational Health referral rates, and all that sort of thing, which I assume go up the system. So far as getting discussions across the management team, how much does anybody come to you, or how much input do you have to be able to say, hang on a minute chaps, we have a problem here. You're seeing things that they're not seeing, you're seeing what it is they're telling you in their exit interviews, and things about not feeling safe, and the fact that you are referring more people to Occupational Health, it's a very good temperature-taker.
65. A. What happened with that is, I think at the start of January 2016, Ben Saunders went to Medway and Lee Hanford came in to run the centre for six months. During that time, we gave him every single exit interview that we received from Tinsley House, and he sat down and he went through it. As an outcome of that, ^{Emilia} ~~Imaya~~, Stacie and Sara then held exit interviews with those coming out of there. He wanted Stacie and Sara to understand what the issues were at Tinsley, and how they could overcome them. That was what came out of that.
66. Steve has to approve every Occupational Health - I raise it for the £10,000 and he has to approve it - I emailed him to say, we're doing that, and his view was now we're relying too much on Occupational Health and what's happening there. I raised it, and I know that people are getting stressed, and we have our monthly SMTs, so I raised it there again about Occupational Health and stress. People are aware of it, because every week we have a sick meeting, and every week we talk about the people who are off sick, what the contact has been like, whether they've been referred to Occupational Health, how they're being supported. It's a good thing and a bad thing, when it's abused - if somebody's been off for four weeks or more, we'll refer them to Occupational Health, we will aim to assist them and support them back into the business and we will place them on a phased return.
67. Some of our management team don't particularly like that term, "phased return", but it's a way of helping and supporting somebody back into that business, and if they've been off for so long they help perhaps building up their hours, or building up their shift time, that kind of thing. We will take those Occupational Health reports, sit down with those individuals, every time I get a report back I forward it to the SMT manager and I'll say, please, either yourself or a DCM, meet that member of staff, discuss that report. If it's a lengthy one or a contentious one, one of us in the HR team will sit there with them, and make sure it's fully understood. More often than not, we phase them back into the business and they're back to working again.
68. The SMT do know that there is a high volume of sick or that people are being referred to Occupational Health, and if they have to go through to a capability then Steven Skitt and myself will meet those individuals and go through that. We've done some successful capabilities and moved people from DCO to ACO, or moved them down the road to Tinsley House, and tried to do that.
69. Q. There was a report done following *Panorama* about some of the issues of the training and where people are appropriately within this organisation, because we all know what a difficult job we're asking DCOs to do. The prison report

- talks about that, but it was also the training needs analysis that was done as part of the action plan. It talked about things like reviewing the psychometric testing, to make sure you're getting the right people working in this environment, talked about having a forum to identify what training needs there might be coming out of things like Employment Development Reviews, and all of that sort of stuff. It talked about much better training for DCMs, making them managers, and the need to completely review the ITC. DO you know where any of that has got to? Are you involved in that?
70. A. When I started in 2014, I don't think we fully reviewed the EDRs we received but definitely from January 2015 onwards myself and the training officer would meet and we would go through and compile a spreadsheet of everyone's training needs, what's been listed on their EDRs. We would go through all of that, and get on with organising those training needs for those individuals. With the DCMs, we were without a Business Partner for learning and development for quite some time before Jane Shannon came in, and until that time I think the training just fell apart.
71. Q. When did Jane come in?
72. A. At some point in 2016, I think she came in. Without that Business Partner I think training fell flat –
73. **Mr Marsden:** When you talk about training, Michelle, you're not talking about the ITC, you're talking about continuous development?
74. A. I can talk about both.
75. Q. No, I just want to be clear about –
76. A. The actual training I think fell apart. I came in and in 2015 I was told I had to deliver the the HR module – investigations, grievances, disciplinarys, absence management, EDR training. I set about starting looking at the sickness, and Michelle Brown, our current Head of Security, would organise dates where DCMs would be released for a day to sit round there, and we'd go through sickness, she would take them off on a building workshop kind of skills day and make it a lot more fun.
77. We would organise things like that, so we started by doing that, and now my training has gone smaller and smaller, it's harder to release the staff to attend those training needs. I do one-on-one, or two or three at a time for EDR training, sickness absences training, I'm meant to be doing investigations now as of this year. Without Jane Shannon's role, I think training did fall apart. Don't get me wrong, there were the annual refreshers and the core officer training needs that were managed by the training team here, but now Jane Shannon is here she has put together, as I understand it, a first line manager package which I think has been trialled somewhere at the moment, but that involves a broader spectrum of training for them.
78. **Ms Lampard:** After the business of not having a Business Partner for training and development, this business of you going through the EDRs, did that mean that that stopped as well, and has that been resurrected?
79. A. No, every year we need to go through the EDRs –
80. Q. You still identified training needs –
81. A. Yes, I did that.
82. Q. The business of having proper training of DCMs was not taken on.

83. A. No, that's correct, so in January now I still have to meet with the training team and go through the EDRs that we have received for 2017. That's where we are with the overall training. The ITC training, there's a review going on at the moment with Felicia Jeffrey, who is the HR Business Partner for some of the other sites, prisons, and she's looking at recruitment altogether overall across all the structures and all the sites. I'm waiting for that review to come together, because what's coming out now is how we recruit: we advertise, we advertise online, we ask all the candidates to apply online to our website, and we then invite them in for an assessment day.
84. Just before I joined, they would do a massive haul and have everyone come in and get them tested, and then at lunchtime they would go through and mark those tests and everyone that passed those tests. They would then stay on in the afternoon to go through the next part of the assessment day. When I saw that, and when I came in, the decision taken essentially was for that to become all online, so it avoids everyone coming in and it avoids, if you're marking it, potentially making mistakes and so on. *It's out of pressure manually.*
85. It's all done online, so I would work with our recruitment team, who are based centrally, to make sure that we go through all the candidate applications come here to site, we go through each application. If they have a caution or conviction or something they won't go through, but if they don't have anything then they'll go through, and they'll come in for the assessment day. The assessment day is made up of your group exercise and your interview, we have a wash-up after that, we do that in the morning and we do it in the afternoon. If you get through that you will be invited in for your medical and vetting.
86. The thing with the group exercise, it looks at the interaction of somebody and how they are in the group, and the interview is one-on-one, but what's coming out now is there isn't something that assesses somebody's resilience because we are getting people that are coming through, new starters that are coming in, and perhaps aren't as strong as they are needed to be to do this role. We need to look at assessments that assess that kind of thing, and look at, for example, a detainee scenario, being a challenging detainee to a candidate, seeing how they respond back to that assessment.
87. I think that's why Lee wanted me to go to Parc to have a look, at what HMP Parc do, because they do it in a day, and see what they do there. Felicia's now doing this review, I'm waiting to hear what that is, and then hopefully we can change our recruitment methods to get the right kind of candidate.
88. **Mr Marsden:** Are the values clear? Are you clear about what you are expecting of an employee?
89. A. Yes.
90. Q. If you were to say, what are the values you recruit to?
91. A. I know there has been some change to these ones, they'll be condensed, but you're looking at the integrity, best practice for the customer, all of those values are what we emphasise when people come for the assessment day. The assessment day is headed up by a member of the SMT, it used to be Ben, he would come to every single one, and he would do a very good presentation on what we expect of the candidates. What they're coming into, the whole presentation he would work through, and he would always, always

outline vetting, because vetting is a major issue for us, where we ask the candidates to be as honest as they can about their past, because if anything comes up and they haven't declared it, their integrity is at issue and that is when we would then step in and potentially part ways.

92. He would always do a very good bit on that, and then Ben stopped coming to them and Steve came to a few of them. Then perhaps Steve wasn't as emotive with his words and stuff, so then Dan Haughton took over, and so Dan Haughton and myself would be the lead SMT and he would then do a presentation. Again, he would touch on the same things that Ben would, and therefore at that point it is there. Not only that, more recently, in the last year, before *Panorama*, I gave out a vetting handout that had what we expect of somebody coming in here, and –

93. **Ms Lampard:** What do you do about reinforcing those values to the existing staff, and to remind people constantly about what is expected of them in terms of behaviour? Are there opportunities for getting the staff together and unpicking some of the values stuff, how that affects their daily work, how that might be compromised on a daily basis by, for instance, conditioning, or by challenging behaviours, and - does anything happen in that way?

94. **A.** To my knowledge, about conditioning, I think Security deliver something on the ITC to staff about that and go through that with them. In terms of the values themselves, they are plastered everywhere, so people should be seeing them visually, they should also be acting with them. In terms of what they receive as well, from recruitment team they get an online pack, a welcome pack, and that has all of our policies, procedures, that has reference to our values in there as well. Every single interview question is about our values, basically, so we try and tie it in with that. In terms of the people having forums or having discussions about the values, I don't know that we've done that –

95. **Q.** The values play into it, of course, but there's something, isn't there, about possibly taking opportunities for people to have time for reflection about how difficult it is to work here, and how their values may be challenged, and how you can overcome that. There's something about a bit of ongoing education and support in that respect. That's just a thought, it just dawned on me.

96. Can I ask you about, certainly the prison report, which I don't know if Lee has shared it with you, but it's a report he's had on security about this place, and what we're hearing also from people is something about how people don't necessarily in this organisation see managers as people they can engage with on issues. People that might resolve their problems, that might manage disciplinary and behaviour issues in an approachable, engaged sort of way.

97. Things just tend therefore to fester, there's a bit of festering, and then, of course, it results in grievance, because somebody feels a matter has not been dealt with, it might be a matter between staff, it might be a matter about how somebody has behaved. There is a lot of grievance culture, as opposed to nipping things in the bud, and people report things by SIR, they don't necessarily discuss them – does that sound familiar to you?

98. **A.** It does. Definitely what I've seen is a lot of investigations happen, a lot of things happen very officially, terms of reference are assigned and that's it, you have to get on with your investigation, get it in by their report deadline, or agree to extend it.

99. Q. It's formal, hierarchical, quite disciplinary.
100. A. Yes, it feels that way. The previous HR Director wanted to do away with terms of reference and just simply do an investigation into things. For us, because we're all on our different sites and it all gets channelled up via the Business Partners to the Director, I guess everywhere has done the same. In prisons it's very much that way and therefore we're doing the same thing here, the same pattern of investigation style of things going out.
101. **Mr Marsden:** Can I ask you a question, Michelle: the sense I have is that things are turned into investigations that in other organisations would be managed, and if you think back to your experience in other industries – Virgin Atlantic. Are there things here that are dealt with by taking out grievances, or by investigation, that you think in another industry, a manager would have dealt with that in a different way?
102. A. I think coming here has opened my eyes to how the security industry is, or how G4S operate - it's very different from what I'm used to.
103. Q. Just explain that a bit.
104. A. I would never see terms of reference - maybe, can you look into this, so-and-so has had an altercation with so-and-so, or can you speak to that individual, see what's happening. The style of the investigations coming out makes it so much more formal. If I can talk about my own experience, I think I'm somebody who would never get into trouble, never get into a disciplinary, and I got investigated for leaving a door open. When I sat down with the manager and watched the CCTV, I had actually turned round and shut the door, but because it wasn't obvious to them that I'd wiggled it to check that it was, that's why I was having that meeting with them.
105. **Ms Lampard:** The door was probably locked.
106. A. The door was shut, and I was a bit taken aback by that, and my own manager didn't know or hadn't been made aware that I was being investigated –
107. Q. Were there terms of reference for that particular investigation?
108. A. I would think so. I never saw anything like that, but I would think that has gone through, that was through Neil Davis at the time, our Head of Security. That's what I'm thinking, there are times where you can sit down with somebody and have a check-in, or have a conversation with somebody, as opposed to being under investigation, which I've never been under before in my life.
109. **Mr Marsden:** Everything is ramped up to be much more formal.
110. A. It's much more formal here, yes.
111. Q. Rather than just, Michelle, could I just pick this up with you, it appears you didn't lock the door –
112. A. Yes.
113. **Ms Lampard:** Staff tell us that if they see another member of staff doing something wrong, it affects their view of how to approach it, so they might not feel able to say, hang on a minute, mate, don't do that, don't say that, or, you were very rude to somebody, or something. They feel that they have to report that as an SIR, and it will then become a big issue, and so they don't actually say it.
114. A. Yes.

115. Q. That would suggest that a bit of self-regulation doesn't happen in the right way within this organisation.
116. A. No. What I find here is, there have been a lot of disciplinarys, we haven't had that many grievances more recently, but up until a point we hadn't had many grievances, and when I came in, I believe there were whistleblowings going on. I was being asked about sickness and stuff. I only started in May and in August was being asked questions by Richard Allonby and other colleagues, they were being sent down to look into things like long-term sick. [*Telephone interruption*]
117. Therefore it's very much, I won't know about things because it will be all done in an SIR, it will go through Security, and I won't necessarily know about it. Therefore if people are reporting on other people and stuff, it won't necessarily come through me, or people won't commit it to paper, put their name to it and put it through a grievance channel. It's almost custom and practice they will go straight to doing an SIR and they will report it in, and I won't know about it.
118. I think one of the members of staff had approached me and said, what's happening about x, y and z? I said, I don't know anything about that, I'm not aware of it, has it come through the HR office? She said, no, I've put it on an SIR. I said, then it's going to be dealt with by Security. Again, because it's SIR I won't necessarily know about it until Michelle Brown has recently started to tell me about some of the things that were coming through. I said, that should be a grievance, really, that's not really an SIR thing.
119. I don't want to sound derogatory, but it's like people telling on people, rumours going around, and I can understand that people feel confidentiality isn't respected, because rumours fly like wildfire in this environment, and we hear a lot of things, but unless it becomes formal or something, it's still a rumour at that point. I think that's where things get missed, because they don't come through as a grievance. Don't get me wrong, we have our fair share of grievances, but they don't come through as a grievance, it will go to Security and then Security will deal with it, will get a functional head or someone to look into that matter.
120. **Ms Lampard:** The SIR process is much more about investigation, isn't it?
121. A. I believe so.
122. Q. Is the grievance process nevertheless also quite formal?
123. A. The grievance process is the same as the disciplinary process, the person gets invited into a meeting. I've just had one recently - an officer has complained about how he was being treated by our detail team, and myself and the SMT met with him. He aired it all out, and we're not meeting with those individuals that he has named to talk about it -
124. Q. It is much less of a terms of reference investigation -
125. A. No, it doesn't have terms of reference.
126. **Mr Marsden:** Michelle, I'm sorry to pick away at this, but I think you know the answer to this: give me an illustration of something you would have seen dealt with in a different way in another organisation to how it's dealt with here. I suppose what I'm interested in is, what you saw a manager dealing with, or a supervisor, that is turned into something bigger here.

127. A. For example, when I was at CIPFA we had one of the facilities chaps who needed to be spoken to about his attitude and his conduct and so on. It was myself, the manager and him, and we spoke to him about it - it might have been a probationary review, I can't recall. We spoke to him about it and said, we're looking for an improvement, and this has been said, and so on, it was just like a conversation.
128. Q. A record was made of it?
129. A. Yes, a record and everything like that, but it wasn't a formal, you'll be invited to this interview and we do make sure if they're not the subject of the investigation we put that in as well, just to bring it down.
130. **Ms Lampard:** To put people's minds at rest.
131. A. Yes.
132. **Mr Marsden:** How is that dealt with here, then? In CIPFA, you sit down with someone who is coming to the end of their probation and say, your manager and I think you need to change your attitude - how would that be dealt with here?
133. A. There it would be with their immediate line manager. Here it's with an officer, it would be myself and Steve Skitt as the Deputy, sitting down with that individual. That can be quite frightening to somebody, if they're in a meeting with the Deputy instead of their own line manager. A lot of the people here sometimes say they don't know who their line manager is and that's because perhaps we've had churn in DCMs, the DCMs haven't actually gone up to that person and said, I'm your line manager. Where it comes down to it, I think Steve Skitt and myself are always sitting with the children on the naughty step, as it were, we're always meeting with them. They could be facing dismissal, and Steve, as I understand, holds dismissal rights, and therefore dismisses a staff member if that's the case.
134. More often than not the DCMs are encouraged to do those probation reviews with those individuals, and all the functional heads write to say that 'we're extending your probation because you've been absent', and it's dealt with that way. A lot of time, and more recently, grievances have been made and have included Steve in them, because they feel perhaps taken aback that they're sitting in front of the Deputy to be told off about whatever that situation is, as opposed to being managed through their manager. I said it to Ben and I said it to Lee: Steve needs to be out of the equation and let the DCMs take ownership for those issues.
135. **Ms Lampard:** Do you think that will happen?
136. A. I think it will happen, I think it is changing now. More recently I've had a few meetings with Steve, but the DCMs are meeting with their staff and doing their probation reviews. We've just been through recruitment and appointed a whole load more new DCMs that are keen and willing to learn and take things on, and meet with their staff and introduce themselves and make sure there is that contact, they have that contact with their staff.
137. Q. I think it's fair to say, isn't it, what we're hearing is that DCMs in the past, and up until now, have had a lot of reports, that they weren't necessarily really doing meaningful - I mean, they were going through the motions of doing their EDRs, but they weren't meaningful and they weren't really very rigorous. Is that your impression? Do your figures show that they do them?

138. A. Yes, they do do them, and we've had some DCMs that have just simply taken the last EDR, copied and pasted it, and sat down with that individual and said, sign it. We've said, absolutely not, you need to sit with that individual and go through it and do it properly, and make sure they have a proper EDR.

139. Q. When were you doing that, or is that a new thing that you're now thinking about?

140. A. No, this happened back in 2016, was it? I remember the DCM, he's now down the road at Tinsley, and we sent everything back and the message was, if anyone is caught doing that, it'll be a disciplinary matter, they need to sit down and have that. In the past, that has perhaps been the case, but as of 2016 onwards that should be that EDRs in 2016 should have been done properly, EDRs for 2015 should have been done properly. I got the EDRs in 2015.

141. Mr Marsden: The picture that emerges for me is that DCMs don't manage, to some extent, and maybe that's because they haven't had the support, the training, whatever, but this first line management function here feels quite weak. Is that how you see it? I don't want to put words in your mouth.

142. A. Yes, in some respects, it is, but it's about knowing your boundaries and knowing when you're an officer, you are now a manager, you are responsible for your staff. It's about knowing that and then being able to demonstrate that. There was a point when one of the DCMs was sitting with the staff, and at some point we raised that he's now a proper manager, he's not sitting with the staff, he's recognising he has responsibilities for managing them, questioning them and challenging them. That's the key thing, because managers don't like to do that, they don't like to challenge the staff, and therefore it ends up to Steve to say, what are you doing, with these individuals, or, I need to see that individual for it, and he needs to stop doing that, and let the managers get back to dealing with it.

143. Every week at the sick meeting he will say, has that manager gone back to find that out? What's happened there? He's doing that. But yes, the first line managers perhaps aren't trained enough, they will also say that as well, that they aren't trained in knowing how to manage their staff. For me, I think that they are so pressurised trying to just deal with the day-to-day operational running of the centre, that they don't have the time to actually sit down with their staff and say, how are you getting on, or how did you find it today? I don't think they have the time to do that, because they're under so much pressure themselves, to get their matrices done, or whatever they're doing.

144. That's why I think Lee's view is, we need to flood the centre with more DCMs, is my understanding, and that's what we need to improve, especially on the wings, because the staff there are feeling it the most. The residential staff is one of the largest here at Brook, in terms of numbers, but it's a fairly large number, and the staff there, particularly in C and D wing, were feeling it, were very much feeling it.

145. Ms Lampard: You said to us that staff are getting their refresher training, that must be quite difficult to manage, if your staff are under such pressure. How do you get them out of the centre to do the refresher training?

146. A. In the admin office you have your detail team, you have your training team, and they talk to each other all the time, to release staff to do it, so it's organised and it's set. They know that these people are going to be attending

training, they know they have cover for their detail, and it's a very good process, from what I see.

147. Q. Do you audit that training, or is that the training manager who does that?
148. A. I don't do that, no. I was just going to say, before my role, it used to be the HR and Training Manager role, and that used to be that person's responsibility. They used to look at all of that, report on first aid incidents or first responses, everything like that. Then when they decided to make Learning and Development a Business Partner function and take it away and move the HR team from, I think there were five or six people in it, down to just two FTE, then that was when the training came out of that.
149. Q. I only have one more little set of questions, and it's about the *Panorama* programme, and the people you saw featured on that *Panorama* programme. Were you surprised by them, did you know some of those people? Were they people who had been on your desk as a matter of concern?
150. A. No. Very surprised to hear it was Calum Tully. I found out probably on the Friday before it was aired on the Monday, found out there were suspicions it might be Calum Tully, and he had been in communication with us in terms of his leaving. He was going back to university, he was going to study, and completely unaware that it was him behind *Panorama* in the first place. I know ~~who~~ ^{he} was in charge of activities, and since that happened activities has taken a complete nose dive, activities staff have left that department. *post Panorama*
151. Mr Marsden: Calum was a DCO?
152. A. He was a DCO.
153. Q. But he had an activities function –
154. A. Activities function, yes, that's right, and every exchange I had with him whenever I saw him around was very pleasant, he never had a bad word to say, it was no different to meeting anyone else, he just seemed quite a young chap. We supported him throughout, because he had two lots of absences, and we supported him with Occupational Health through those. After his second lot of absence he then came back to us, and eventually resigned because he was heading back to uni - that's as much as my understanding was of him.
155. Ms Lampard: Calum, we're talking about?
156. A. Calum Tully. Yan Pascall: I was so shocked to see that happen there, and the other staff involved with it as well, very shocked. I think he had come in with Derek Murphy from another prison, and they had been received quite well here with his previous experience. I know he had a lot of unpaid leave, it wasn't brought to my attention why it was unpaid. Steve Skitt ~~might have found out it was~~ ^{was involved} because **Sensitive/Irrelevant** or some personal circumstance. There was a lot of unpaid leave given to him. *It didn't come through me*
157. That was as much as I knew of him, and then when he came in, I think he came in just before he left, because he wanted to sort out his unpaid days and make sure he wasn't owing us anything, he came into the office and we were all sitting there whilst he was trying to sort this out. John had come in and he'd said something about swapping his days or whatever, and John said, no, can't do it. He had taken offence to that because of the way John had said it, it was quite blunt, because I think he gets a lot of people coming up to him and saying, can I swap my days, can I do this, can I do that? He'd

Jan

said no, you can't do it, and ~~he~~ said, I've got to get up and I've got to leave, and he went a bit red, and walked away. We were like, oh, what's happened there, he seems upset.

158. Apparently, John had said, no, you can't do it, but he had said, oh, I need it because Sensitive/Irrelevant or something like that, and he'd interpreted that as, I don't care, and that wasn't the case at all. If that had happened, I would have said something, and I would have intervened. At that point I thought, he's really upset. Watching that *Panorama* footage back, I'm like, no, he wasn't upset, I believe he was actually angry, and probably wanted to hurt John. I just feel disappointed because everybody else that came into contact with him was at risk from him and his temper, from what I can see from what *Panorama* showed. I wasn't aware he was perceived that way or anything like that, there was nothing that ever came my way, that related to him like that. As far as I was concerned, he was moving to the Home Office, and that was that with him.
159. Again, Clayton Fraser: we saw Clayton, and we remember him from the ITC, brought him in, just really shocked to hear that he saw that and he didn't report it, and that was a failure of all of those people who were involved in that, that they didn't report that. I can't understand why, because we said that all the time act with integrity, report things that are wrongdoing. I know since then the whistleblowing posters and everything have come around and done that. We've sent these out, we've sent out the professional standards guidance on what's the expectation, but it was just so wrong.
160. I was actually surprised by that, but perhaps the person I wasn't surprised about was the lady who was saying that staff don't know what they're doing, because she was talking to Calum. I wasn't surprised to hear her in her tone saying that, because I've had conversations, where she has said, I need to do this, or I need to take charge here, or I need to, she needs to tell the staff what to do in her area. I wasn't surprised to hear her saying to Calum, staff don't know what they're doing. I was surprised to see it on the telly, but I wasn't surprised, that was her manner, basically.
161. Q. I wonder if we could ask you to let us have - you may have, I hope - the staffing figures for the last couple of years, the monthly staffing figures, and the sickness rates, and the numbers of disciplinaries and grievances that you've been handling over the last couple of years, because they might show a trend. That would be very helpful.
162. Mr Marsden: Do you have dismissals as well?
163. A. Yes. We've had a fair amount of dismissals, whether they've been probation or not.
164. Q. What I meant was, do you have figures for dismissals?
165. A. Oh, yes.
166. Ms Lampard: Sorry, I should have asked for those. We would like staffing levels, sickness rates, disciplinaries, grievances and dismissals for the last two years, I think, might be the answer.
167. Mr Marsden: Is that doable?
168. A. Yes.

169. Q. We don't want to give someone five weeks' work –
170. A. Oh no, that's fine.
171. **Ms Lampard:** They're probably on spreadsheets.
172. A. Yes, they're all on the system, it's fine.
173. Q. Ed, will you give Michelle your card, so she can get them to Nicola?
174. **Mr Marsden:** You have Nicola's email address?
175. A. I have her email address, yes.
176. **Ms Lampard:** Lovely, could you let us have them via Nicola?
177. A. Via Nicola, that's fine.
178. Q. I don't have anything else I wanted to ask you – have you, Ed?
179. **Mr Marsden:** One thing that has come up, talking to other people, that you might have a view about, is the effectiveness of the Care Team. How effective, or not, do you think the Care Team is? Are you on it?
180. A. I'm not on it, no.
181. Q. Perhaps you shouldn't be, maybe that's deliberate.
182. A. Yes, Emma Pickmore ^{Q&A} wanted to be part of it and we said no, because of potential conflict of interest with what she could be involved in. The Care Team was run by David Taylor, and then he left, Zeeshan Qayum took over. They are all identified because they have a yellow happy face on their lanyard. As far as I'm aware, when a staff member rings us - because they find it easier sometimes to talk to us in HR than to other staff, or their managers - we ask them, is there any other support we can find you, would you like a call from the Care Team? We will drop an email to the Care Team to ask Zee, him or his staff, to contact them.
183. I know some staff have been speaking to them and have been doing that. More recently Zee came into the office to tell us that the staff are really feeling the burnout on the wings. I flagged that to my manager and asked Zee to speak to Lee Hanford immediately, just so he was in the picture on what is being felt on the floor. The thought was the additional hours contract would help bolster numbers, but I think with the high amount of staff off on IOD, sickness, more recently -
184. **Ms Lampard:** IOD?
185. A. Injury on Duty - has affected that. I don't know how effective they are, but I do know that people will say, yes, I would like a call from them, then I'll do that referral.
186. **Mr Marsden:** Do you know whether the Care Team do follow up, or once you've made your referral on to them, is that the end of your involvement, given your other function?
187. A. It does tend to be the end of my involvement, but I do know Zee is very good at following up on those phone calls to staff, or delegating it out, and sometimes they will say, I don't want to speak to a man. I think it's helpful that we have the Care Team, we have our First Assist line too

188. Q. That's an employee assistance –
189. A. Yes, that's right, an employee assistance programme, and they can offer, whether it's counselling, or death ^{advice}, or whatever, they have a range of services that they can offer. We have Best Doctors, so if they want medical advice or have a query about something, they can contact them. Sally ~~our~~ ^{the} Account Manager, talks to the ITC every time about services just for medical care basically, but it offers those services to the families as well. I always promote that because First Assist is purely for the staff, but this is free for the first three months if you join, ~~and HSF is free for the first three months~~ ^{as part of} and it's applicable to families as well.
190. Q. Is it a sort of health insurance?
191. A. Yes, that's right, health insurance, so you pay in £2.80 a week, or something like that. ^{It's certainly a very different pace to what I'm used to, but that's how I've taken it to be, that that is the way things are done here, and I do know that staff tell me 'I got something in the post, I thought it might have been an investigation'. I said, no, it's only an Occupational Health letter, don't worry, something like that. People do fear saying the right thing, I do get that impression, or they think if they say that they're going to get told off for it or they're going to be marched into an investigation for it.}
192. More recently, I was copied into an email where terms of reference were issued. I issue terms of reference depending on what the misconduct is or the issue is, other times I will be copied into stuff, and I was copied into one. SMT had closed his eyes twice in two separate meetings, Security meetings, and he was going to be investigated for it. I flagged that to my manager because I don't think that's right.
193. Ms Lampard: Who would have initiated that?
194. A. That came from the Deputy Director, Steve Skitt, and that came from our Head of Security. Our SMT is very up and down, but I've never seen so many people go through an SMT since my time here, basically. I just think sometimes a different approach is better, more of a welfare check-in, make sure he's alright, make sure everything's fine.
- This is also my first position within an SMT, so unsure if this is what it's like*
195. Mr Marsden: Wouldn't someone say are you alright, did you sleep last night?
196. A. Yes –
197. Q. Or, are you unwell?
198. A. Not go straight to an investigation.
199. Q. Or, was it too hot?
200. A. Yes, it might have been too hot, it might have been he chooses to close his eyes to absorb words.
201. Ms Lampard: That's beyond parody.
202. Mr Marsden: It's quite worrying actually, isn't it, because you're quite right, your advice was spot on! You'd want someone to go and put an arm round someone and say, are you okay?
203. A. Where I am, where I sit, I will try and be involved and get the SMT to forward me all their terms of reference that they have going on, but it has been said in the past as well, we're too quick to investigate.

204. Q. That's a very strong theme coming out of our interviews, very strong theme.
205. A. It does make people fearful, when they get an investigation letter.
206. Ms Lampard: It makes people fear management, all management, it doesn't allow for that engagement, resolving issues at the right level.
207. A. Yes, and don't get me wrong, disciplinaries I have sat in on, following the custom and practice here, they do warrant those disciplinaries, and I would stand by that, and with that, ~~I sometimes don't get involved in the forum groups that happen, because people associate myself and disciplinaries together. Where I'd like to get involved in the forums perhaps my other team colleagues will step in, or they'll step in at the lower level disciplinaries now, because they are working their way up as well.~~ ^{Ben asked me to not}
208. Mr Marsden: If you could do two or three things to improve things here, or more to the point, we could recommend some things that would help improve things here, from your point of view, if someone could do something tomorrow, what would it be? Or today?
209. A. [Pause] I think for the officers, they work incredibly long shifts, 12-hour days, and they're quite challenging shifts. They need some breaks or some niceties in there, so they look forward to coming to work here, not just, it's another job to get up and come in for, and receive pay at the end of it, to make it a nicer environment for the officers to be in.
210. For the SMT, I don't think we've had an away day once since I've been here. Our SMT is a small SMT, they're under a lot of pressure, and they have a lot of information to get through. I think because we are an IRC they're probably asked to trial things, or do things, or report back on things all the time. At first I used to feel we'd been stabbed in the back in HR when we had a whistleblowing, because I couldn't understand why they couldn't come and speak to us, and talk to us about what was going on. Perhaps that's my own lack of understanding of the industry, ^{how the security works} but I used to feel that, then as they went on there was one against Neil Davis, our former Head of Security, and he ended up leaving his job before he was suspended. I didn't know anything about how he had conducted himself or how he behaved in a way to warrant that action. There are some things that I'm exposed to and there are other things that I don't know about within the SMT.
211. Then the number of whistleblowings and investigations that were going on into staff, that I've seen increase, it doesn't make people want to work here, it just sends that message out, like you said, being fearful of management.
212. Ms Lampard: Whistleblowings are, in a sense, a failure, aren't they, because it means that things have not been tackled head on, sensibly, dealt with, it means people feel they have nowhere to go. Why are they doing that? Are they doing that because they know that it won't be dealt with other than in a very punitive way, and therefore they don't want to be the person who starts that off. I wouldn't whistleblow because I'd be frightened about starting off something that becomes unmanageable and very unpleasant.
213. Mr Marsden: Just to summarise that, Michelle, what you're saying, I think, is appropriate reward for DCOs who are doing a difficult job, time out for the management team on a regular basis, to think about what it is they're doing. What you're saying in the third point is, let's have less whistleblowing –

214. Ms Lampard: More talk and engagement.
215. Mr Marsden: More early intervention and people doing their job, DCMs managing, staff saying to one another 'don't do that, I'm a little bit concerned about you', just some sensible management.
216. A. Yes, because I have staff who are coming to me that are saying, I don't know why this officer is still there, because I've put in those reports, and those SIRs, and so on. There is that side of it, but you also want to have somebody's back as well, not to the extent that you are covering up things on *Panorama* –
217. Q. Absolutely.
218. A. I just could not understand or fathom how we had got things so wrong, but ~~that happened and~~ *Panorama* happened, because we wouldn't tolerate that. Just before that happened, we were going through a dismissal for somebody who had had an exchange with a detainee, but had also then gone and waved away that detainee in front of everybody whilst he was going into his room. I keep coming from the angle we are not being paid to humiliate our staff, and some staff are feeling humiliated. That was just one example, some of our staff do feel humiliated, and I think as an SMT we should be there to prevent that from happening. Our SMT need to take that into account –
219. Q. What do they feel humiliated by?
220. A. By the actions of others. We had another example where the lady, the officer quit, because she was on speakerphone with a manager. ~~We put her on speakerphone, there were several other people in the room, it wasn't told to the other person that they were on speakerphone, and she was being challenged on why she wasn't at work, and that kind of thing. That kind of thing just needs to stop, and it works from the top down. When we have our weekly sick, this is a meeting to discuss the context and how we can support that person, not to talk about how derogatory that person has been, or they're taking the mick with their absences, that's not the purpose of the sick meeting. That's something I myself have been battling with since I've been here, that's something I've been battling with, because people use that to talk about the people who take the mickey, or people that have had a miraculous recovery. It's the scepticism that goes with that, it's that kind of thing that shouldn't happen in the sort of meeting that's attended by other people of lesser –~~ *SMT I was a part of it.*
221. Q. Who does that come from? Does it come from Ben?
222. Ms Lampard: Steve?
223. A. No, I don't necessarily think it's Steve, because I remember Steve joined as the Deputy, that was one of the things I said to Sarah Grady at the time that needs to stop. At the time there were a few people who were being managed down the absence process, perhaps not as fast as some of the management team would have liked to see them out of the business, but they were being managed, but that came from Stacie Dean and Michelle Brown. It's that intent or that viciousness that gets with it –
224. Q. * We're going to come to a sickness meeting, it would be very helpful if you would tell us afterwards whether you think that behaviours were altered as a result of us being there. We will certainly keep that to ourselves, of course,

Yes the behaviours did alter and SS were in favour of having OH & acc health

- we're not going to say anything that's going to embarrass you, but you have been very helpful.
225. A. When that was happening I asked Sarah Grady to come and attend, and you felt the change.
226. Q. Do you think that has been maintained?
227. A. She's a Business Partner, she doesn't come as often as we'd like her to. More recently it's reverted back again, and I get that it's frustrating when an employee that hasn't arrived for work again, or something else has happened, a death in the family, and there's a whole heap of circumstances surrounding the same employee. I get that frustration and the fact that the SMT want them in and want them to be there working, but there is also a bit of being reasonable in how we deal with that individual as well.
228. Mr Marsden: There's also just being professional, isn't there? Not allowing those kinds of comments to get into a meeting which then encourages more junior staff to take the same attitude, which is really unhelpful.
229. A. That's what I say, I get that Steve wants to put a stamp on the sick and how it should be dealt with, not to put it with the severity ^{with the SMT} when there are other levels of management in that meeting, and that's the message they take out with them.
230. Ms Lampard: Michelle, thank you very much indeed.
231. A. You're welcome.
232. Mr Marsden: We will send you a typed transcript in about a week's time, it will come password-protected, and when you get it you will need to ring our office and ask for the password. If you then read it and either sign it to say, I'm happy with it, or if you want to amend it, that's fine, you can do so.
233. A. Thank you.
234. Q. Thank you, very much.

[Interview concluded]