

Confidential

Independent Investigation into Brook House

Friday, 8 December 2017

**Interview with
Joe Marshall
DCO**

This transcript has been prepared from a recording taken during the interview. Whilst it will not be attached in full to the final report, extracts from it may be included in the report. It forms part of the evidence to the Investigation and as such, will be relied on during the writing of the report and its conclusions. When you receive the transcript, please read it through, add or amend it as necessary, then sign it to signify you agree to its accuracy and return it to Verita. If the signed and agreed transcript is not returned within two weeks, we will assume that you accept its contents as accurate.

Independent Investigation into Brook House

Friday, 8 December 2017

Interview with

Joe Marshall
DCO

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

1. **Mr Marsden:** This is an interview with Joe Marshall. It's part of the independent investigation at Brook House. It's 8 December 2017. *[Introductions]*
2. **Ms Lampard:** Joe, thank you very much indeed for attending. I'm going to let you have a little introduction to our interview process. We're undertaking an independent investigation commissioned by G4S but it is with the approval of the Home Office. It is independent of both G4S and the Home Office.
3. The process for this interview is entirely informal but we are going to tape-record what you say. There will be a transcript of that and that's going to be sent to you at the address you ask us to send it to.
4. Taking your evidence is not about catching you out or trying to wrong-foot you, it's about you giving us your best evidence of the things we're going to ask you about, so please feel free, if you think that the transcript doesn't accurately record what you said or what you wanted to say, to amend it, sign it and return it to us. That transcript is not going to be shared with G4S. That will remain private to us.
5. In the report that we write at the end of this process it may be that we will quote from your transcript, but we will refer to you by your job title and this means that in your case, an ordinary member of the staff, you will not be identified. However, there may be things that you don't want any record of or quoting from. Please say if that's the case and we will respect confidences. Equally, if at any stage you want to turn the tape off and tell us something in total confidence, please feel free to ask us to do so. Having said that, if what you tell us in confidence actually suggests a criminal offence is going to be committed or has been committed, or that somebody else is in danger, that there are risks to other people, I'm afraid we will have to pass that on and do something about it.

The only other thing to say is please don't discuss this interview with anybody afterwards, and please say if at any stage you want to stop the process because you aren't feeling comfortable.
6. **A.** Yes, no worries, no worries.
7. **Q.** Good. Joe, thank you. Please will you begin by telling us what your background and your experience is.

8. A. I started at Brook in January 2010, so it would be eight years in January. I worked on residential for three-and-a-half years and then worked in the Control & Security Department which no longer exists, but that would have encompassed Control Room. Security was more room search and things like that, and that would have been for near enough two-and-a-half years in the Control & Security Department. Then I spent two years as the POA Coordinator here at Brook House, approaching two years, and I've just recently moved to Tinsley House as the POA at Tinsley House.
9. **Mr Marsden:** Is that the first time you've worked in Tinsley?
10. A. Yes, yes, apart from over the years –
11. Q. The odd shift.
12. A. I mean minimal, a handful max.
13. **Ms Lampard:** Tell me, what did you do before you –
14. A. Painting and decorating.
15. Q. Right.
16. A. Prior to working on here.
17. Q. Okay.
18. A. Then obviously before that just education really.
19. Q. Tell us about your union role. Tell us about that.
20. A. Yes. I first come on board probably two years ago for a period of around six months, then I stopped it. Then for the last approaching nine to ten months I've been back on board on the committee here at Gatwick.
21. Q. Okay. How many of you on that committee?
22. A. At the moment there's two. There's been up to six before but at the moment there's just the two of us and actually, funnily enough, we're going through the process of trying to get more people on board.
23. Q. Are you the lead one or is somebody else the lead?
24. A. At the moment, yes, unfortunately I'm the only one at the moment, because of the two of us, Gary who's the other chap, is off sick.
25. Q. Right, okay. It's the POA.
26. A. Yes, it's the POA.
27. Q. Okay.
28. **Mr Marsden:** What sort of membership?
29. A. I can get the exact figures but there's around 60 to 70 members across both sites. Probably represents about a third of the workforce, I would have said.
30. Q. But no other union.
31. A. There's not another union. POA's the recognised trade union so there's the Staff Association, which is the CJSSA but they're not a recognised trade union.
32. **Ms Lampard:** Can I begin, because you're ideally placed to tell us about this, about the staffing arrangements here?

33. A. Yes.
34. Q. What are the current staff numbers?
35. A. I wouldn't say they're great, if I'm honest, but, I mean, to go straight to the point from my view, is that the contractual requirement I don't think meets what's required to meet safety in the centre at Brook House.
36. Q. What's the contractual requirement?
37. A. Two per wing I don't think is feasible at all to meet the safety requirements of the wing. Naturally, if someone's got to go off and we've already got one person on –
38. Q. Can I perhaps just lead this little bit of questioning. So far as we understand, there's two contracted, two DCOs, plus a shared DCM for two wings.
39. A. Yes.
40. A. Yes.
41. Q. You had the 60 come in, 60 extra residents started here.
42. A. Yes.
43. Q. I think in about October last year.
44. A. That would have been pretty accurate, yes.
45. Mr Marsden: 2016.
46. Ms Lampard: Yes, October.
47. A. September to October, yes. Hang on, sorry, just one minute, because I was involved in that, to embed the project. Yes, around then. About September time it would have been.
48. Q. As we understand it, that meant there were going to be more staff.
49. A. That was my understanding as well, yes.
50. Q. But, in fact –
51. A. There hasn't been.
52. Q. Well, what we've been told is that actually after that there were meant to be three on a wing but it didn't happen, and Lee has come in and Lee is trying to get it up to three on a wing.
53. A. That does seem to be the case, it has to be said.
54. Q. Okay, but where have you got to?
55. A. Just quickly, I have actually discussed this in a POA meeting that we have obviously with management here about that. I raised about the fact that as more residents, there should have been a complement of more staff. I was told there is those lines more for the more staff but they've never been filled. Since that September 2016 the lines have been there, there's just never been people in the positions - I was told because of the failure to retain, etc.
56. If I'm being brutally honest, and I don't know the answer to this, but my first thought then was, Well, have you been receiving the money for the staff because they've not been in the building? There's X amount of lines that are supposed to be, that have been added as a result of the bedding, but there's never been the people.

57. **Mr Marsden:** On a typical day, what's your experience of staffing?
58. **A.** Well, it depends really, if I'm honest, at what time in the eight years we're talking, you know, because it's fluctuated.
59. **Q.** Well, at the moment. Start with the moment.
60. **A.** I've moved to Tinsley in the last five or six weeks and it's hard for me to gauge in the last six weeks.
61. **Q.** Before that?
62. **A.** I have to be honest, again the details are never accurate so I could look at the detail to get a gauge myself to sit in front of Lee, for example, and say, you know, "I think they're short of staff." They're not always accurate. Before that, appalling, to be honest, I've said it before and I'll say it here. If the answer that's given is, "Well, that's the contractual", as I say, it's not worth the paper it's written on in regards to safety and numbers, in my opinion, and I think it'd be backed up if it was risk-assessed properly.
63. **Ms Lampard:** We were here last Friday and we went onto the wing and I spoke to somebody called I think Dan, was he called? I asked him what was going on and it was evident that there were two of them on the wing. One of them was in the office where he was subject to quite a lot of abuse, and then one of them was permanently manning the –
64. **A.** Courtyard?
65. **Q.** The gate.
66. **A.** Oh, the door, yes.
67. **Q.** The door. As a result, there wasn't anybody, of course, to let the courtyard open.
68. **A.** I would say for the last for the last six months that I was here, I was POA Coordinator, I had a role to do and more often than not I wouldn't be fulfilling that role because I'd be covering a shortfall on the detail 80 per cent of the time.
69. **Q.** Which role?
70. **A.** I wouldn't be doing POA Coordinator, which is my role.
71. **Mr Marsden:** You'd be used for work.
72. **A.** I would be getting used because there wouldn't be enough staff to do an escort or there wouldn't be enough staff to work here, here, here and here. Two on a wing would be very common.
73. **Q.** Just describe the sort of operational consequences of that level of staffing.
74. **A.** It would be hard now in hindsight to accurately prove it because, as I say, the details are not accurate if you look in hindsight. I don't believe they would be truly accurate. But regularly there would be five staff, for example, between C and D Wing, so you might have three on C, two on D, and then the courtyard's also got to be opened and manned, so that's instantly down to four across two wings, which doesn't take, you know, 280, 270 individuals cared for by four DCOs and, as you say, with the door and then the office there isn't actually anyone anywhere else. You can guarantee every weekend that would be the case.
75. **Q.** By and large that's the case.

76. A. By and large, that's the practice, yes, without a doubt.
77. Q. The consequences of that?
78. A. The consequences of that –
79. Q. In terms of –
80. A. I think there's so many. You can't provide the care and the help that's needed to the people that reside on the wings because there's not enough. You can only do as much as you can physically do, but also the knock-on effect that will have on the staff working on the wing.
81. **Ms Lampard:** Can I just be clear? What you're saying is regularly it was five on the wing.
82. A. No.
83. Q. Five on two wings, I'm sorry.
84. A. I'm being generous with that by saying five. Four to five, I would say.
85. Q. If you have one on the courtyard and two on the doors you'd have no one else –
86. A. What you will find, is that if you look at details for a period of time, it might well state there's three on the wing. What that doesn't state is the other operations going on, so there might be a bed watch and one person's been pulled and all of a sudden there's not. That is not accurate at all if you're trying to look in hindsight.
87. The knock-on effect for the staff obviously if they're doing Friday, Saturday, Sunday, which is the shift, obviously, 12½, 13½ hours a day, and working a working week pretty much over three days with two of them dealing with 150 people's needs.
88. Q. The idea of three on wings just wasn't happening.
89. A. It's just not happening.
90. Q. Yes, okay.
91. A. When I started on the wings, when I spent three years on and seeing them regularly, we would have three on a wing.
92. Q. How long did that –
93. A. For a sustained period the staffing was good.
94. Q. When did you think the staffing got bad?
95. A. As I say, it peaks and troughs, but for a sustained period over the last, probably the last 18 months to two years, maximum two years, for a sustained period, definitely the last 18 months has not been good at all.
96. Q. That would cover the period when the filming was going on.
97. A. Without a doubt, yes.
98. **Mr Marsden:** Can you attribute that to something? Why did people start leaving?
99. A. Do you know, I think it started with more opportunities elsewhere that never used to be there in terms of being able to earn the same sort of money for less hours, which certainly never used to be the way when I started here. I

think probably lost a lot of staff through that, and as a result, because of the time it takes to do ITCs etc., there was a period of short staffing.

100. **Ms Lampard:** Sorry, you thought it was because there were jobs elsewhere.
101. **A.** I do believe at first, yes. I think at the beginning of that you lost a lot of staff through there being jobs elsewhere and, you know, could be any other factors. And naturally as a result of that you are going to feel the pinch because it takes eight weeks to train people. I might be wrong, but I think where that period of time of shortfall, people were working towards thinking: Well, we'll get more and it'll get better. I don't think they did. I don't think that came in. I think it's just then.
102. **Q.** You think there was lack of planning.
103. **A.** Yes, I do, if I'm honest. It's worth noting as well, as I stated, I was in the Control & Security Department which no longer exists so I wouldn't be able to tell you how many lines there was in that Control & Security Department and how many DCO lines were at Brook House at the time that existed. That doesn't exist anymore, so all the people on them lines were put in residential lines or departments. Now, I might be wrong again, but I'm pretty sure I won't be, that some of them lines just disappeared. The actual complement got smaller, full stop, in terms of how many lines available there was.
104. **Q.** You think –
105. **A.** That's what I think, without a doubt.
106. **Q.** Do you think there was also some false reporting? I mean in the sense of having lines saying they would be able to be filled and then people –
107. **A.** In my opinion –
108. **Q.** They're not actually –
109. **A.** In my opinion, I would say yes.
110. **Q.** If we were to go –
111. **A.** I'd say in my opinion there's not categorically, yes.
112. **Q.** If we went back and asked to look at, say, the lines over the last 18 months, do you think we might see a false picture?
113. **A.** Yes.
114. **Q.** You think the lines written for staff and actual staff may not be correct.
115. **A.** Yes, because, as I say about the Control & Security Department, you know, I couldn't tell you how many, there was a lot of people in that department, made up a lot of lines. That department was more folded.
116. **Mr Marsden:** What would be the rationale for misrepresenting –
117. **A.** For misrepresentation?
118. **Q.** Well, you know the place is well staffed and then people leave for other opportunities. Why mask the problem? Would it be that money was benefitting you –
119. **A.** If I was going to surmise again, in my opinion I would say –
120. **Q.** The contract was making –

121. A. Yes, I have to emphasise all I say is my opinion here but I think possibly there might have been the view that the operation and contractual needs could still have been met with less staff, hence increasing the profit.
122. Q. Yes, yes.
123. A. Five DCOs at £125,000 a year, so that's the way I think about it and that's certainly how I thought about it at the time.
124. Ms Lampard: If we go back to this time last year when people were adding, the 60 were coming in, were you in any way talked to about what the staffing implications of that would be? Did they discuss that with you?
125. A. I think eight or six to ten. I've got it written down somewhere – was the complement of extra DCOs that Brook would get as a result of the extra beds.
126. Q. Who did you discuss that with?
127. A. I've discussed it with Lee and in staff forums that's come up before. I'm sure that should be captured in the minutes.
128. Q. But Lee wasn't here.
129. A. No, but since, because I raised it recently.
130. Mr Marsden: Who did you discuss it with at the time?
131. A. Ben, it would have been at the time.
132. Ms Lampard: You agreed between you that there'd be eight to ten.
133. A. Yes, six. I might be wrong - it could be six. Anywhere between six and ten. I've got that written down. But it would definitely be captured in the minutes of a staff forum somewhere, because we went through the process of everyone that worked here knowing that there was going to be –
134. Mr Marsden: What was the general feeling about the additional 60 –
135. A. Negative. A hundred per cent negative. I think it's been proven correct.
136. Q. As in sort of –
137. A. I just don't think there's the space. There's not the space within the centre. Not necessarily the room space, the activity space. There's just not enough space for people to be walking around, 500 people. That was the view definitely of the operational staff at the time.
138. Q. Was there any rationale you heard from the Home Office about why they were increasing capacity?
139. A. No.
140. Ms Lampard: In any event, whatever Ben agreed with you, they never appeared.
141. A. No.
142. Q. It never got better. Never been better.
143. A. No, absolutely not.
144. Q. Do you want to tell us about Ben? Tell us about the staff. Tell us about the management team here. We know there's been an awful lot of churn of the management team.
145. A. Yes, there has in the years that I've been here, without a doubt.

146. Q. I think it was in 2012, you had Ben and you had Duncan and you had Wayne. Did you know about their relationship?
147. A. Nothing. Personally, I had a good relationship with Ben and a good relationship with Wayne. I got on all right with Duncan. I've not personally encountered any issues personally.
148. Q. They themselves had quite a lot of up and down, as one can tell. You know, there were grievances of one description.
149. A. Yes, you hear that, to be honest.
150. Q. What did you know about any of that?
151. A. Just that, what you've just said. I've heard. I don't know factually because I've not spoken to them about it. But yes, I did hear there was issues.
152. Q. Did that affect the way people worked? Did that affect the relationships with the staff more generally? Did staff notice that there were issues?
153. A. I don't think so no, if I'm honest. I don't think it would be fair. I couldn't answer as a management team but I don't think it would have had that much of an effect on the morale or the performance of staff on the floor, if I'm honest.
154. Q. Clearly there were issues -
155. A. I don't know figures but it would be interesting to know. There did seem, in the period that Duncan and Ben were working together here, that there was an awful, awful lot of staff that were suspended or dismissed. I mean a real high level.
156. Q. Really?
157. A. Averaging at one point, and I'll be amazed if I'm proved wrong, averaging one a month over a year, which is a high figure.
158. Q. What sort of things were they being dismissed for?
159. A. Inappropriate comments, allegedly. Not allegedly, dismissed so I suppose proven. Really, to be honest, more behavioural.
160. Q. Yes.
161. A. In fact, I'd probably say a lot of it was behavioural.
162. Q. Do you think that was in any way connected with the Ben/Duncan approach thing?
163. A. There must have been some sort of approach because how can you go 18 months? I'm sure if you looked at it, the figures would be astronomical compared to the last 18 months. Well, not the last 18 months but over the eight-year period if you took an average that period, it would have spiked like that.
164. Q. When did Duncan leave, do you know?
165. A. I don't know. 2013? Am I right? Maybe. 2014?
166. Q. In addition to whatever may have been their sort of personal relationships, of course, the senior management team also has had periods when there haven't been people in post, so we know that after Neil Davis left there wasn't anybody in -

167. **Mr Marsden:** There was a long gap.
168. **Ms Lampard:** Long gap until this summer.
169. **A.** Yes.
170. **Q.** How did that affect the place? Were there issues in terms of security?
171. **A.** I think that must have had an effect, must have, on the security on the floor.
172. **Q.** Did you ever notice it? Did you see it?
173. **A.** I don't know if it coincides, but yes, the centre in terms of safety on the floor for all, staff and detainees, has gone downhill dramatically, so I don't know if that would coincide. I can't remember exactly when he left.
174. **Q.** Caz was doing it then.
175. **A.** Yes. Acting up position. Caz did it for a while.
176. **Q.** Was she a DCM?
177. **A.** Yes, she was a DCM, yes.
178. **Q.** Just tell us then about safety on the floor. What are the issues that have particularly concerned you?
179. **A.** Staffing being the fundamental. For the last, for a sustained period now, I think six months to a year. I think six months definitely since the *Panorama*, without any shadow of a doubt – I think there's issues around the reporting of poor behaviour or incidents, etc., and then actions from that report.
180. **Q.** Talk us through that.
181. **A.** I can give you an example.
182. **Q.** Yes, do. Fire away.
183. **A.** A very specific example. On 28th of this month on C Wing, on Clyde Wing, there was a concerted discipline incident. I don't know if anyone told you about that.
184. **Q.** They have.
185. **A.** Yes. I was working on there. I was cross-deployed from Tinsley. You know, in the end, in that hindsight's a wonderful thing, it was the right result, you know. No-one got hurt. The detainees went behind the doors.
186. **Q.** What sparked it off?
187. **A.** I don't know because I'd been there for about four weeks then, so I was cross-deployed on that day, so I wouldn't be able to tell you because I've not been here so I can only give a feel for what I think it would have been.
188. **Q.** Did you come into the centre –
189. **A.** Yes, I came into the centre that day, yes, because of the incident, the need for more staff.
190. **Mr Marsden:** What was happening?
191. **A.** Essentially, when I first got in I was on A Wing and then I went to C Wing at about half two, and I think from half two to about half past four there was no incidents, but in experience I think you get a feel for when it's not a good atmosphere on the wing, definitely, and there was that feel for that. I was aware that at lunch time there's 30 or 40 detainees that didn't lock up and

they were expecting the same at dinner, and then at about a quarter to five one detainee in particular –

192. Q. You mean they were refusing to lock up.

193. A. Yes, yes, refusing, yes.

194. Ms Lampard: What happened?

195. A. They just stayed out. To my knowledge at lunch time. I wasn't there at lunch time but they were counted somehow on the unit and they just continued, you know, with the regime without me going behind the door. Then at dinner time, about a quarter to five, one chap started smashing things up, for want of a better word, so I pressed my panic button and people arrived. At dinner time someone stands there with a list of what people have ordered and they'll tick people off as they come up to collect their dinner, and they'll stand at the servery with their back to the queue that's behind them. I've worked here for eight years and I've never felt the need but I did it from inside the servery because I didn't want to have my back to anyone. That's because the pool table had been turned over on the first floor, paintings had been ripped off the wall, showers had been ripped down, I'd seen a couple of people walking round with things in their hands. That's why I felt the need to do it. I left there at nine o'clock, because in the end, about half past eight, we got a roll count and it was fine. Went on to Dale Wing. I left about half past nine that night.

196. When I returned to Tinsley, because I was on shifts the following day, I did an SIR which naturally and rightly so we're encouraged to do, of what I saw during my time on C Wing that day. In that SIR I detailed what I saw to the best of my memory. It's all you can do. I'm well aware in eight years working here, you could easily perceive something to be what it's not, but that's why you state "to the best of my memory", and if you're proved wrong in your perceptions then you're proved wrong, but otherwise no one's going to report nothing. What you can't fail to get wrong is watching someone smash something up, for want of a better expression.

197. Mr Marsden: Yes, yes.

198. A. Those details were in my SIR. I submitted that SIR on the Wednesday which actually the week of yesterday.

199. Q. Just put a date on this.

200. Ms Lampard: It was Tuesday.

201. A. I've actually got a copy of the SIR here so I can tell you the date of that, the exact date. At least I thought I did.

202. Q. Tuesday the 28th.

203. A. Yes. Yes, on the 29th I submit my SIR detailing what I saw on that wing. I've worked, you know, a long time, I think I've got experience, relatively good gauge of whether or not I perceive things wrong, but I still could as I, you know, I'm open to -. We had a monthly meeting on my last shift in, which was Tuesday, and I raised exactly what I'm saying to you now, to be fair, with Lee, Steve and Sarah, but it still doesn't detract from the point I'm trying to make that to the best of my knowledge, there was pretty much no actions to what was put in my SIR, and I'll give you the example. One particular individual I watched, as I say, for want of a better expression, smashing things up. No actions were taken against that individual at all. Now, I'm not getting on the

specifics of that individual. What I'm getting on is we talk about jeopardising the safety. That person's not been challenged for that at all and they've remained on the unit and there's been no challenge whatsoever.

204. **Mr Marsden:** This is a day where people don't lock up, where things get broken.
205. **A.** Yes.
206. **Q.** Things get torn off the wall.
207. **A.** Yes.
208. **Q.** Where the mood –
209. **A.** I've reported what I've seen, which is factual, some of it. As I say, some of it could be perceived. I could have perceived wrong. I could have watched something at a glance.
210. **Q.** But say you didn't, you know –
211. **A.** But say I didn't and I'd like to think at least 50 – well, certainly the individual smashing things up you can't get wrong. To the best of my knowledge, and I hope I'm proven wrong, nothing's happened about that, and to me that has significant influence on safety.
212. **Q.** What would you have expected to happen?
213. **Ms Lampard:** Yes, exactly.
214. **A.** Rule 40, 100 per cent, for that behaviour.
215. **Q.** At the time.
216. **A.** At the time. I have to say, you know, I spoke about this with Lee, Steve and Sarah on Tuesday so they may well be actioning something as a result. They read the SIR. I have to say in all fairness, you know, it was a challenging incident. Things can get missed, of course they can, you know, from a management perspective, but that was the point I make and I'm making now and I made on Tuesday. I'm not talking about at the time, I'm talking about the fact that when the dust had settled the following day what were the actions from the report I gave in?
217. **Mr Marsden:** Was anything done?
218. **A.** To my knowledge, nothing. Essentially there were four individuals that I specifically named on the wing, because I could specifically remember them. I used DAT to find out who they were, that I named in this SIR. Now, two were heavily involved and as a result people were moved off the wing once they'd locked up, and they were moved. Two weren't at all, and I know that because I went through DAT.
219. **Q.** They were moved off the –
220. **A.** On Tuesday, they weren't challenged or moved at all.
221. **Q.** They were moved off the wing under Rule 40.
222. **A.** Yes. Two of them were but two of them weren't.
223. **Ms Lampard:** Were they moved off the wing immediately or was it subsequent?
224. **A.** It was that evening, to my knowledge.
225. **Q.** They were Rule 40. In a sense, it was for the safety of the centre.

226. A. Yes, yes. Them two, yes.
227. Q. You're not allowed to punish them.
228. A. No, the safety and security of the centre. Those chaps were moved. Yes, I see what you're saying, yes. Punishment a week later, which is too far now.
229. Q. You're not allowed to do that.
230. A. My point is that it was ten o'clock the following morning, so it's probably 12 hours later and you could easily have a situation where you're managing. I can imagine that you could miss an individual, because you're not on the wing itself. Do you know what I mean?
231. Mr Marsden: What do you think explains the lack of action?
232. A. I know you've emphasised it, but being brutally honest, and I did say it to Lee, Sarah and Steve the other day, I think since the *Panorama* programme, as a result of the footage being filmed by an officer, I think that the consensus amongst staff on the floor would be the same, I think the focus from the Security Department is on staff and there's not a balance.
233. Q. What, staff rather than detainees.
234. A. In the whole centre, I don't think it's balanced, so I don't think they're focusing their work balanced across the centre, because of wrongdoing from staff. I don't believe it's balanced and, as a result, I believe it's been let slide within the centre on the wings, hence what I'm saying about if it's not challenged, two weeks later that individual could think it's okay and it escalates, and we saw that the other day. Another one of the individuals six weeks, two months ago, individual was involved in the incident on C Wing, was displaying very similar, if not the same, behaviour on E Wing up to two months ago. Not a lot appeared to be done about it and then two months later he's now – what happened the other day.
235. The example I gave, and this is what I'm talking about not being balanced, because I understand that it can take time for the SIR, my SIR that I put in the following day, to be processed, the information to be captured, read by the right people, etc. Now, I do respect that but I have to say I did make a point of phoning Security and saying: "Do you want me to email it or drop it to you by hand because I thought you might want to capture the information immediately." The example I gave was that I left a door open down the bottom there coming up, an electronic door, I left it open at 20 past. I received a verbal warning, which is fine, because it's, you know, a secure centre, but the example I gave to Lee, Steve and Sarah the other day was that I left that door open at 9.40 on the Tuesday and by five o'clock or maximum first thing the following morning. I know as a result of my investigation, an investigation into me for leaving that door open was commissioned by the Security Department. My argument was the other day, we managed to capture that information pretty quickly and commissioned an investigation because someone had to write an SIR in that time. In terms of working hours from me leaving that door open, and if you're told otherwise I tell you now they're lying, in terms of working hours it would have been half nine in the morning, so five o'clock being generous, seven and a half, eight hours being generous, working hours in between the time that investigation was commissioned and the action of me leaving the door open. Now, it's not about me. This is the point I'm just saying. It's not about me at all but I'm just saying eight hours,

there's an example, and I'm just trying to paint what I think is the culture of Security.

236. Q. It sort of switched to staff.

237. A. Someone's managed to do an SIR, submit that SIR, which would then have to be processed to my understanding, because there should be legislation around viewing a CCTV, you can't just go and view it willy-nilly, submit that SIR. The SIR be processed, a collator would then have to make their way to the Control Room to view that footage, to then, my understanding would be, burn the footage to give to the person that would then commission out the investigation. Now, that's all taken place. I'd say that's a pretty good effort.

238. **Ms Lampard:** The investigation took how long?

239. A. Well, the duration from the moment it was commissioned, it was completed two to three weeks later. That was as a result of, you know, got commissioned to a person, you've got X amount of days to complete it. To me, and I might be wrong, I said that I might be wrong, but I'm sure I won't be, that doesn't represent a balance. I'm trying to say that there shouldn't be punitive measures for wrongdoing. Of course there should. But there needs to be a balance because we need to provide a safe environment on the wings.

240. Q. Just let's think about this in terms of the incident you're talking about on the Tuesday when there was insurrection and you thought that some people had been behaving in a way that you did not think safe. You put in your SIR.

241. A. Yes, yes.

242. Q. Nothing happened.

243. A. To the best of my knowledge, yes.

244. Q. Still nothing's happened.

245. A. To the best of my knowledge.

246. Q. You've not been told anything about it.

247. A. No.

248. Q. Right, okay. In the ordinary course of events, let's take another example of an SIR incident that you might know of. Over the past few periods, so since, say, for instance, the end of last year, what was your normal expectation of the handling of what is an obvious SIR that obviously needs dealing with?

249. A. I would normally, yes, be asked. I expected when I submitted that SIR to have been asked to have a proper conversation about it. As much as the information is in the SIR, do you know what I mean, I would expect and then I would expect, if I'm honest, there to be challenge towards the people that displayed that behaviour. It's not just about my safety, it's about the safety of the individuals that weren't involved in that.

250. Q. How quickly would you have expected that?

251. A. Pretty instant to the reading of the SIR, to be quite honest.

252. Q. Maybe during the course of the following day's shift.

253. A. Absolutely, that day. Yes, that shift. In my experience what I saw on that wing that day is here, is the most non-compliant behaviour that I've seen in eight years from a group of people.

254. **Mr Marsden:** You know when you ring and say, "Would you like me to email it to you?", you didn't say what the answer to that was.
255. **A.** No, because Steve is the collator for Tinsley House, which is fair enough, and said he's down at Tinsley shortly so he'd give it to him.
256. **Ms Lampard:** That was the severest non-compliance.
257. **A.** Yes, by a group of detainees, definitely, but in my years working here that SIR, the information that was captured in the SIR I would say is pretty serious.
258. **Mr Marsden:** Has there been any discussion about that incident and its management at all?
259. **A.** Not to –
260. **Q.** Has there been any –
261. **A.** It's worth noting that, and I did note that the other day as well, which is only two days ago I know and I've not been in since, but to my knowledge –
262. **Q.** There's been no debrief.
263. **A.** Not for the staff that were on the wing.
264. **Ms Lampard:** Not for staff generally?
265. **A.** No. I did ask about that. I have asked about it.
266. **Mr Marsden:** Would there usually be?
267. **A.** Usually, to my knowledge, yes, there would be, yes.
268. **Q.** That sounds quite a serious incident.
269. **A.** It was a serious incident.
270. **Q.** 40 people –
271. **A.** There was a debate amongst us staff on the wing as to whether or not we could leave the wing for our own safety, irrelevant of whatever comes, because at the end of the day, you know.
272. **Ms Lampard:** How many staff were on the wing at the height of it?
273. **A.** Well, as I say, when I pressed my panic alarm there would have been a lot of staff. Couldn't tell you, because there was a lot going on. Then it dwindles away and there would have been six including a DCM.
274. **Mr Marsden:** Who was Duty Director that day?
275. **A.** I think it was Steve Skitt.
276. **Ms Lampard:** He was doing Oscar One, wasn't he?
277. **A.** I doubt it. Dave Rothery was Oscar One that day.
278. **Q.** Oscar One came up here to manage it, did he?
279. **A.** That would have gone to Command Three, which is above Controller.
280. **Q.** He'd gone to the Command Centre.
281. **A.** Oscar One was on the floor. Oscar One was on the floor.
282. **Q.** Yes.

283. A. Steve Skitt was the DD that day, I think, so Duty Director.
284. Q. He would have come up to run –
285. A. He had gone to the Command Suite, yes, to my knowledge.
286. Q. Okay.
287. A. He was, to my knowledge.
288. Q. Can I just go back to this business of what you were –
289. A. Just one thing, sorry, and I don't want to forget. It's worth noting and I think it represents a lot about the staffing here at Brook. Is that during my time on that wing, which, I don't know, I might be wrong, it might have been four o'clock to half past nine, apart from one member of staff, and I've just said six, it was all Tinsley staff.
290. Mr Marsden: Joe, you might want to talk a bit more quietly.
291. A. Yes, sorry.
292. Q. I don't know how soundproof this room is.
293. A. Yes, okay, fair enough, no worries.
294. Q. Just for your own –
295. A. Yes, no worries. Yes, it was all Tinsley staff.
296. Ms Lampard: They'd been brought over. Why? Where were the BH staff? Where were the Brook House staff? Why was it all Tinsley House?
297. A. I don't know, if I'm honest. They would have been there, staff would have been there in the day, in the morning. I don't know. There might have been an operational decision to switch, possibly, but to me again in my eight years here, we didn't know any of the detainees on that wing. That's pretty much what you depend on, is your relationships working on the wing. Sorry, that's not true. I did because I knew a lot of them from when I used to do the paperwork up here at Brook. But it was Tinsley staff. The DCM was from Tinsley, Luke was, me, Dave Swayne, Dave Booth, all Tinsley.
298. Q. Tell me another thing. You just told us what you would have expected to happen, which sounds very sensible, but during this period we've had from the end of last year to Michelle taking over in June, was there any suggestion that those standards were not being kept to or were being kept to?
299. A. I'd say they were better than.
300. Q. There has been a –
301. A. I've just contradicted myself.
302. Q. No, I think what you said before was there's been a marked deterioration since the *Panorama* programme.
303. A. Yes, a massive amount.
304. Q. Before then you would have expected something like that to be processed.
305. A. Yes.
306. Q. Even though Caz was trying to manage this unit.
307. A. Yes, yes.

308. Q. No, that's very, very helpful. Thank you very much indeed. Let's move on then to the *Panorama* programme. Were you surprised by what was –
309. A. Yes, to be honest.
310. Q. What surprised you?
311. A. The incident, the use of force. That surprised me quite a lot, if I'm honest.
312. Q. Were any of those people who we saw in those incidents, people like Jan and Nathan, and I can't remember what the rest of them are called, but were they people you had thought might have an attitude problem?
313. A. No, if I'm honest. Not necessarily, if I'm honest, my experience.
314. Q. We know that this –
315. A. Don't get me wrong. I was doing paperwork and I have been for a while, I didn't have such a close relationship with a lot of the staff on the floor as I did when I was residential. A lot of the time I wasn't on the floor. I couldn't have picked up, do you know what I mean –
316. Q. Yes. What I want to understand is this. There is huge pressure in doing this job.
317. A. Yes, absolutely.
318. Q. I've seen myself, particularly here, how challenging some of those detainees can be. Ed knows from his experience as a mental health nurse, I know from my experience as a barrister – we all let off steam, don't we. We could be misinterpreted when we're letting off steam.
319. A. Yes.
320. Q. I just want to know whether you think that some of the things that we were hearing and some of the things they were saying about people, is that sort of regular let off steam because you're doing a very difficult job, or do you think it had gone too far in the film, or did you think it was misinterpretation of letting off steam?
321. A. I think there's a mixture of all of that in there, if I'm honest.
322. Q. Some of it you thought: Actually, do you know what –"
323. A. Gone too far.
324. Q. "That's gone too far."
325. A. Yes, absolutely. Some of it I think could have been some slight misinterpretation.
326. Q. Yes. Some of it you –
327. A. I think if the entire thing had been filmed, it's still not great. I think it would have painted a slightly different picture to what was painted. Do you know what I mean? I do think there's a mixture of all of that.
328. Q. Some of it you think might have been the usual banter which had been sort of misinterpreted.
329. A. Some of it, yes. I mean, you'd have to get down to the specifics but I think there is a mixture within all of that, apart from there's the obvious that I do think it's far too far and there isn't any mitigation.

330. Q. Do you think there were any specifics about this place at the time that made it more likely that some of the inappropriate things were going to happen, or do you think it could have happened at any time in this centre?
331. A. I think it could still happen. Again, you've got a lot of things thrown in that can result in that, but I do think in my opinion, as you say yourself, about challenging individuals, but challenging situations, long hours, very stressful at times. As I said myself back then there's no support network there at all. I think that could lead to mental illness amongst staff, in all honesty.
332. Mr Marsden: Joe, when *Panorama* was broadcast did anyone from management here or from G4S more generally come and sit down with the staff and talk –
333. A. There was staff forum, yes. There was a staff forum, which might have been the following day.
334. Q. Who –
335. A. Ben chaired that, to my memory.
336. Q. What was discussed?
337. A. Or maybe Steve did. I can't remember. Generally about moving forward, like, because there were concerns about the centre, because all the residents can watch it generally, if I'm honest.
338. Ms Lampard: Was it more about "How are we going to keep the lid on this place in terms of looking after the detainees?"
339. A. Oh, without a doubt. I get quite passionate about this –
340. Mr Marsden: There's been no sort of reflection on it.
341. A. It could just be people's own personalities of not being that nice, there's no support network.
342. Q. There's been no discussion about, "So how did this happen? How did this come about?"
343. A. In terms of looking at our own practices.
344. Q. Other than us being commissioned to –
345. A. There was a lady that came in from, Ryehill or Park, another G4S-run establishment who called people, a lot of people had interviews with her and she asked a lot of questions about the management of the building and individuals. I've not heard nothing back since then.
346. Ms Lampard: There are a number of –
347. A. There was something there that she was here for a reason.
348. Mr Marsden: Did Jerry Petherick come down?
349. A. I've seen him walk round.
350. Q. He didn't come and talk to the staff.
351. A. No.
352. Ms Lampard: There were a number of things that might have been discussed with the staff. One is, "What are the pressures you are under?"
353. A. Yes.

354. Q. Another is, "Tell us about your own behaviours. To what extent is this about your having the wrong attitude? What sort of attitudes do we want? What is the role?" You've just said there was nothing about our practice.
355. A. Well, to me, you see, I've given the example, right, and I think in my head and in my opinion this hits the nail on the head, is that I was on that *Panorama*. My face was covered but can I speak frankly?
356. Mr Marsden: Yes.
357. A. And openly? It just cut to me and I think I was used to emphasise a point that was being made about the centre not being great, and I stated that: "Bang-up was shit, roll count was shit, dinner time was shit." I'm sure that's exactly what I said. Then I wasn't on it again. My face was covered. I was having a conversation with Mr Tully – I remember it. I was on that *Panorama* stating that. Now, to me, my thought afterwards was, well, I'm sure someone's going to come and see me, you know, and have a chat.
358. Q. "What did you mean?"
359. A. Probably challenge the fact that I'm in a G4S uniform and using foul and abusive language. I thought, that was my first thought. Also, yes, well, why? You know, I've worked here for eight years. No-one whatsoever.
360. Ms Lampard: Is there anywhere in the daily life of this place where staff can talk about problems they find in managing, in their work? Where does that happen? You've talked about the staff forum. What usually happens at that?
361. A. That is an open floor so you can raise any issues. Some people aren't confident in speaking.
362. Mr Marsden: How do you let off steam? How do people offload about different –
363. A. I'm not sure. I'm not sure people do sometimes. I think that can have a serious effect because you don't get it out of your system.
364. Q. If you took another discipline, something like mental health nursing, people would have supervision of their work, there might be opportunities to sit down and talk about –
365. A. Yes, there's the Staff Care Team here.
366. Q. Does that work?
367. A. It's not fit for purpose. Nothing on it. Nothing against the individuals on it but in the structure and process in however it is meant to work. There's your answer.
368. Ms Lampard: There are people you are meant to be able to go and talk to.
369. A. Yes, but again, and it comes back to the same old thing here, and it's not happened to me but I know it's happened to others, in that they may want to speak to someone on that Staff Care Team after an incident. That person can't get relieved because they're on the wing and there's not enough staff.
370. Q. Are the Staff Care Team themselves active officers?
371. A. Yes. Not just officers. I think there's chaplaincy involved, you know.
372. Q. What is First Assist? What's that?
373. A. Being honest, I think that's just a leaflet they give you to phone up if you need.

374. **Mr Marsden:** It's an EPA. It's an employment support team, support process.
375. **A.** Yes.
376. **Ms Lampard:** There's nothing diarised. Actually there's no protected time and there's no determined plan for supporting staff.
377. **A.** No.
378. **Mr Marsden:** The Care Team doesn't work.
379. **A.** No, I don't think it does, if I'm honest with you. I'm not saying that an individual wouldn't give you the –
380. **Ms Lampard:** They have other things to be doing.
381. **A.** Yes. They can't get relieved, for example, being an example. I mean, that would have happened in the past. Or they might not be on shift, you know.
382. **Mr Marsden:** If you could put in a sort of better process for –
383. **A.** I would address the Staff Care Team issue. I'm not sure exactly how, but I would sit down and make sure you get a process that works properly. I'd probably look into maybe providing some training for people that are on it. Otherwise you've got a Staff Care Team, as nice as people as they might be, but really, I mean –.
384. **Q.** What do they know?
385. **A.** It's true, you know. Sometimes you do deal with some very serious incidents, I'm sure there's the potential, you know, things like post-traumatic stress. I'm sure there's got to be the potential for that.
386. **Q.** If you think of your reaction to that incident on the 28th, the first time that you go behind the server because you feel threatened, you must have felt pretty threatened to do that.
387. **A.** Yes, without a doubt, yes.
388. **Q.** Given all your experience. If someone much less experienced reaction to that would be: "My God, this really freaked me out."
389. **Ms Lampard:** Can I ask you about that, because that's a very good point Ed raises about experience. We know there's been terrific turnover of people.
390. **A.** Yes, unreal.
391. **Q.** You're getting lots of new people in. The people who are going - are they tending to be the more experienced staff?
392. **A.** Yes. Well, they were, but now I think it's across the board because I think now people start, within a very short period of time they're looking to leave.
393. **Q.** We can ask about it but it's your sense of what proportion of the staff have been here for, say, more than two years.
394. **A.** Minimal. Well, I'll give you an example. I've been here eight years.
395. **Mr Marsden:** That must be unusual.
396. **A.** I reckon there's definitely not 20 people that are still DCOs that have been here for that period of time. I was on a course. My ITC had 30-plus on it. I'm the only one there. That gives you some sort of idea. I know eight years is a long time.

397. Q. You're losing people at a rate of 72 per annum.
398. A. 72?
399. Q. Yes, that's the latest.
400. A. That's worked as an average, is it?
401. Ms Lampard: Yes. Does that sound right to you?
402. A. That's what I mean. If it's worked as an average. I know there was a period when I thought there was upwards of a hundred.
403. Q. That's over the year.
404. A. Yes, over the year.
405. Q. There has been a very high turnover since the *Panorama*.
406. A. I'm pretty –
407. Mr Marsden: Well, in August, September, October, it was 25.
408. A. For them three months.
409. Ms Lampard: That's what we're told anyway. We can check it.
410. A. It might be right, yes. I know it's pretty high.
411. Mr Marsden: That's very high.
412. Ms Lampard: Can you tell –
413. Mr Marsden: Some of those would have been dismissals, I guess.
414. Ms Lampard: Can you tell us about jobs elsewhere in this area?
415. A. Yes.
416. Q. I mean, how much do you get paid?
417. A. [Commercially sensitive] over the year.
418. Q. You're getting [Commercially sensitive] Do you get extra for being the POA Employment –
419. A. No, no.
420. Q. Do you get increments for long service?
421. A. No.
422. Mr Marsden: No reward for long service.
423. A. Absolutely none whatsoever.
424. Ms Lampard: [Commercially sensitive] - how does that compare with other employers?
425. A. Now it's probably a bit behind. You can earn more money by doing security at the airport, which is right there.
426. Q. Do you know how much that is?
427. A. I think you can earn up to 30-odd thousand there. In the Prison Service you can go on. If you want to travel, you can go on up to £32,000, I think. They're both similar industries. If we're talking about retention of staff – about shortages and stressful environment. It's also things like nothing for being here, you know, long service, and so on.

428. **Mr Marsden:** Before I forget, can I just go back a step and start with a question about your sense. I mean, you've been here eight years, Joe. How safe or unsafe does this place feel?
429. **A.** It's more unsafe, significantly, now, for most of it. Right now it's the most unsafe it's ever been.
430. **Q.** If one was safe and ten was – you know.
431. **A.** I can only imagine it's got to be a seven and an eight in terms of being unsafe, if ten was the most, I would say, at the moment. It's most unsafe by miles since I've been here. I was in here for the first six months or to a year because I was waiting for clearance, I wasn't a contact for my first six months here, and I know speaking to people at the time it was very challenging then as well. Very challenging. But I don't think it was as fundamentally unsafe.
432. **Ms Lampard:** We have extra people, detainees.
433. **A.** Yes.
434. **Q.** We also have time served foreign nationals.
435. **A.** Yes, and I think that's increased massively lately. Massively, the percentage.
436. **Q.** Do you also think that the type of person and their behaviours is worse?
437. **A.** Yes, I think there's a lot of things thrown in that make it unsafe.
438. **Q.** What about drugs too?
439. **A.** Yes, massively. I'll give you another example that again only came up on Tuesday because it was the latest. Actually, I asked for the meeting to look at safety because there'd been serious concerns over the few days previous, including obviously when I was on C Wing. I'll give you another example, and I've actually got it right here. I've got this because I was here. I knew that I had the meeting with Lee, Steve and that. I know that when there's a suspected PS incident, so not, you know, that's suspected, it's recorded.
440. **Mr Marsden:** Psychotic substance?
441. **A.** Yes.
442. **Q.** Psychoactive substance.
443. **A.** Yes. It is recorded. I asked for the figures over the last four months, over August, September, October, November, for MPS or suspected MPS incidents and there was 82, which is pretty high.
444. **Ms Lampard:** Over?
445. **A.** Over August, September, October and November. They're the recorded ones. 82. In September there was 55. Now, just to jump back –
446. **Q.** Sorry, when there were 50 –
447. **A.** September. How I don't think it's balanced in terms of the work what's being allocated from Security. They're recorded so, as I say, they're suspected but they are recorded, 82 or, you know, if it was out by two, 80-odd. In that same time at Brook House there was 35 room searches conducted. 35. That is a low amount when you collate it with how many assaults there's been, how many MPS incidents there's been, the things that you would justify a room search for.
448. **Mr Marsden:** There were 47 assaults last –

449. A. Last, to my knowledge, in November, yes, there was 47. The things that you would justify, you know, and rightly so. What amazed me, and I told Lee, is that at Tinsley House where there's a third or a quarter of the residents and far less challenging, there were 80 room searches.
450. Q. In the same period?
451. A. In the same period.
452. Q. What was the period where there was –
453. A. That's July, August, September, October, that is. I've only got these figures from Security so if they're inaccurate somewhere down the line there's –
454. Ms Lampard: Suspected MPS incidents August, September, October, November, that's 82.
455. A. Yes.
456. Q. November, 47 assaults on staff but in the same period, i.e. August, September, October, November.
457. A. Yes, that's where I'm slightly out in that the room searches are for July, August, September and October.
458. Q. July –
459. A. The room searches are –
460. Q. Sept, Oct, Nov.
461. Mr Marsden: A copy of it.
462. A. You can have that, yes, yes.
463. Ms Lampard: Sorry. Same period –
464. A. Can I just go and use another example?
465. Q. Well, hang on, just a moment. The room searches were July, September, October, November.
466. A. Yes. No, no November.
467. Q. Not November. Okay.
468. A. No.
469. Q. The Tinsley House room searches –
470. A. The same period.
471. Q. Yes. July, Sept, Oct – August, Sept, Oct.
472. A. Yes.
473. Q. Thank you - that's very, very helpful.
474. A. Again I have to emphasise the point that, rightly so, staff should be searched. Everyone should be searched, subject to search, coming into a secure environment. My point is about it being balanced based on the intelligence that you have, or evidence. I'd be very interested to know in that same period how many members of staff or people have been searched in this building that are members of staff, because every time you're searched you sign your name and you sign, and I said to Lee - I'm willing to bet that you wouldn't even be surprised if it was ten times that figure.

475. Q. What is ten times the figure?
476. A. The amount of staff that have been searched compared to the room searches conducted.
477. Q. You think that they're concentrating on searching staff.
478. A. All day long. I don't think it's balanced with what is being represented in the centre.
479. Mr Marsden: What was Lee's response to what you raised?
480. A. He seemed to be quite surprised and I left it with him, which is the last time I was in. Personally I think he was probably quite proactive on that and he seemed really quite surprised by them figures. My opinion.
481. Ms Lampard: How do you think the drugs are getting in?
482. A. I think there's a multitude of ways, if I'm honest. I mean, visits, without a doubt.
483. Mr Marsden: Property.
484. A. Property, without a doubt, and to be honest, more than likely, staff without a doubt. But there's a wide spectrum there.
485. Q. There seem to be multiple ways that it could –
486. A. The thing I find slightly bizarre is if you look at the staff searching figures for the same period and compare them for the 12-month period previously. I don't mind someone searching me every day, I really don't, as long as it's balanced towards the risk that's within the centre, and I don't believe it is, because I'd like them to tell me once that they've removed or found any substance on anyone, because they haven't. The question has to be asked: Why does the focus need to be there? That's why I think it's unbalanced massively.
487. Q. Sorry, can I just ask as sort of supplementary to my question about the safety of the place at the moment.
488. A. Yes, sorry, those are the examples I was trying to use were I think safety is jeopardised by –
489. Q. That's really helpful. If you could do one or two things to manage that risk as it presents at the moment, what would they be? If you were managing the place.
490. A. Right now?
491. Q. Yes.
492. A. To manage the risk within the centre?
493. Q. Yes. What are the things –
494. A. For example, what I've just said about the MPS. I would say if there's a suspected MPS incident I would say that person should be subject to a room search, because the main thing I want to stop stuff going in, of course you do, and you have to do all you can, but one thing I do want to do is if it's in the centre I want it out of the centre. You'd have to accept, unfortunately, it's already here. We need to get it out of the centre, while still trying to address the ways and means it's getting in. I don't believe there seems to be, and I might be wrong, an interest on what's going on within the centre on the floor,

on the wings. I could be totally wrong but the perception is perception is that it's just punitive measures towards staff want to stop. I think the evidence would be there to support that.

495. Q. If that was one thing, so there's a PS incident followed up by a thorough room search.
496. A. Yes. I think another one, in all honesty, without any shadow of a doubt, would be addressing what we were speaking about about Care Team support for staff and doing all I can to retain staff, because they're going to have the biggest influence on the behaviour of the detainees in the centre as such. You know what I mean, the day-to-day building relationships. You know, you'd think.
497. Q. The relationship is the key.
498. A. The relationship's the key to everything. They're not there because you don't have the consistency here. You don't have the experience, unfortunately. There'd be a multitude of reasons but consistency's a big, big, big deal, big deal.
499. Q. The relationship is really the only lever you have, isn't it?
500. A. Of course it is, because you don't have –
501. Q. You don't have –
502. A. One thing I will say and what you hear a lot of in the centre and I can use specific examples, what you hear a lot of: "Oh" – and I'm using it willy-nilly here, but: "You know, oh, well, that goes on in prison." I've tried saying to people: "Let's get away from that altogether. It's an immigration centre, it's not a prison." To manage behaviour they have completely different tools to what there is here, and that's why you have more so here, it's about the relationship.
503. Q. Yes, I get that completely.
504. A. If you're falling down with them, then you have a big, big problem.
505. Q. That is about –
506. A. It's all them things thrown in, so it's the lack of consistency, etc., but it's also the lack of staff, because if there's two of you on the wing you don't get the opportunity to –
507. Q. That relationship issue becomes even more important if you only have two or three people on –
508. A. Massively, yes.
509. Q. That is the way –
510. A. You can manage it a lot better, yes, yes, of course, yes, without a doubt.
511. Ms Lampard: Just tell me about staff. We've talked about no support for staff. Do staff get appraisals?
512. A. EDR, which would be classed, you know, Development and Review, annually. Yes, that happens annually, yes.
513. Q. It does. Is it meaningful?
514. A. No, it's not worth the paper it's written on.

515. Q. Why?
516. A. I can only use myself as the example for that.
517. Q. Yes, yes, tell us.
518. A. I could go through my EDRs with things, because you write what you –
519. Q. What's "E" for? Development Review.
520. A. "Employee" – sorry. Things that when I first started here, leading on a few years, that I would want to try and achieve within the next 12 months, aim for.
521. Mr Marsden: They don't happen.
522. A. No. It's not they don't happen. No one comes to speak to me about them in months.
523. Ms Lampard: You talk about what you need to do to develop –
524. A. Yes. It should be a two-way street really, shouldn't it? I show my want and desire and ability but also you sit down and say: "Right, well you" – you know, I mean, they're not worth the paper they're written on. I'm pretty sure at one point or another, whether it's still the case, they've been directly related to bonuses for management, i.e. if a certain percentage are completed you get your bonus.
525. Q. But follow-on is – nothing happens.
526. A. No, nothing happens.
527. Q. One other thing I just wanted to ask you about. I don't mean the DCMs because we know that they're out and about doing things and they're obviously quite busy. The senior management team - are they visible, do they spend much time on the wings?
528. A. Juls is the Residential Manager, Juls Williams is visible, to be fair. I have to say, Steve is visible, Steve Skitt. Other than that, no.
529. Q. Are they approachable?
530. A. I think it would be fair to say that those two people are just known to be approachable when they're out and about, in my opinion. I personally think it would be fair to say that.
531. Mr Marsden: What's the style they adopt? Is it directing people? Would they say: "You having trouble with that? This is how you do it." Is it helpful?
532. A. In my experience, I think so, yes, in my experience. With Jules and Steve I think so, yes, from my experience.
533. Ms Lampard: One other thing. There are loads of systems here. There's the SIRs you've talked about, there's the whistle-blowing helpline, there's complaints, there's all sorts of things. You can go to the IMB or just go straight to management. Is there any culture here of staff looking at other staff's behaviour and thinking, "Do you know, I really don't like that, I'm going to say something"? Do people call each other out? Do they ever say to each other: "Do you know what, mate, that's not a very nice thing to see"?
534. A. Yes, I think so.
535. Mr Marsden: Would you? If you were working with a younger DCO, less experience, would you say, "You don't do that"?

536. A. Yes, without a doubt. I personally would. I don't think there's enough of it but I do think it does, yes, it does happen
537. Ms Lampard: Does it get encouraged by management?
538. A. No, it gets encouraged the other way. I tell you that now.
539. Q. What's that?
540. A. It's hard because I don't want to sound like wrongdoings, wrongdoings, and it needs to be addressed. There is a scale of that, isn't there, and there is more minor all the way up to quite severe. I think it goes without saying. Sometimes something that's quite minimal could be addressed and nipped in the bud. It doesn't need to become a punitive thing. Here I'd love to know how many investigations have taken place, disciplinary investigations.
541. Q. You think actually what happens is it's very heavy-handed.
542. A. Yes, it's not encouraged. I don't think it's encouraged for people to deal with their issues first-hand as opposed to take them to the higher level. It's hard, because sometimes things have to go.
543. Mr Marsden: Yes, I know. A lot of it doesn't.
544. A. A lot of it doesn't because I think the culture is of –
545. Ms Lampard: "I don't want to create this big –"
546. A. Report it, report it, report it. Sometimes I don't think there's a necessity for that. I think as you just said, you can have a chat with someone and say: "Look, I don't think that –" People can perceive things wrongly. There's been instances here over and over again of people being suspended for turning into work having done nothing wrong.
547. Q. Really –
548. A. Haven't improved through the process.
549. Mr Marsden: Do managers, do DCMs manage people as in do they provide direction?
550. A. Here and there, I think. You couldn't possibly say it's across the board.
551. Q. One of the reasons you might get some of that –
552. A. Yes, it's because there's not on the floor DCMs around to –
553. Q. There isn't a DCM, so what someone, your equivalent feels the need to report it.
554. A. Yes.
555. Ms Lampard: It also goes back to what you're talking about over the *Panorama* programme, which was there's no opportunity to develop a culture, there was no feedback in which anybody said: Hang on a minute, what would you do if you heard somebody say this, and wouldn't the right thing be simply to turn to your colleague and say –
556. A. The only thing that's happened since *Panorama*, and I'll tell you now, is that notices have gone up about whistle-blowing. You'll see them. All staff were given a card about whistle-blowing.
557. Q. What was happening before?
558. A. Well, nothing.

559. Q. When things came up they were just very heavy-handed investigations.
560. A. Yes. It's unreal. I'd love to know the figures. It goes the other way, the focus being on the culture of the staff, far be it for me to say, in that investigation, whatever the reasons for that might be, as the management of the facility, you have a problem that you need to handle. That's my way of thinking. Yes, you can sit there and say: Well, this. Whatever it might be, there's a problem and you have some sort of vicarious responsibility for it because you manage the centre. So punitive, honestly, honestly.
561. Mr Marsden: The DCM management is very –
562. A. Here and there.
563. Ms Lampard: You'd say that –
564. A. I think one of the factors in why it's here and there is because they're the same in terms of workload and stress levels. Quite often there'd be three DCOs in the building and they're –
565. Mr Marsden: They're stretched.
566. A. They're stretched themselves.
567. Q. We have heard that from one or two people.
568. Ms Lampard: Staff are reluctant, you think, to raise issues about behaviours.
569. A. Informally I'd say.
570. Q. They're fearful of things being escalated and becoming punitive.
571. A. Yes, I think so. I also think there's definitely, definitely a culture here of people not necessarily wanting to report wrongdoing that occurs above, for fear of having a target on their hand. I'll second that all day long.
572. Mr Marsden: Give us a "for instance" of the kind of thing.
573. A. When I spoke about these figures with Lee, Steve and Sarah the other day, I couldn't help but think "Oh, what have I done?" That's no reflection on them three, I can assure you.
574. Q. You think: "I've raised an issue."
575. A. I just think that Security will look at me now, because I've potentially highlighted some shortfalls. I might be completely wrong, you know what I mean, but it's just my opinion and the way I feel. It's so punitive.
576. Q. Where does that come from? Where does that punitive thing come from? Has it always been like that?
577. A. As I say again when I said about when Duncan was here, if you looked at the figures, I think it's gone up and down but lately more than ever. I think if I'm being honest and speaking openly, I think as a result of *Panorama* they've gone too far in the other direction of, as I say, being punitive. I don't necessarily think some things need to be punitive at all. I think it's about the culture. If you address the culture you won't have the issue arise. As I say, in my opinion it's not been addressed whatsoever. All that's happened is since *Panorama* some signs have gone up about whistle-blowing, everyone's been given a card about it, there's been an incredible amount of staff searching, and it feels as though the focus is on what the staff do non-stop because it was a member of staff that exposed staff doing wrong. I think the searching

has gone through the roof because someone that was a member of staff was covertly filming, and I think as a result of the actions of the people that were on *Panorama* the focus has been driven towards what are staff doing, what are staff doing, what are staff doing, which is fine. What not been done is, in my opinion, any addressing of the culture of the centre, full stop.

578. **Ms Lampard:** Would you say there's a culture?

579. **A.** It's worse, believe you me.

580. **Q.** Do you think there's a culture of fear here amongst the staff?

581. **A.** Of what?

582. **Q.** Fear.

583. **A.** Yes. Of? Fear of what?

584. **Q.** Fear of management.

585. **A.** I think through pride people wouldn't say that but I think so, yes. Yes, definitely, because it's job security, isn't it? People have families to support. I think there is, yes.

586. I've challenged in the past. I don't think sometimes the culture, because I could use so many examples but really the only way to put it under one umbrella for me is to use the word "culture".

587. I'll give you an example here, just to give a quick example of how punitive I believe they are, because I've never known this in my eight years here, not only eight years have I been a rep for PI but I've sat in disciplinaries. I'm using myself as an example here but it's not about me, I'm just using it as an example of the culture and I used it with Lee and Steve the other day, and Sarah, is that I was dealing with that incident on C Wing last week. Sometimes it's part of the job unfortunately. It's what you sign up for sometimes, challenging incidents. When I got home I had my letter advising me that I'd been awarded a verbal warning. That's fine. I had no issues with that at the time, I have no issues with it now whatsoever, not in the slightest. I've never known this in my eight years here so it's not common practice, it must be a new thing – Sarah Newland was in agreement that she's never known it – it stated: "You're advised that in the event of any repetition of this misconduct further disciplinary action may be taken against you up to and including your dismissal." I read that letter and I thought: Huh? Do you know what I mean? This is exactly what I said. Sarah was in agreement, they're in agreement, to be fair, but the point for me is what's it there in the first place for, because all you've done is - I'm the sort of individual that will come and say to you: "I don't think that's right." But everyone's different. Some people won't and will worry about that naturally because they have a letter with the word "dismissal" in it. That will affect their performance at work and directly have an influence then on detainees on the wing.

588. **Q.** Joe, we've kept you talking for an hour and a half.

589. **A.** Is it really an hour and a half?

590. **Q.** Yes.

591. **Mr Marsden:** It is actually.

592. **Ms Lampard:** We've –
593. **Mr Marsden:** An hour and 21 on the tape and we had about nine minutes beforehand.
594. **Ms Lampard:** We're keen not to overdo it, we want people to feel fresh and so I'm going to bring this to an end.
595. **A.** Yes, no worries.
596. **Q.** Thank you very much indeed. We will ask you where you want your tape.
597. **Mr Marsden:** Where would you like this sent, emailed? It'll come as a typed transcript. It will be password protected, so you'll have to ring our office and speak to one of the admin team.
598. **A.** Can I write down my personal address?
599. **Q.** Or just speak it into here.
600. **A.** DPA all lower case.
601. **Mr Marsden:** Nicola, Joe would like his transcript sent to that email address, please. Thank you very much.
602. **Ms Lampard:** Good.
603. **A.** Thank you. Thank you for your time.

[Interview concluded]