

Confidential

Independent Investigation into Brook House

Wednesday, 14 February 2018

Interview with

Jack May
DCO

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

1. **Mr Marsden:** This is an interview with Jack May, who is DCO here at Brook House. It's part of the Independent Investigation and it's 14 February 2018. [Introductions] Jack, thank you very much for coming to talk to us. Kate has given you the introductions and the housekeeping. Probably the best place to start, is tell us a bit about your background, where you came from before you joined the staff at G4S and what your current role is?
2. **A.** I always wanted to be in this sort of environment because my grandad's a prison officer in Winchester and he's 72 and is still doing it. He loves it and I've always looked up to him because I've never had a father model; I always looked to my granddad. I used to work at a nightclub Tuesdays, Thursdays, Fridays and Saturday nights. I did that for 3½ years and then, during the week, I was cabinetmaker for a company that does cabinets, wardrobes, bath panels, etc., during the week.
3. They made me redundant and I thought this is them telling me 'it's time to get out there and get a job you actually want'. I applied for this one and have been on the wing since July last year; obviously the eight week training course. Then my clearance didn't come through because I was waiting for my DBS and I was doing ACO duties for a while, which is obviously no detainee contact. I've been here for a year now and I love it.
4. **Q.** Where are you working?
5. **A.** Normally I go on to C or D Wing.
6. **Q.** They're quite challenging, C Wing particularly.
7. **A.** I, personally, don't find it challenging because I always say to the detainees 'look, I'm a home officer doing whatever with your case but at the end of the day I'm here to look after you, I'm not here to stop you from going, or keep you here any more time than you want'.
8. Obviously it's a horrible situation for them but I always tell them 'if you treat me with respect, I'm going to treat you with respect; treat me how you want to be treated at the end of the day'. The only reason why C Wing is so bad is because officers have let it get that bad in my opinion. When I'm on C Wing and you have the right team of officers I think it's not a bad wing to work on. None of the wings are that bad, for me personally. They have a couple of challenging detainees.

9. Q. Give us a feel for what a good shift looks like when you come away thinking 'I've done a good job', and give us a feel for a shift where you think 'that didn't go quite as I would have wanted it'?
10. A. I haven't had one of those days for a while because I went for the DCM position and was a bit laid back, shall I say, and they didn't give it to me. They said I've got to start delegating work to offload the stress on my shoulders and pass it on to everybody else; it's about being a team leader. For about three months now I've started doing that and I've told people what I expect and how I want the wing to run. So far it's been going alright.
11. **Ms Lampard:** Did you get feedback after the failure to get the DCM?
12. A. Yes, I haven't been here long; there were weird questions; the DD turned around to me and said to me 'your drive inspires me'. I said to him in the interview 'I want your job one day'.
13. Q. Who did you get interviewed by?
14. A. Steve Skitt, Michelle Fernandes and Sarah Newland. Sarah Newland is the head of Tinsley I think.
15. **Mr Marsden:** Yes.
16. A. Michelle Fernandes is Head of HR and, obviously, Steve Skitt is the Senior Director, not the Junior Director. I said to him, after he gave me the feedback, 'I'm not going to stop what I'm doing as an officer'. It's not how hard you get hit, it's how hard you get hit and get back up afterwards; I've always been told. I've just got to crack on with it really.
17. Q. Going back to my question; what does a good –
18. A. When you have the right amount of staff.
19. Q. Tell us what that is?
20. A. Sometimes you walk in and look at the rota and there are four people on there and you think 'brilliant, there's four'. There should be five I think because there are some situations where the detainees are coming to us and saying 'this person is off his head on Spice, shall we say, upstairs'. Obviously if you think one person's on the second floor, one person on the one, one on the ground, one on the door and one in the office, therefore all areas are covered.
21. A couple of times detainees have come up to me and said 'this person's being sick upstairs'. I've had to run all the way upstairs but then I've left the officer downstairs on his own doing the door and the office. Obviously, I've said to him close the office door but then that means if a detainee wants a toilet roll, or paracetamol, he's going to have to go and get that and they're kicking the hell out of the door to come back onto the wing. That instantly makes them frustrated and then you're in a challenging place when you open the door, 'why did you not open the door?'. It's like give us the right amount of staff in the first place. Obviously some situations you can't help.
22. Q. Two on a wing in your eyes is –
23. A. Not acceptable because, at the end of the day, we're here to look after the welfare of the detainees but nobody is looking at it from the perspective of two officers on a wing with 116 detainees. The maximum C Wing can hold is 140 and that has been maxed out before; indeed it was 128. I saw something on the news the other day that a woman prison officer and a bloke were on the

wing by themselves with 96 detainees and she got pulled into a room and made unconscious and stuff like that. Obviously, a prisoner went to the other officer and said this is happening upstairs. It's just a vicious circle.

24. Q. Yes.
25. Ms Lampard: How often are there two on the wing in your view, just as a rough estimate?
26. A. My line isn't as bad but people get pulled off for escorts and to cover other areas.
27. Q. Every day would there be a moment when there is just two on?
28. A. Sometimes there's only one because we have to take detainees to the kitchen and obviously they have work and activities and stuff like that. We have manned courtyards because some of these guys want to escape and that's always got to be manned. Then there is obviously one staff member gone off either C or D Wing. If you're left with three for the day, which is normally what happens, then you're left with two on the wing.
29. It's challenging but I suppose we have a job to do at the end of the day, and I try and bend over backwards to help these guys. They see that and all the detainees say 'are you the manager of this wing' and I say no, 'but you act like it and you seem like you are. You're always doing stuff; you're always keeping busy and stuff'.
30. Mr Marsden: In terms of your shift pattern, tell us a bit about the kind of hours you work?
31. A. I think it's crazy.
32. Q. The overtime you work, just give us a feel for what you're currently doing.
33. A. The shifts are changing now and then; sometimes I come in for three. The maximum shifts I will do in a row is four but the fourth day is always overtime. This week I did Friday, Saturday, Sunday and overtime Monday. I was off Tuesday and now I'm in Wednesday, Thursday and Friday then overtime on Saturday.
34. I'm doing four/one/four because I feel sorry for the guys on the other end. If I can do the overtime I will do it but if I can't then obviously I feel bad for them because I must support them. On the other line there is an odd and even line and I'm six; is that even? Yes, that's even, isn't it?
35. Q. Do you get any choice who you work with?
36. A. No, the DCMs do the rota; either the night before or the day before that.
37. Q. What are they trying to do in doing the rota? John Kench obviously does the detail in overall terms. We know that they look at the rota the night before, or the day before the shift happens. What are they doing in looking at the rota?
38. A. I don't actually know what they do. I think they just allocate certain people because they know the good officers and the bad officers, as in lazy, don't do any work, do the checks that you're supposed to do. I think they pinpoint the people and put them in charge of that wing and then, obviously, other officers just plod along, shall we say.

39. **Ms Lampard:** Do you think there's ever any favouritism involved in all of that? Is there a bit of clique of favoured children?
40. **A.** I don't think there's favouritism but I think they want certain officers on certain wings to manage it, if that makes sense.
41. **Q.** One DCO is usually appointed as the Lead, isn't he?
42. **A.** Yes, some people just take it as a number and then they'll just plod along on the wing but, theoretically, it's like you're the supervisor. I look at it as in you're in charge of that wing.
43. **Q.** It does say something, 'In Charge', doesn't it?
44. **A.** Yes. 'Officer in Charge'; I can't remember what it is.
45. **Q.** I'll have a look downstairs when we go out.
46. **A.** You have General Duties, Escort Officer and obviously the person in charge; there's some sort of wording there.
47. **Q.** Do you think that DCMs, all of them, model the behaviour of taking charge? I'm going to give you a specific example. Sometimes you go on to C Wing and it's clean, the floor is clean. Somebody has said to the orderlies, the paid work guys, 'go and clean that up over there', and sometimes I go there and it's revolting.
48. There's muck all over the floor, there are cigarette ends everywhere, people are smoking, nobody is telling them not to; there's a sense of 'I can't be bothered'. What causes that? Is that the DCMs not saying to the DCOs 'get out there and keep this place clean', or is that DCOs themselves not being bothered?
49. **A.** DCMs get pulled out left, right and centre. You're supposed to have an allocated manager on the wing at all times but they get pulled off to meetings, pulled off to escort, doing the paperwork and whatever else. I don't pay attention to the DCM because I tell DCMs what to do because that's my wing and I want to take charge of that. It's like you say, if it was me, I would say to the detainee, it's obviously paid work, and say 'can you clean that up for me please, it's not really acceptable to leave these bins here, it just smells and looks horrible'.
50. As soon as you walk onto the wing you have two bins there and you have about three bin bags beside it. If the detainee didn't do that I say 'right okay, now your job is in jeopardy because I'm asking you to do a general clean-up, which will take five minutes'. I put it on the DAT system saying he refused to clean the floor and obviously that's in charge of the DCM and the Paid Work guy to maybe have a meeting with him and say 'officers are asking you to clean'.
51. When you have two officers on the wing and you ask someone to clean they might say 'okay I'll do it in five minutes', but then you're being dragged off somewhere else and you're like 'oh my God I forgot about that'. My initiative is, if you see mess on the wing, regardless if they have paid work or not, if I can't see them I just pick it up and put it out. I'll clean it but that's just the way I think.
52. **Q.** Do you think there's a bit of a malaise amongst your –
53. **A.** Malaise?

54. Q. A bit of a sense among some of your colleagues that they've slightly given up with some of that? What I'm really trying to do is identify how many of you there are like you, quite active, still quite –
55. Mr Marsden: Enthused about it.
56. Ms Lampard: Enthused, and how many have actually just got fed up?
57. A. It used to be me on C Wing and Ryan Harkness on D Wing and he's gone up to management now. We used to have competitions with each other and say 'right, we'll get this wing cleaned, I'm going to get it cleaner than yours'. We'd glance at each other's wing and go 'that looks cleaner than mine'; we used to have competitions. I'll see no-one on C Wing today. I'm on D Wing so D Wing will be spotless.
58. Q. There's no-one on C Wing today who are enthusiastic and up for it?
59. A. No. If you just walk into the office you'll have four ACDTs there. The toilet rolls are all over the place, everything is just all over the place. If you walk into an office and say 'where's the meal list' at quarter past 12 and you're unlocking at half past 12. You can't find the meal list. I've had situations where I can't physically find the meal list because the night staff before have said it was such a mess. I've cleaned it all up, but I can't find the meal list because they just don't care about their workstation, which is frustrating. When I walk into the office I'm just like that, 'ooph'.
60. Mr Marsden: How do the DCMs come across as a group? Are they operationally engaged, are they managing the place, are they on top of things?
61. A. Some do.
62. Q. Who do you think are the ones that stand out as being –
63. A. Tony Lesley, Michael Yates, Steve Loughton, Andy Lyden; these are the good ones.
64. Ms Lampard: Would they go into the office and say 'this is a mess, tidy it up'?
65. A. I've never known a DCM to say that in the office.
66. Q. Would they go on to the wing and say 'the wing is a mess, tidy it up'?
67. A. Not that I recall. No one has ever said to me 'where are the cleaners, this place is a mess'.
68. Q. What about the Residential Manager, what about Juls?
69. A. Never see him. Never see him. I think he does his checks –
70. Mr Marsden: What does he do?
71. A. I don't actually know to be honest with you. I think he's in charge of all the residential wings and he's obviously got every DCM at a wing so he's in charge of all the wings. He does do something, like the sofas coming back and making sure we have enough curtains and whatever else. When someone's curtains go missing we ask him for it and he gives it to us.
72. Ms Lampard: Has he mended the pool table on C Wing?
73. A. I haven't been on C Wing for about two months. Normally, with the pool tables, our pool table upstairs, we've reported it now for the last week and a half.

74. Q. Is it D Wing then?
75. A. D Wing on the first floor.
76. Q. The split floor?
77. A. Yes, it's been cut.
78. Q. Yes.
79. A. I've reported it every day.
80. Q. Who would be responsible for that?
81. A. I don't actually know. Presumably it's Juls who orders a new pool table. The pool table guy comes out quite a lot but he hasn't been around for a month and a half.
82. **Mr Marsden:** There are a group of good DCMs who are on the ball?
83. A. Yes.
84. Q. Are there people you know who, if you're on duty with, who you think 'oh my God, I know I'll have to cover the ground for them'?
85. A. I do think that some are lazy, but if they're on my wing they turn around to me all the time and say 'I know things are going to get done because you're on the wing'. Obviously I take that as that's brilliant because they look at me and go 'right'. They know I'm doing the job but then it doesn't make sense because two or three managers have turned around to me and said 'I want you on my wing, I'm in charge of this wing now and I want you on my wing'.
86. I say 'well, I'm rota'd here', so two or three DCMs are fighting to get me onto another wing because they know that I'm going to make their job easier. That's, obviously, a bit of a kick in the teeth for me because they didn't give me the manager's job but I have a job to do, at the end of the day, haven't I? I just have to crack on with it.
87. **Ms Lampard:** You haven't been here very long though?
88. A. No, July, I came on the wings.
89. **Mr Marsden:** Is there a sense of DCMs favouring staff? Or certain groups of staff, certain people?
90. A. No, I don't think anybody favours anybody in that sense.
91. Q. You don't end up with the feeling that someone has to work with someone else because they are favoured by that particular individual?
92. A. I know officers would rather work with other officers and normally they swap, and obviously they tell Control that they're swapping wings because they want to work with their friends, but then we're not here to be friends.
93. Q. Are there cliques? Are there groups of people who want to --?
94. A. Work together?
95. Q. Yes.
96. A. Yes.
97. Q. Is that a good thing or a bad thing?
98. A. I get on well with Ryan Harkness, which is the DCM Paid for Work. We go to the pub now and then outside of work but we don't work together. It's kind of

like if you're really friendly - some people talk about when they used to be at school together and stuff like that. They sit in the office and don't pay attention to what's happening out there and they're just having a conversation with each other because they're best friends, shall we say. They're not here to do the job, they're just here to communicate with each other.

99. **Ms Lampard:** This is people who have chosen to swap with each other. Do DCMs ever stop that?
100. **A.** No.
101. **Mr Marsden:** Give us your thoughts about staffing levels at the moment?
102. **A.** A joke; staffing levels.
103. **Q.** If you talk to Lee, Lee thinks staffing, by April, will have improved to the point where there are the necessary staff on the wings. What do you think of the likelihood of that?
104. **A.** I personally think we should have five per wing but Lee saying that - I've never met Lee and he's been here for four months, apart from in the forum. He participated in the staff forum. They've had 34 resignations in the last three months and they've brought in, shall we say, two ITCs, so that's 20. Two have just handed in their notice, and then you have one kicked off the course because he was falling asleep in the laws and the policies and C&R stuff.
105. **Ms Lampard:** Is that the current C&R?
106. **A.** Yes. Therefore, you have 37 people are basically leaving but he says come April the staffing levels are going to be better but, you can guarantee now, there's probably going to be another 10 or 15 people going to hand in their resignation.
107. **Mr Marsden:** Those 36 or however many that have left, are those people a mixture of recently employed staff as well as experienced staff?
108. **A.** No. Anita, she's normally on A Wing was a brilliant officer; Ryan Bromlin was unbelievable, a really good officer but he left.
109. **Q.** How long had they been here?
110. **A.** Anita has been the same time as me.
111. **Q.** Okay, so recent?
112. **A.** Yes but Ryan was here before. Tommy works down on E Wing he's going to work for Mitie now and he has been here a while.
113. **Ms Lampard:** Do a lot of your colleagues say that they're going to be leaving and are looking for other jobs?
114. **A.** I will pass people and I see them applying for jobs on the Internet. I've watched night staff applying for jobs.
115. **Q.** On nights, how many staff are there usually on the wing?
116. **A.** One.
117. **Q.** How many in the centre all told?
118. **A.** One per wing. There's normally two on D Wing if there's a constant - there's two, three, four, five; probably three on reception; I would probably say 12 or 11 staff, give or take.

119. Q. If somebody is on a wing by themselves and you get a detainee who gets ill and needs to go and see the doctor, or is going to be released, or go on a charter, how does it work? You can't leave the wing. Do wings ever get left with nobody on them?
120. A. At night, after all the cleaners have been put back in their rooms and things like that, you know where we walked the other day, C and D Wing where you have either doors left and right, you put a table there just in case anything does kick off in a room, or anything like that; it's quick and easy access to get to. That's what normally happens on nights.
121. Q. You will have one person sitting on a table between the two?
122. A. If we have to take somebody down to Discharge, if they got released at three in the morning, that one person would manage both wings. Some situations, in the last two or three months, one person has been running two wings.
123. Q. How do they do that?
124. Mr Marsden: By sitting between them?
125. A. No, they don't sit between them because in the tannoy system, if anything goes off in D Wing it comes through to C Wing automatically and if anything goes off in C Wing it comes through D Wing. Even if you're on C or D Wing you can hear the tannoy going off through the one in your office and you answer it and say 'I'll be over in a minute'.
126. Ms Lampard: What's the table then? What's this table you're talking about?
127. A. We put a table there because if I've got a situation where someone was having a fight in a room and they've called me - I don't know if it's called a tannoy, the call system thing.
128. Q. On your radio?
129. A. No, in the office.
130. Mr Marsden: The intercom?
131. A. Yes, intercom, that's what I'm looking for.
132. Ms Lampard: Control have called you?
133. A. No, the detainee calls you from their room.
134. Q. Oh, the detainee?
135. A. Yes, sorry. Obviously, the call system goes, and you pick it up. I've had a situation where I've opened the door, obviously I used to work at the clubs and I'm not afraid to go in, as bad as it sounds. You've got to look after your safety but I can't see someone else beating someone up; I can't see it, I can't myself do that. If I went into the room I'd call first response but it's taking him two minutes to get here because the doors are locked.
136. Obviously, nobody's out and it is secure and the door opposite that is locked but the two wing doors are open. Then, another situation, it took him 20 seconds so, therefore, that minute and a half compared to the 20 seconds is beneficial for the staff and the detainees. That's why I put the table there to open both wing doors. Does that make sense?
137. Q. Oh I see, you can jam the doors with the table?

138. A. With the table for easy access.
139. Q. So everybody can run?
140. A. Yes.
141. Q. I understand. How often does that happen? How often is somebody sitting and doing two wings at night in your experience?
142. A. A couple of times here and there. I've probably known it about three times. I'll come in the morning and they'll say 'I had to run two wings last night', but they only let one set of cleaners out so the other wing doesn't get cleaned. Obviously if someone calls in sick, or anything like that, normally they call up Tinsley staff but obviously they do that two or three hours later. Obviously, it's 12 o'clock and you can't expect someone to clean at 12 o'clock at night, can you?
143. Q. You've worked in nightclubs, you have a sense of how to look after yourself; do they ever have women officers sitting there running two wings at night?
144. A. Yes, one of them did it a couple of months ago. I think her name was Daniela, blonde hair; she was running two wings. Gill Eden is another one but how can you say to the manager 'I'm not running two wings'.
145. Mr Marsden: Jack, do you recall what staffing levels were like last summer around the time of *Panorama*?
146. A. I wasn't here when that happened. I started my RTC in April and obviously I was in the classroom for eight weeks and then I waited for my clearance. I was down in the Gatehouse and sat there at Control until July.
147. Q. You weren't there at the time then?
148. A. I wasn't on the wings but when I did go on the wings staffing levels were still the same as now; two or three a wing.
149. Ms Lampard: I'm quite interested in this business in the night. You talk about how you might have to intervene because people are fighting in their rooms. Are there other things you can think of that might raise tension? Except, of course, you might have people being quite seriously ill in the night?
150. A. If someone's ill they call the officer and say 'I want a doctor because I'm feeling ill' or 'I've just been sick'. The doctor, or the nurse comes down, or whoever is up there, and we go to the room with them. I don't know what their names are, but I think they're useless to be honest with you.
151. Q. Why?
152. A. Because someone is sitting there, he's sweating, he wasn't right and all they keep on doing is 'take some paracetamol, take some paracetamol, take some paracetamol'. They check his temperature, did what they put their finger on, pulse thing and 'no, no he's fine'. I don't think they do thorough checks as much as they should do because, at the end of the day, I'm not experienced, I don't have a clue.
153. Q. You could tell that somebody wasn't their normal self?
154. A. He was sweating, he was hot, he was shaking and 'just take some paracetamol, some ibuprofen, something stronger'.
155. Q. Do the nursing staff come when they're asked for, do they appear quite quickly?

156. A. I've had a couple of situations where I've called a medical response and I'm actually looking at my watch and I'm like 'are they actually going to come, this person could be dying'. They do take a long time to come to a situation. A minutes, two minutes, three minutes, five minutes later and you're 'Control, are they actually coming to see this gentleman'. It's bad, I know that, but sometimes they are quick.
157. Mr Marsden: I know we're jumping around a bit but they are useful issues to explore with you. The regime here, obviously there used to be an enhanced standard basic regime. What is there now, for you as an officer, if you want to deal with somebody who was smoking?
158. A. That's one of my pet hates.
159. Q. Tell us how you deal with smoking?
160. A. All the people I get on with, all the detainees, as soon as I start walking towards them they walk into their room. I don't have to say anything because I've tried to implement it and say –
161. Q. That they can smoke in their rooms?
162. A. So many times 'you're not supposed to smoke here', 'sorry, sorry'. 'Don't worry about it, can you stop doing it please'. As soon as I walk towards them it's 'sorry, sorry, sorry', and then go into their rooms and I'm like 'thanks very much'.
163. Ms Lampard: I don't see many staff challenging people about smoking?
164. A. No, very few.
165. Q. There's you, there's the Indian girl on C Wing, D Wing?
166. A. Marina.
167. Q. I've seen her.
168. A. Short curly hair, yes, Marina.
169. Q. I've seen her pull people out, but you two are the only two I've seen.
170. A. Yes, you go back to staff that just can't be bothered to do it.
171. Mr Marsden: What's behind that? Why aren't people pulling people up about smoking or, indeed, other things?
172. A. I don't actually know to be honest with you. You have a job to do at the end of the day and if you're not doing your job right, then I feel like the SMT and management should challenge that and say 'why are you not doing your job properly, you're here, you're employed to do a job, why are you not doing it'.
173. Q. Are you getting people to conform with what your expectations are because they know that you're a good DCO, that you'll do stuff for them, that you'll help them?
174. A. Yes.
175. Q. Do they follow what you say because they respect you?
176. A. Detainees or officers?
177. Q. Detainees. I'm interested that you get people to conform and they go into their room and smoke, rather than smoking outside. Whereas other people will

- say 'I tell them to put their cigarettes out and they either laugh at me, or they do and then as soon as my backs turned they light up again'?
178. A. On my ITC they said to me you've got to be firm but fair. From day one so many officers in here are conditioned, it's unbelievable. Every time I say to people - I use my brain a little bit. When they're smoking at the tables and someone's eating I sit down with them and say 'look, how would you feel if you didn't smoke and someone's smoking behind you and you're eating your food, it wouldn't go down very well, it's not very nice', and 'sorry, sorry'. As well, by the wing doors, every time I open the door all the detainees that try to get on the wing say 'I'm not getting on today, am I Jack'; you know what I mean?
179. Q. You're saying that it's not their wing?
180. A. It's not their wing. 'You're not supposed to be on here' but they knock and people from other wings that I, obviously, identify start to walk towards me and they go like that because they'd knock on the door. Then they walk off but the other week someone tried to barge past me and he said to me 'I'm going to use force to get in'. I said 'you can't come in because you're not on this wing', 'I only want to come in for two minutes', but in those two minutes what is he going to do? He doesn't live on this wing.
181. The way I look at it is if I let him on this wing and he goes into a room and beats someone up, it's on my head. The other day six of them barged past an officer, went up to the room and beat a detainee up in his room. You can see it all on camera but that officer didn't follow them upstairs and say 'right, guys, what's the plan, why did you do that, why did you do that to him'.
182. Ms Lampard: What's happened to them?
183. A. The officers or the detainees?
184. Q. The detainees.
185. A. They went down to Rule 40, which is –
186. Q. Was that the one where the chap tried to intervene and got a cut lip?
187. A. Yes.
188. Mr Marsden: The guy who was shouting when we –
189. A. Yes, DETAINEE, the one with the split lip.
190. Ms Lampard: He tried to intervene, didn't he, and got hit by a kettle?
191. A. Yes. That's the situations that we're in. I always say to people, before that even happen, 'if you let people on the wing that aren't supposed to be on the wing I think you should get disciplined, I think you should get told off, slap on the wrist, not literally but -'. You should get a slap on the wrist, written warning because if someone actually went on the wing, shall we say they made an improvised weapon.
192. If they actually did some serious damage to someone, they're obviously going to go down the block, down to CSU, Care and Separation Unit but what is happening to the officers? No management, senior management team, are going 'right, we need to pull this chap in, it's on CCTV seeing you letting that guy in'; nothing is getting done about it.

193. **Mr Marsden:** Yes. Have you ever felt threatened here? Have you ever felt unsafe? You're a big guy and you've obviously been in a business that's –
194. **A.** I'll always look at every situation - when I first started I did but, as I've stuck to my rules and regime and 'firm but fair', nobody challenges me. The detainees don't challenge me anymore apart from that one. Obviously he hasn't been here that long. I said to him 'you're not coming on', and obviously he didn't get on but I don't feel threatened at all.
195. **Q.** In terms of the safety of the place, if you took one as safe and 10 is on the brink of everything falling apart, where would you put it at the moment, in your experience?
196. **A.** As in safe-wise or centre-wise?
197. **Q.** Yes, how safe is the place? Rate it out of 1 to 10?
198. **A.** I'd probably say half, it was half, which is being generous.
199. **Q.** Five?
200. **A.** Yes.
201. **Ms Lampard:** Jack, you give a very good example of why it matters that people are consistent, stick to the regime, firm but fair. The example of the people barging past and getting into the wing, being allowed onto the wing and then beating somebody up is a very good example. You also give a very good example of how you have the respect of the detainees, help them out when you can, talk to them and, as a result, the issues don't arise in the first place. They don't try and barge past you and they put their cigarettes out.
202. **A.** Yes.
203. **Q.** It seems to me that that is behaviour that needs to be modelled for everybody, by the DCMs and by senior management. Do you see managers modelling that? Do you see them saying to people 'look, this is the way to do it, this is the key to this'? First of all, do you ever see managers doing it, managing like that, people managing?
204. **A.** Some managers just let people on the wing.
205. **Q.** I take that as a 'no' then.
206. **A.** No.
207. **Q.** What you're talking about has come with a bit of experience. You told us how you used to be frightened but you've now learned how to manage that. Do you ever have opportunities - I think I know the answer to this but I want you to tell me - where managers, senior managers, DCMs and staff are able to sit down together and talk about some of the stuff and discuss things? Like 'How do you get respect? How do you manage this situation? This is important?', so that this can bring reinforced across the whole centre and not just rely on individuals like you?
208. **A.** No. That's probably the downfall as well. We don't actually sit down enough because there's no time to sit down. A little bit of team bonding should happen between the wing officers. It's like in the mornings we have a morning briefing at 7.45 and they say what's happened the day before if you're not on shift, how many people do we have in here'; detainees shall we say. Then we don't finish that until 8 o'clock and it's just all systems go at that point.

209. **Mr Marsden:** What do you think of the morning briefing? We've been to it.
210. **A.** I think it's pointless.
211. **Q.** That's very honest.
212. **A.** Yes, because all they're basically saying in there is how many people do we have in here, food and fluid refusal, but you already know that when you go onto the wing anyway because of the handover on the shift. They say 'you've got three ACDTs, one on SLP, Supported Living Plan', and all that.
213. **Q.** Do you think the morning briefing could be used in a better way?
214. **A.** I don't think we should have one. We should come in at 7.45, all go down to the office, get the trolley, get everything set up ready to go. Then we should have a briefing with the team on there and say 'this is what's happening today, these are my expectations, this is what I want to happen, this is what we're doing'. We plan a whole day ahead.
215. **Ms Lampard:** What about the handovers because I've seen the handovers and it's pretty brief, isn't it?
216. **A.** Yes, it's pretty brief, nice and simple.
217. **Q.** It seems to be only handing over to one of the officers as opposed to everybody understanding?
218. **Mr Marsden:** Let me be clear about that; Jack, are you arguing for wing briefings? You come in at 7.45 and the team, who are going to be on C Wing, or wherever it is, have that discussion about how they going to run?
219. **A.** Yes.
220. **Q.** Is that what you're talking about?
221. **A.** Yes.
222. **Q.** Rather than having a collective –
223. **A.** Rather than having a morning briefing with everybody in there going 'this is this, this is that', because if you are on D Wing and you're getting information about A Wing, well, I'm not on A Wing so what's the point in telling me what's happening on A Wing because my concentration is D Wing.
224. **Q.** Yes.
225. **Ms Lampard:** What would you say also to using that briefing on the wing to have a better handover from the night?
226. **A.** The handover in the morning is just basically they're supposed to write down in the book what happened the night before, how the cleaning went, how many people were discharged and stuff like that. I don't really know what else we could do on a morning briefing.
227. **Q.** Do you feel then that when you have the morning briefings you get to know enough about the vulnerable individuals? Those on the bullying and violence plans, the safe community plans, or those on ACDT? Do you think you get enough of a handover on them?
228. **A.** It's like going back to when they talk about 'you've got an ACDT on A Wing and his name is Name Irrelevant –

229. Q. Sorry I'm talking about the handover, the wing handover; I'm talking about when the night staff leave and the day staff come on C Wing.
230. A. Yes.
231. Q. Do they give you enough information to safely handover the people on ACDT or adults at risk?
232. A. Yes, some officers are good, but the other day I walked onto D Wing and there was no officer there because he got pulled off to go and do something else in Control that nobody else could do. He called me up and said 'this is this, this is that', but you walk in and you're like 'where is he?'.
233. Mr Marsden: The 7.45 briefing could be structured differently and more productively perhaps?
234. A. Yes. I think the Wing Manager should really do it and just say 'we have this, we have that', how these things need to be done, fabric checks and whatever else.
235. Q. It might get people taking a bit more responsibility?
236. A. Yes. They should allocate the people what to do and how to do it. It's like I say to people 'there's one ACDT on D Wing; this is the person, this is what he looks like, if you see him have a conversation with him, look at him, see how he is, what's he like, what's his mood'. 'You're concentrating on the bins all day; just take the bins out after lunch', shall we say. 'You can go on the door for an hour' or something like that; work together because teamwork is the key to success. If you pull your weight, it's going to be such an easy day.
237. Ms Lampard: I have one very specific point. I know you have the ACDTs and I've seen that and you have a plan and they get reviewed. Then you have the ones about bullying and violence, the Safer Community Plan, or was it called the Bullying Violence Plan? What's it called; I can't remember?
238. A. Bullying Report, Bullying Injury Report, something like that.
239. Q. Anyway it's for people who are subject to bullying and violence, isn't it?
240. A. Yes.
241. Q. People record what they're saying and, indeed, I met one detainee who I went to check had a plan open for him. Although he seems quite equivocal about whether he actually wants to be moved or not and all sorts of things, I'm not sure where the decisions are made about those plans and whether it actually leads to anything?
242. A. I don't actually know much about the anti-bullying stuff. I've had one on C Wing because he kept on saying that people are nicking his clothes and nicking his cigarettes.
243. Q. Did you keep track of that?
244. A. Yes, I kept an eye on him. I put it in the book as well. He was hanging around with the people who were stealing his clothes so I did say to him 'have you any problems with them or anything like that'. He was like 'no, no, not anymore'.
245. Q. Where does that plan go? Do you see what I mean? It encourages you to talk to him and keep an eye on him but, if it was serious and you had serious concerns about somebody, what would you do? Would you go and have a

- word with the manager, or would you just write it in the book? I don't see the process.
246. A. I would probably get hold of the manager to say this is what's happened, this is this, this is that, but I don't know where it goes from then. I don't know if they report it up any further or to the Safer Community guys.
247. Q. Thank you.
248. **Mr Marsden:** Jack, who is your Line Manager?
249. A. My Line Manager is Michael Yates.
250. Q. Do you talk to him?
251. A. Yes.
252. Q. Have you had an end of probation review yet?
253. A. No.
254. Q. Should you have done?
255. A. January 3.
256. Q. January 3 you should have had one and you didn't?
257. A. No.
258. Q. Have you passed your probation?
259. A. I don't know. I'm still here so –
260. Q. You're still here and you've applied for promotion already.
261. A. Yes.
262. Q. Have you had an EDR?
263. A. What's that? Employment Development Review, isn't it, or something like that? No. I haven't had one of them either.
264. Q. Okay.
265. A. I've had a back to work sickness one.
266. Q. Okay. You were off sick?
267. A. Yes, I was off sick at Christmas. I was in bed for three days. Come down with a massive cold. I was on nights so I had three nights off; Wednesday, Thursday, Friday just after Christmas. Obviously I worked Christmas Day, but I was up all day Christmas Day, stupid me, but obviously it's a big day for our family.
268. Q. You know Michael is your Line Manager and you do talk to him?
269. A. Yes, I talk to him about it all. He laughs and jokes about some things. He said to me this morning 'you've got two reception guys' - this will make you laugh. This person has just come off the ITC, Reardon his name is. He got put in charge today, of the wing, and it's his first day live, as in not shadowing. They still haven't given him keys or a radio and he's in charge of the wing.
270. Q. So he can't open the doors?
271. A. He can't open the doors, can't call for anything and can't walk on his own.
272. **Ms Lampard:** Who is he working with then?

273. A. He is obviously next to an officer that has keys and radio.
274. Q. On the same wing?
275. A. On the same wing, yes, so he's always with one of us that have keys and radio.
276. Q. Okay.
277. A. Michael said 'get down to D Wing because you're needed', and I said 'why am I needed' and he said 'there are two reception staff on there and obviously Reardon. You'll be fine on there'. I'm running around doing everything. I was supposed to do C&R refresher this morning and there was only two of us because, for certain reasons people are sick.
278. I walked on there and the first thing I said was 'who took the trolley back and who did the tool check because no one signed for it'. This was at 10 in the morning and I was like 'who checked the tools?'. Everybody is just looking around going 'I don't know', 'well, how do I know one of the detainees hasn't got one of the tools out of the server and got it in his room and now we've lost it'.
279. **Mr Marsden:** Was this people coming out of the Servery after breakfast?
280. A. Yes.
281. Q. People should be patted down, shouldn't they?
282. A. They get searched, but you'll be surprised where they put things.
283. Q. Yes, I know.
284. A. I don't know if anybody checked, or they just searched them and walked back into the office, but no one signed to say they had actually done the tool check.
285. Q. Did you actually establish whether the tools were –
286. A. No, I went and did it.
287. Q. They were there?
288. A. They were all there because you have a temperature thing in there and it's a pin. Probably the size of that and it's a pin and if somebody takes that and you don't check until half past 11 and the Servery closes at 9 o'clock, quarter to 9, that pin could be the other side of the centre by now being put into someone.
289. **Ms Lampard:** How many have you got on today; two on your wing?
290. A. Yes, two officers with keys and radio including me and then, obviously, Reardon without keys and radio.
291. **Mr Marsden:** Going back to Michael, is he a good role model for you? Is he someone who you think –?
292. A. If I go to him and I need something, he's always helped me out. He's always said 'just take five minutes out'. Sometimes I've been really stressed and he's 'just said go and take five minutes and I'll cover you'.
293. Q. Okay, that's supportive.
294. A. Yes, he's very supportive but he's crazy because you have Michael in, you have Chris Donnelly, I don't know who's the manager of C Wing but sometimes, like on Saturday and Sunday last week, you had two managers.

You had Ant and then you had Michael Yates running five wings, plus Oscar 1.

295. Obviously if I need a manager and he's already dealing with something on A Wing I'll try and get the other manager and he's dealing with something on E Wing. Imagine if you have a confrontation with a detainee and he wants to speak to a manager because he needs some paperwork, or something that I can't deal with?
296. **Ms Lampard:** At the weekend you had two DCMs on five wings?
297. **A.** Yes, altogether - I now look to them for support. I don't really call them that much but sometimes I do call them up and say 'I have no idea what this person is talking about'. All the forms, Home Office forms and whatever else. Sometimes I do call up other officers and say 'do you know anything about this', rather than calling the manager because I know how busy they are. When someone gets stuck on Rule 40, the paperwork is just crazy and, obviously, they're gone for 45 minutes doing the paperwork.
298. **Mr Marsden:** Go on?
299. **Ms Lampard:** You may have had the same train of thought; I wanted to move on to the issue of whether or not people feel they can –
300. **Mr Marsden:** Raise concerns?
301. **Ms Lampard:** Yes. You talk about officers being very busy; are they also receptive? Say you have an issue between you and another officer, I'm not saying you but take two officers don't get on terribly well, or they're up and down, or something. People working together in a confined space is often quite difficult. Is that the sort of thing they would get managers to help them sort out? Do people trust managers to take personal issues to?
302. **A.** Sometimes yes. Sometimes I've been pulled off a wing because they want me to go onto the worst wing to sort it out, and obviously I just get on with it. Some people just don't like working with people because they are so lazy. Some people do get on with it and some people just call the manager and say 'right, I'm not working with him, can you take him off the wing'.
303. **Q.** Do managers then address that? Do they have that discussion?
304. **A.** I don't think they have a discussion with them. They just call them up and say 'can you go here'; brush it under the carpet kind of thing.
305. **Q.** Things don't get dealt with?
306. **A.** No. From my perspective I'd probably rather put them in the office together and have a word with them both and say 'do you know what, what is the actual problem, what is the problem with you guys and why can't you work together'.
307. **Q.** You don't see that happening?
308. **A.** No.
309. **Mr Marsden:** In a way not doing your job; you get away with it?
310. **A.** Yes.
311. **Q.** There's no sanction?

312. A. No.
313. Q. It's not like someone is going to bawl you out and 'I tell you what, if you're not going to do your job properly you're going to be in'?
314. A. No.
315. Q. It's interesting because it feels to us that there is a culture of investigating people for things quite a lot.
316. **Ms Lampard:** What that suggests to us is that things don't get dealt with on the floor and it either then escalates and becomes a grievance, or somebody does something wrong because nobody's addressed something. Then they get investigated and it seems to me that you either get very heavy-handed management or no management. Does that ring true for you?
317. A. How can I explain it? What are you asking again?
318. Q. You've agreed that things don't get dealt with on the floor; you used the expression, "people just brush it under the carpet"?
319. A. Yes.
320. Q. At the same time we also hear that there are quite a lot of investigations and they have grievances. It would suggest, wouldn't it, that things aren't dealt with on the floor?
321. A. No, no.
322. Q. Then they escalate?
323. A. They go to straight to the top.
324. Q. They go straight to the top and then it's very heavy-handed as opposed to, perhaps, managers coming down from on top and saying 'what's all this about, let's sort this out'.
325. **Mr Marsden:** Or doing what you would probably do, which is saying to two people 'sort it out'.
326. A. Yes, for example, someone had left the Servery door open and, obviously, everybody was on the wing but it was probably just after they'd called it. I've opened the door to the wing and I've looked like that and the door is open so I've, obviously, checked in there and made sure everything's in there and locked it up. I said 'who let the Servery workers out', 'that was me'. I said 'just to let you know, you've left the door open, just bear that in mind for next time because otherwise those cameras are going to report you'.
327. I'd rather challenge them for it and just say 'look, don't do that again because that's a stupid move but everybody forgets things sometimes, just make sure you're on the ball and lock it next time'. However, for example, when I did my shadowing I got taught by a DCO how to do roll count and I got a letter through the door saying 'you're under investigation'. For what? Apparently, I did the roll count wrong but obviously I was a newbie and I was looking at an officer. I was like 'how you do the roll count?' and he said you do this and that. I said 'right, okay, brilliant, that's nice and easy'.
328. Q. You adopted it.
329. A. Took it under my wing and just said 'right, okay, I'll do roll count', and for the whole week I was doing roll count how I got taught how to do it, and then I

was under investigation and they said you've been doing wrong. I said 'how am I supposed to know that if no one tells me, apart from another DCO, how to do roll count properly'?

330. Q. Who investigated you?

331. A. Michael Yates and Michelle Fernandes and it was my first set of nights; end of July, beginning of August.

332. Ms Lampard: Who would have instigated that? Do you know whose idea it was to give you an investigation about that?

333. A. This is going to sound really bad but I'm not here to - I don't care. I got suspicious, through some officers, for doing something they shouldn't be doing. I've said it now, haven't I? Basically, smoking something they shouldn't.

334. Mr Marsden: On duty?

335. A. On duty. Just make sure you don't say my name or anything like that.

336. Ms Lampard: We won't.

337. A. I don't think they're here because they're not on my line, they're on the other line and I never see them; I don't know if they're still here.

338. Q. Was it DCOs or DCMs?

339. A. DCOs; three DCOs. They went out, they said 'Jack, we're just going out for a cigarette, can you cover the wing'. I said 'yeah, no problem' but one officer doesn't smoke and I thought why is he going out, maybe to get some fresh air. They came back and they've all got bloodshot eyes, they've all sprayed some stuff on and I was like [sniffs], that doesn't smell good. Obviously, the way they looked indicated I was 'right they've obviously been smoking something they shouldn't'. Me being me that is a no-no. I can't challenge them on that because that's putting me in jeopardy.

340. If something happened on the wing and they're like that, my life is on the line. I went to my manager and said this is happen, that's happened, that needs to be investigated. Obviously, they've looked at the cameras and then I gave them my roll count as 7.43 am; I remember the time. They said 'you've given roll count but you didn't check' and I said that's the way I've been taught. They said 'have you done it all week' and I said 'yeah, that's the way I've been taught' by the DCO that went out and smoked a cigarette, or whatever they were smoking. So, obviously, that's the reason why I was under investigation.

341. Q. Where do you think that broke down? Was that the DCM taking it out on you or was that the DCM telling his mate who was out smoking?

342. A. What do you mean DCM?

343. Q. You reported it to your manager?

344. A. Yes.

345. Q. Did you tell them you'd reported it to your manager?

346. A. No.

347. Q. Somebody found out that it was you who had reported it and then they -

348. A. Obviously, what they did was the manager went up to bigger bosses, maybe shall we say, they looked at the cameras, saw them go out and I've just walked out the office and gone straight upstairs. They're like 'why is he not checking the roll count, why am I not checking the doors, checking the flaps'. They've obviously said to me 'how are you doing roll count. Now you're under investigation because you're not doing roll count properly.' When I've reported them I've been brought up on it as well because I wasn't doing my job properly because I was taught by them.
349. Q. While they were looking at the camera?
350. A. Yes.
351. Q. Investigating them?
352. A. Yes, so they've seen me not doing the job properly and I've been pulled into that and getting investigated because I wasn't doing the job properly.
353. Q. Did they, do you think, let on to the people who were smoking that you had informed on them? How confident are you that it was done confidentially?
354. A. They say you're not supposed to speak about it with others but those three hang around quite a lot. Obviously, they've all had their investigation meeting and said 'right, someone's obviously investigated you about this smoking'. I walked straight past them, all three of them, so they probably know it was me but if a C&R happened, Control and Restrain, and someone had to move and I got picked with one of those people, I'm refusing to do that.
355. Q. You did the right thing. What happened to them?
356. A. One of them is working at the Gatehouse because I saw him the other day. The other two I haven't seen.
357. Q. Do you think they've been dismissed?
358. A. I don't know.
359. Q. Nobody came back and told you?
360. A. Nobody's come back and told me about it.
361. Q. How many of your colleagues, do you think, would have the sort of courage and guts to do that?
362. A. To do what they did?
363. Q. To do what you did, which was to report your colleagues. The one thing that comes out of *Panorama* is people weren't reporting things as they should?
364. A. Some officers report stuff like that. A couple of people have said to me 'this person has reported that person, this person has reported that'. Maybe half of the officers. It's mad because you're on the wing with two people and if you see something that's not supposed to happen you say 'right okay, I'll write that report later because I'm a little bit busy at the moment'. All of a sudden you get to the next day and you're like that 'oh my God, I forgot to write that bloody report'. Then you're instantly busy again and 'oh my God, I forgot to do it again. It's time issues as well but nothing on my watch has happened that I'm not happy with or anything like that, otherwise I would have reported it.
365. Q. You'd also feel comfortable, would you - for instance the thing we saw on *Panorama* was choking of the detainee?

366. A. Good riddance that he's gone because that is unacceptable.
367. Q. Would you, in those circumstances, have felt able to say 'what are you doing, stop that'?
368. A. 100%.
369. Q. I believe you.
370. A. The other week there was an investigation I had against a C&R that this person I get on with comes to the wing and talks to me about football. He's a big lad and three people went in and tried to get him out of the room and failed. The control room actually radioed me, over the radio when I'm doing the meal list, there's 40 detainees around, saying 'can you go and get your kit and meet us on A Wing as soon as possible please'. I was like 'you just said that over the radio', and I was 'yes okay' and I've gone there.
371. The most important part of me is between my nose and chin; I can talk for Britain. The last resort is to put a hand on someone. We walked in there and I was under investigation for some reason, and I walked in there and I said to him 'look, it's me'. I felt safe enough to just lift my visor up a little bit and say 'look it's me, I'm not going to touch you, forget what's gone on, don't worry about what's going on out there, this is me now, you're talking to me'. I said 'you know the rules and the game that's going to happen now, you need to walk down with me to E Wing because you have a flight, that's me being brutally honest'.
372. He goes 'I don't want to go', and he started crying. I said 'look', just a little tap on the shoulder, 'everything is going to be alright', and he went like that, moved his arm. I said 'look I'm not going to grab you, I promise you I'm not going to grab you'. He said 'I just don't want to go, Jack', wiped his tears and walked down with me because that's the kind of rapport I have with people. I get along with people.
373. Mr Marsden: I can see that. It's very important. It's a key part of the job.
374. A. Yes, that's the key.
375. Q. It's relationships.
376. A. It's like any time I do roll count and lock up I shout, not at the top of my voice, 'let's go gentlemen, let's go, dinnertime, lunchtime'. Then they all start shouting 'let's go, let's go' and they make a joke out of it. That, obviously, builds a rapport with someone.
377. Ms Lampard: I've seen it. I saw you do it.
378. Mr Marsden: Right, we've been here for an hour.
379. Ms Lampard: Thank you very much, Jack, indeed.
380. Mr Marsden: That's been really helpful.
381. Ms Lampard: Yes it has.
382. A. If there's anything else I can help with?
383. Q. We'll see you around.
384. A. Yes.

385. **Mr Marsden:** Jack, this will be typed up as a transcript and it will come to you via email. It will be password protected and you have to ring the office and ask Nicola for the password, but you don't have G4S email address, do you?
386. **A.** I do, but it hasn't been activated.
387. **Q.** Okay; where would you like this sent?
388. **A.** As in paperwork or anything like that?
389. **Q.** You can have it electronically but it can come to your home email address if you have one?
390. **A.** Yes, I'll give you my normal email; it's: DPA
391. **Q.** Great; that's terrific.

[Interview concluded]