

Confidential

Independent Investigation into Brook House

Friday, 26 January 2018

**Interview with
Steve Loughton**

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

1. **Mr Marsden:** *[Introductions]* Steve, thank you very much for coming to see us. Kate has given you the introductions and housekeeping to the interview and, as I said to you a moment ago, you've had a letter from us. This will last an hour-and-a-half because we have quite a lot to get through. It would be helpful to start by telling us a bit about yourself, your background and your current role and responsibilities.
2. **A.** I've been here since Brook House opened in January 2009. I started as a DCO, I was made up to a DCM in September 2009 and I've been a DCM ever since. I worked three-and-a-half years on the wings, so I was one who set up the enhanced wing, D wing, and ever since then I've been Oscar 1 and I still am now.
3. **Q.** Tell us about that role. What do you do, what are you responsible for?
4. **A.** Oscar 1 is Duty Operations Manager, it oversees the whole centre. Any responses, whether it be first response, medical response, the Oscar 1 attends. Normally the Oscar 1 duties during the day, if there's anyone on Rule 40 down in our care and separation unit we go down and see them on a daily basis with the Home Office, the duty director and normally someone from healthcare, anyone who wants to attend really. Sometimes IMB, sometimes the chaplaincy. That takes up most of your morning. In the afternoon and evening you've got the running of the centre, getting things prepared, getting everything ready really, overseeing it.
5. **Q.** Give us a feel for a typical day for you as Oscar 1 in terms of where you are in the building. What's your routine, if you have one?
6. **A.** I do have one. That's my OCD, I always have a routine. We start at a quarter to eight, you get the handover briefing from the night Oscar. At ten to eight you do the briefing in the morning to all the day staff, which is held in the visits hall, you go through the whole handover, tell them what happened yesterday, tell them what we expect to be happening today, if there's people on ACDT.
7. **Ms Lampard:** What time do you do that?
8. **A.** Ten to eight in the morning, 7.50. That normally goes on until about 8.00
9. **Mr Marsden:** That's the whole detail for the morning, or the day, who are in, in the visits hall.
10. **A.** Yes. Your day staff will be in the visits hall, they start at a quarter to, they'll be there at ten to, and you basically go through anything that happened the day before that you think they should know. Then you go through everything, like you go through all the people who are on food refusals, all the people on ACDTs, support leaving plans, concerns, everything that's in the handover, you read that out.

11. Q. How long does that take?
12. A. It takes about ten minutes.
13. Q. It's a brief operational meeting.
14. A. Yes. You're normally done round about eight o'clock-ish. Then I go back to the Oscar 1 office where the night Oscar's still there. You take the handcuffs, radio, all the stuff from him, he goes home. Then at half-past eight we have a meeting every morning in Lee's office, except he's on leave at the moment, which every DCM attends, all the SMT attend, Home Office attends, so basically everyone's in that office. That normally lasts on average half-an-hour. They basically go through what happened the day before, what's going to be happening that day, any issues brought up. We're basically going over what I've just done before.
15. Q. To a bigger audience.
16. A. To a bigger audience and a more important audience, if you want to call them that. That normally lasts until about nine o'clock on average. Then I go back to the Oscar 1 office. I then go and do a key and radio check, which is done downstairs on a tracker system, which I don't think the Oscar 1 should be doing but that's a different issue. I come up here and do the camera check, which is here, it takes five minutes. What I do is go round and visit every single area, so my routine is I come out of here, go through reception, visit reception side, I go round all five wings, go to visits, sign the books all round everywhere to say that I visited all the areas, which is part of my matrix, which normally takes you through to about ten o'clock. At ten o'clock, nine times out of ten, every day is when we do the Rule 40 reviews in the care and separation unit. Normally if we have any constant supervisions or ACDTs on E wing I then carry those out afterwards with a member of healthcare.
17. Q. When you go round the wings, is that an opportunity to talk to staff and say why is this not being done, or the cleaning here isn't up to scratch?
18. A. That's down to the wing manager. I really just do a check to check the right people are on the wing according to the detail, check the documents, ACDTs, SLPs, order room plans, anything like that, check they're alright.
19. **Ms Lampard:** Check them for what?
20. A. Check that they're on the wing, for a start, they're in the right rooms that are in my handover, do the due dates, the observations, all match my handover, and if they're going to be reviewed, dish out who does the reviews, which is done by DCMs.
21. Q. You're looking for an operational thing rather than looking at them to see whether they're of the right quality or what they're actually saying, but just that they match what needs to be done in terms of ops.
22. A. Yes. I don't do the quality check, that's done by the duty director, and we have a safer community DCM as well. Once I've gone all the route, just checked that everyone's okay, everyone's in post, especially for welfare check, just do all the wings, which doesn't take long. Then, as I say, I go to E wing and do all that. It normally takes all morning. If you've got people in CSU it would take me through probably until about 12 o'clock when I do role counts. My mornings are the busiest time in the usual run, and obviously if any incidents happen, we then go to them.

23. **Mr Marsden:** Having walked through, you'll have a good idea of the staffing levels, how the place feels and what the issues of the moment are.
24. **A.** Yes.
25. **Q.** Your day ends at mid-evening?
26. **A.** Quarter-past nine, 21.15 is when we finish. It's 7.45 to 21.15, 13-and-a-half hours.
27. **Q.** It's a long day. After you've done your morning walk around and ACDTs, gone down to CSU and the like, is the rest of the day much more fluid, as in it's dealing with things as they come up?
28. **A.** I'm a great believer, which I say to other people, is that I try and get everything done I can in the morning. Some of our DCMs don't. There's no right or wrong way of doing it, but that's the way I do it, because if you don't get it done in the morning and you think I'll do it in the afternoon and something happens, you're just playing catch-up. I try and get everything I can done in the morning because if I've got the ACDT reviews, the Rule 40s get done then anyway, so that takes you up to lunchtime. That's the one that takes you right up to lunchtime if you've got 40 to review.
29. **Q.** How many Oscar 1s are there?
30. **A.** Six in total, three on each shift. Normally one will be on nights, so really you should have two Oscar 1s during the day and they could be covering other departments with holiday and sickness.
31. **Q.** Do you rotate on to nights?
32. **A.** Yes. You do nights every six weeks.
33. **Q.** You're doing the whole 24 hours in your job, as in there's not a permanent night.
34. **A.** No.
35. **Q.** Do you do overtime?
36. **A.** I do.
37. **Q.** A lot of it?
38. **A.** Quite a lot, yes.
39. **Q.** By choice?
40. **A.** By choice.
41. **Q.** How much overtime have you done over the last month or so?
42. **A.** Today's overtime! On average I try to do three extra shifts a month, three extra A shifts, which is the normal, what I do now. This month I've done a bit more and there will be months when I do a bit less, but I try to do on average three.
43. **Ms Lampard:** Your average day is 13-and-a-half hours, and that's without your overtime. That's a shift.
44. **A.** Our shifts are a six-week rota. You do a long week, which is you work Monday and Tuesday, you have Wednesday and Thursday off, then you work Friday, Saturday, Sunday, so you're working five days. The next week it's the total opposite. You have Monday and Tuesday [off], you work Wednesday and Thursday, so you only work two days. You do two of those, then you do

the same again, then you have a week of nights and a week off. That's how it works. You'll do four weeks days and then a week of nights and a week off.

45. Q. Does that suit you?
46. A. I don't mind it. They used to do shifts here and they did seven o'clock finishes and all that, and as I live an hour away, if I'm driving all this way, it suits me staying here as long as I can instead of coming in on more days. To me it used to be pointless coming in early and going home at lunchtime, so these shifts suit me from a personal point of view.
47. Mr Marsden: How much do you earn being Oscar 1?
48. A. The same as any other DCM.
49. Q. What is the rate for a DCM? It's Commercially sensitive for a DCO, isn't it?
50. A. It's just shy of Commercially sensitive I don't know exactly.
51. Q. As we understand, there's no long service pay.
52. A. No. This is a bit frustrating. People like myself have been here since the beginning and we are basically training up the new DCMs. It's not a problem, I got trained up myself, everyone's got to start somewhere. You've got someone coming straight in who doesn't know anything, we're training them up, doing Oscar 1 duties and you're on the same money.
53. Ms Lampard: How many DCMs are as longstanding as you?
54. A. Three.
55. Mr Marsden: Dan is, isn't he?
56. A. Yes, but he's moved up. The ones who've been here from the beginning are myself, Andy Lyden and Chris Donnelly. That's probably it.
57. Q. Who line manages you?
58. A. Michelle Brown does now. I've had so many different line managers over the last few years, we don't really know who we've got.
59. Q. Who do you manage?
60. A. That's all up in the air at the moment. At the moment I manage ACOs. I think the structure here is not right, and I've told Lee this, and he sat down and he agreed with me; it was him who made up the old structure. I put my point of view across and said that these should be doing this, these should be doing this, and everyone agreed and it slowly changed, but at the moment people don't even know who they're meant to be managing.
61. Ms Lampard: What are your areas of responsibility? Who are you managing where?
62. A. This is the thing. They gave me an area of the gatehouse, which I've been doing, and then they said no, you won't be doing the gatehouse, you'll be doing visits. Now we're going to be doing E wing, which is what we used to do, which makes sense because, as I just said, in the morning you're down there. But now they said it's going to be changing and I don't know what I'm managing.
63. Q. For the moment you have gatehouse, visits, E wing.

64. A. Yes. But I've been told no, I haven't got gatehouse, but I'm still managing ACOs who work in the gatehouse. It's a bit confusing. I told Lee – I don't know if you're interested.
65. **Mr Marsden:** Carry on, it's helpful.
66. A. The way I look at it is if you're Oscar 1 you go to all the responses and everything that happens in the building. Oscar 1 shouldn't leave that main building, in my eyes. If I'm coming over here doing key checks or going to the visits centre and a response goes off, the amount of time it's going to take me to get through all the doors, through the gatehouse and to a response. I think Oscar 1 should stay in the main building at all times, which Lee agreed. Oscar 2 has no reason to go into the main building, apart from reception. They should be doing reception and this way.
67. Q. Because they're handling the movement of people coming in and going out.
68. A. Yes. They're in reception so they've got people coming in and out, all the vans coming through the gatehouse with people coming in and out, so they should oversee that. To me, that's quite straightforward and logical. I'm in charge of all the contingency plans. What we try to put in all the contingency plans recently is that if there's an incident and it turns into a bigger incident, Oscar 1 attends the incident, like we do anyway, Oscar 2 would go to the control room and be your eyes and ears and making phone calls. Oscar 2 should look after the control room.
69. **Ms Lampard:** Should Oscar 2s also have visits, if they're about people coming in and out of the centre?
70. A. Oscar 2 used to have visits. They took the visits off them and kept them with reception, and then gave them B wing because it's the induction room, because they made this first 24-hour process, but I don't think that works. There again, if there's a problem in reception, Oscar 2 could be up on B wing, so Oscar 2 should stay in reception. Reception's a big area, it's a big responsibility, you've got lots of things going on there.
71. Q. Is there another DCM for reception?
72. A. No.
73. Q. So that is Oscar 2's domain.
74. A. Yes. I think visits should be run by Security because any intel you've got of security issues with visitors coming in, whether they're on closed visits or any intel that we can't see because it's with Security, should be run by Security. Their office is above visits so if there are any problems.
75. **Mr Marsden:** What's stopping sorting all this out?
76. A. It's not for me to say. I've put my point across for years. This has been going on for years, I've been saying this. They'll say yes, that's a good idea, yes, we'll do this.
77. Q. But it doesn't happen.
78. A. Then I went to Lee and it's changing slightly but no one's telling us, so everyone's a bit confused what we're meant to be looking after.
79. Q. Turning to the question of the population, you've been here since the outset, just describe the population and the changes to it over the time you've been here. Is it different today to how it was?

80. A. Yes.
81. Q. Tell us about the challenges, in general terms, that the population presents and what are the big tensions and frictions day-to-day that you see as Oscar 1.
82. A. The population always used to be 448, which is what it was, but they increased it with these bunk beds, which is a bad idea from my point of view. Now it's 506. Luckily we're still quite low at the moment because we had all that work done and we closed wings down, but we did notice last year that when you're at capacity the place is packed. In the winter or on a rainy day, when no one's in the yards, you're falling over people. The thing is they've raised the capacity of people but they haven't made the library bigger, they haven't made the gym bigger, they haven't made the IT room bigger. You've got more people trying to use the same facilities that they had before.
83. Q. When there was a smaller population.
84. A. Yes. Anything they're going to use, welfare.
85. Q. In practical terms, as when you're doing your Oscar 1 duties, what do you see on the rainy day or the day when people aren't out?
86. A. The corridors are packed. Outside my office, which is right next to the gym, they're basically over-spilling, they're all sitting on the floor playing cards, they pull the mats out from the gym to sit on because there's not enough tables and chairs for them to sit at. It's pretty packed.
87. Q. Does that create a slightly lawless environment? Does that feel different to how it used to feel?
88. A. Yes. It feels much more busy, and then we've got a problem with smoking at the moment, people just walking around smoking all the time.
89. Q. What groups of the population would you say are most difficult to deal with? Or aren't they? Is it just individuals?
90. A. It is individuals. On the whole, the Albanians can be quite problematic. They tend to go round in groups and they can be a bit problematic before there's any charter, if they're told to go, which is done on the overnight. Jamaicans can be a little bit loud, play the dominoes and that, but it's a bit unfair saying. You do get your problematic individuals who then can incite other individuals, but you're going to get that wherever with this environment, that's just part of the job you've got to deal with. We get that in any walk of life in this environment.
91. Q. The incident on 28 November on C wing, when people wouldn't lock up.
92. A. I don't think I was in on that day.
93. Q. I was going to ask if you were.
94. A. I don't think I was on shift.
95. Q. Have you heard about it? It may be that it's so routine that it doesn't stand out.
96. A. I heard that they did have a problem on C wing. I wasn't in because I got a phone call to come in, which I couldn't, when they refused to lock up. I did hear about it, I didn't get to hear the total about it.
97. Q. How common is that kind of disobedience now the population is larger?

98. A. It's not so bad, it doesn't happen very often. When we first opened it was a nightmare, it was one of the biggest issues, they wouldn't lock up until ten, but we got over that. We don't normally have many problems locking our department.
99. Q. I'm not saying that there is, I'm just asking, but there isn't a general disciplinary problem with the population at the moment, is there? There might be difficulties with individuals but it's evened out.
100. A. I wouldn't say so. Probably it's the less behaved individuals on C wing.
101. **Ms Lampard:** Why?
102. A. I don't know why that is. I think they made a mistake of when we shut down the wings and did a wing at a time with all this refurb that they've done recently, a lot of your troublesome detainees were on C wing, and I think that was a good opportunity to have a split and distribute them around. They didn't, so you've got a lot of the main faces, I would say, on C wing. We have moved a couple around recently and a couple have left.
103. Q. There's not something about C wing physically that means that people behave worse on it, it's just at the moment you have a particularly difficult group.
104. A. Yes. And it has been for a while.
105. **Mr Marsden:** If the casual observer watches *Panorama*, they'd draw a conclusion about the relationship between the detainees and staff. Given the length of time you've been here, how would you characterise the relationship between staff and detainees?
106. A. I would say it's very good. Recently we had a lot of experienced staff leave and we have a lot of new starters in at the moment. The problem we've had is that you've got some quite new officers teaching our new officers, which is a bit of a problem. We were quite understaffed, as you've probably been told. We're getting up to the levels where we want to be now. We did lose a lot of experienced staff, and for some reason a lot of experienced staff were moved to Tinsley House. I know they applied for it, but I think that's a bad move. While you're moving experienced staff to Tinsley House it means you just get an influx of new staff coming in, put them onto the wings, challenging roles, and then they haven't got experienced people to show them how they're doing, so basically they're teaching themselves. You've got wing staff, wing managers there but you can't be here, there and everywhere at once.
107. **Ms Lampard:** Is there a disconnect between what some of the new staff are doing and what they ought to be doing? What we've been hearing is that there isn't a very clear pattern, or a very clear template for how this place needs to be run, and this issue of personal engagement, a bit of flex, against discipline and doing things on a consistent basis, is not really very well articulated to people. We spoke to somebody who was very clear with us that for this place to work it has to be safe, and to be safe you have to follow some rules. Your staff have to make the place disciplined, not smoking all over the place, not bullying, not violent, not disobeying the rules, simply because those are the rules which keep everybody safe. Once you have them established, then you can do the bit about personal engagement and try and flex a bit, but overall there has to be this consistency. The problem at the moment is that nobody is very clear about that. Does that ring true for you?
108. A. Yes. I totally agree with that.

109. **Mr Marsden:** If you're going around, would you say to a new DCO you've got to challenge that, or you've got to take a stand with the person who comes to the office after it's closed to give someone a piece of soap or whatever it is.
110. **Ms Lampard:** Or the smoking that you talked about.
111. **A.** You get some officers doing one thing and others are doing another thing, that's the problem. I'm a big believer, when I used to work in wings, there's office times on that door, they are the door opening and shut times and you've got to adhere to it, but some don't. Some keep the office open all day. Then a detainee comes down, and it causes a bit of friction, 'he said I could have it'.
112. **Mr Marsden:** Is it wing DCMs who ought to be saying lock the door, the office is closed?
113. **A.** Yes.
114. **Q.** The sense we have – and it would be useful to test this out with you – that there's the new staff issue but there's also the withdrawal, a few years ago, of basic/standard/enhanced that has undermined people's confidence that they can handle ill-discipline/bad behaviour properly, as in there isn't a sanction.
115. **A.** The best thing we had here, in my view, was the reward scheme, the basic. I was the one in charge of rolling it out to part of the enhanced wing we chose to run the set-up. I would say since we've opened the place was most settled and stable when we had that, when we had the basic regime that we could use, we had the warning processes.
116. **Q.** People used it?
117. **A.** Yes, they did use it because they know what would come at the end of it, and the detainees got to know what would happen if they got these warnings. Then it stopped, just like that. Now, with the officers, if they see someone smoking they think what's the point of giving them a warning, no one's going to do anything, and it's true.
118. **Ms Lampard:** Who in the senior management team should be enforcing some of those messages, in your view? You can only do so much. Do you say to officers tell him to stop smoking?
119. **A.** Yes, or I'll go and tell them myself.
120. **Q.** But you don't see that across the piece. Where should that come from?
121. **A.** If they do tell them to stop smoking, they'll put it out and when you walk off they'll start. Smoking is a big problem. You cannot walk down the corridor without seeing someone smoking, it's a big problem.
122. **Q.** We've seen it ourselves.
123. **A.** But you can't deal with it.
124. **Mr Marsden:** What is the expectation? It's no smoking in the centre, people can smoke in the courtyards.
125. **Ms Lampard:** And in their rooms.
126. **A.** Yes.

127. **Mr Marsden:** But that's it. So there's a big issue about fire safety and the like, if there was a fire.
128. **A.** It is the same thing, it's constant, whereas before, when we could challenge them with this warning system, it worked, because they'd try it and then they'd think, because they could end up down in E wing on basic for up to a week, four or five days, depending on what they've done.
129. **Q.** Do you think that putting an incentives programme in place – I know there are issues with HMRP about it and we're going to speak to them about it – but do you think it would really help the running of the place?
130. **A.** With basic?
131. **Q.** Having some kind of incentives.
132. **A.** Absolutely.
133. **Ms Lampard:** Not necessarily with the basic, so a system under which everybody gets a level, but then there would be additional incentives, perks, whatever, for people who conformed.
134. **A.** There was one in being, and again there's something else, but no one really knows what's going on with it.
135. **Q.** Do you give anybody warnings?
136. **A.** No. I'll be honest, and the DCOs don't because for that reason, what's the point? That's how they see it. I know there is a point because if you can give people warnings there is a point, but they say nothing gets done about it, because you can't do anything about it.
137. **Mr Marsden:** As I understand it, one of Juls' objectives is to work on an incentive scheme.
138. **A.** We need one.
139. **Q.** Tell us about staffing. Give us your informed view of staffing as it currently stands: numbers. You've told us a bit about the consequences of the influx of inexperienced staff, but numbers on wings at the moment.
140. **A.** If you'd asked me two months ago I would have said, if I can be totally honest with you, it's bordering on dangerous. They brought in the overtime – what's the word for it?
141. **Q.** Voluntary overtime.
142. **A.** Yes, but there's six-month things and there's where you get a certain amount of money if you do certain levels of overtime. They brought that in, which is good, and people are doing more overtime, but it should have been done years ago, in my eyes. Overtime always used to be paid at a flat rate, which people who wanted to do overtime did it but other people said why should I do it. Now they give us time-and-a-half and then part of this other scheme, so you have more people in, but they are doing ITCs, I know they're absolutely flooding the ITCs back-to-back, I believe. There's one going on now, one's just finished. Doing my walkaround this morning I've seen new staff I've never seen before, so the levels have got better. The problem is, like I said to you before, it's all new staff and all the experienced staff have either left or some of them have been moved to Tinsley, and you need someone to teach them.

143. Q. Mentoring and coaching for new starters is really important (a) to get the right way of doing things, and (b) because they suddenly find the job isn't one for them.
144. A. That's happened. New staff: you could walk straight out of that classroom, start the next day and, worse case scenario, be thrown into the lion's den and they say you're on C wing with a couple of other new staff. They're like I didn't sign up for this, and I totally understand it. The problem is with DCMs as well, like myself, at my EDR last year I've been asked would I be interested in training some new DCMs. They're trying to put a DCM on every wing, which is brilliant, really good. Before you just had two DCMs, one looking after one end of the building and one would be the other side; he'd be looking after C or D, and the other would be looking after A or B. If they had a DCM on every wing it's good, but the ones starting now are new to it. Because you're Oscar 1 you're busy all day, how am I going to get time to train these guys as well? If you're getting res managers on every wing, to me it should be down to the res manager to set up something to train these. Talking Juls's level, who's in charge of residential, he should be overseeing it, in my eyes. Don't tell him I said that, but it makes sense. He's a res manager, he's in charge of res, anything that goes on in res, the buck ends with him. If I was in his position I'd be having all my managers doing exactly what, and then that cascades down to them telling all the DCOs what they're doing. To me that's common sense.
145. Q. It's not happening?
146. A. I don't go on residential but I don't see it happening. If it was happening, why are they asking me to do the training? That's the way I look at it.
147. Q. When you go round the wings at the moment, what's staffing like? We've been on wings where there's two on. As I understand it, it's meant to be three and a DCM.
148. A. It should be three and a DCM, but I think if you look contractually, it is two. Contractually it's two, but you can't have two on a wing.
149. Q. One's on the door.
150. A. In the morning you have to take detainees down to get their property, which has to be done by a DCO, so if he's gone it leaves you one on the wing; it's commonplace. There should be a minimum of three but contractually it might say different. I've been told contractually it's two, I don't know, but you should have at least three on a wing, preferably four, because if one gets taken off for an escort. If you look in the detail it says -
151. Q. What's it like at the moment when you walk round, if you think about over the last week or so?
152. A. With the new starters, there's a lot of confused faces.
153. Ms Lampard: How many of them have you had on average? Have you found, when you've gone round doing your Oscar 1 checks, that there are just two on the wing?
154. A. Not recently, to be fair.
155. Mr Marsden: It's better?
156. A. Yes. As I say, a couple of months ago it was horrendous, very poor, the worse it's been since we opened the front door. But there is more staff now.

157. Q. We think the *Panorama* filming happened between April and, say, June. What was it like then, do you remember?
158. A. We were short-staffed, that was the only thing I would have said.
159. **Ms Lampard:** Worse than now?
160. A. Worse than now, yes, staff-wise.
161. Q. It was worse than now.
162. A. Yes.
163. Q. It was the couple of months that you're talking about.
164. A. I'd rather have two experienced staff on a wing than four new staff on a wing. From my personal point, two people are better than four, if they know what they're doing, if that makes sense.
165. **Mr Marsden:** Do you have any influence over the detail? Are you, or is anyone, looking at what's the mix of people that we have on today? We have some new starters, some old lags, we have some very experienced people. Is that kind of thinking going on?
166. A. The detail's done by the detail upstairs, and he normally does it about a week in advance, maybe a bit longer, but then the day before, the Oscar 1 would tweak it.
167. Q. For that reason.
168. A. For that reason. He might have done the detail a week before, and during that week you might have someone's who's gone off on IOD for somebody who's been sick and we know he's going to be sick. Normally the day before – like today, probably this afternoon or early evening, I'll get the detail up and I'll tweak it. I try to put experienced with new, if you can.
169. Q. To try and balance out that we can't have the place flooded by new faces and we don't want either just a detail of experienced staff.
170. A. This side of the shift has more staff. This isn't my side of the shift. It was reversible but it seems to have gone the other way, whether it's new people. This side of the shift does have more staff than my side. If you look at the detail today, there is pretty much four officers in each wing, on the buildings.
171. Q. Is there a reasonable blend?
172. A. You've got a lot of new staff there. If I had three, I'd put an experienced member of staff with it, if you can, on each wing. You wouldn't put three new guys on a wing and then three experienced staff on another. It's common sense. You try and do it the best you can. That is for visits, the reception.
173. Q. Are there people amongst the experienced DCOs who you would say that guy or that woman is really good at coaching people, bring them on? Are there people who the organisation could, say, pay an enhancement to? We probably have the power to make these kinds of suggestions, and say you have a role here in coaching new people, supporting new people and getting them to do things the way we want them. Are there people here who you think they're really good with new starters?
174. A. Yes and no. To me, it should be down to the wing DCM. If you're a wing DCM, now they've all been given their own wings – I used to have just D wing. If I was D wing manager now, I would look at all my staff and they are busy doing the door, property, so I'll be the one doing the mentoring, because

the better they are, the better your day is, if that makes sense. I'll be the one doing it, I'll be taking them round, I'll be showing them the LBBs, I'll be doing all that because it makes them better.

175. Q. My background is in healthcare. In healthcare one of the things that you see going on in clinical areas is people have a safety huddle every hour or two, so people get together for five minutes and perhaps say it's unsafe, we're worried about it, and there's a standing-on-the-spot discussion about how's the place going. Is there any of that kind of activity where the DCM could get people together for ten minutes and say what's going on, has someone been on the upper landings, can we make sure the office door gets closed, stays closed, that kind of thing? Do any of the DCMs do that kind of stuff?
176. A. I can't speak for other DCMs. It should be done. It's hard finding the time to do it, and the best time to do something like that would probably be 12 o'clock when they're all locked behind the doors, but then you've got the problem of we've got to try and get breaks in. As I say, I think it's down to the DCMs. It's a simple process for me: Juls tells the DCMs what to do, the DCMs tell the DCOs what to do. When I was on D wing they used to get fed up with me because I spent the whole day on the wing and they hated it. I used to go and sit up on the twos at the far end, away from everyone, with a cup of coffee and just sit there. At the top you can look down and see all the floors and you see the door coming in, you can see everything, you can see where people are going. I said to them get out, go and have a game of pool, it's part of your job, you've got to relate to people.
177. Q. They were in the office?
178. A. Yes. Shut the office. One person on the door, you other two go and have a game of pool, go and have game of table tennis, it's part of your job.
179. Q. Walk around and talk to people.
180. A. Don't spend hours doing it but for 20 minutes go and have a chat with them, walk around.
181. Q. The relationship being the key to it all.
182. A. Of course it is. They don't seem to do it, they just sit in the office.
183. Ms Lampard: This does beg the question – and we can turn this off – as to whether or not Juls gives out quite the right vibes about that sort of stuff. Does he wander around much and look at what's going on?
184. A. Juls does wander around, we see him out and about, but I don't know what Juls does with his res DCMs, it's not my department. I know what he did with me when I was res DCM but that was about four years ago and the place has changed since then.
185. Mr Marsden: Do you see senior management about the place? Do they have a feel for what's happening operationally? I'm talking about Steve, Lee, Juls, Michelle and people like that.
186. A. They do DDs. When they're DDs they have to go round and do the same sort of checks as I do, they visit all the areas, they do Rule 40s. Lee is brilliant. The changes he's had in the short period of time, he's brilliant.
187. Q. He's very operational, nuts and bolts, isn't he? That's the impression.

188. Ms Lampard: How is that different from Ben?

189. **Mr Marsden:** Do you want us to turn this off?
190. **A.** I'll be honest with you. In my eyes, Ben was a stats/graphs man, all he's worried about is hitting targets, making sure objectives were met. Very rarely you'd see him walking round the place. I shouldn't really say this, but I think he neglected the staff a bit, not interested in them. Lee is more interested in the staff and the overall picture. That's my personal opinion.
191. **Ms Lampard:** And Steve?
192. **A.** Steve's alright. When the place was running the best was when Ian Danskin was in here, and he's the one who brought the basic in. He was in every briefing, you'd see him on the wings all the time.
193. **Mr Marsden:** He was a bit of a stickler.
194. **A.** Yes.
195. **Q.** And people were slightly afraid of him.
196. **A.** He got respect, he did from me anyway. If you were wrong, he'd let you know you were wrong. The number of times I'd been in his office and we've had arguments and that, but it was cleared afterwards. He'd tell you what he thought, I'd tell him what I thought, we'd have it out and that's it, and that's the best way to be.
197. **Q.** There would be no ill-will, it was just we're having a professional disagreement.
198. **A.** Yes. And he had the final say at the end of it because he was the duty director.
199. **Q.** Which is fine, you need that, and you need that in this kind of environment.
200. **A.** The SMT now, the problem is we've got a lot of SMT up there, all with different departments – I don't know what half of them actually do, but that's not for me to know. They all make decisions, they all sit round, and the old saying too many chiefs and not enough Indians comes to mind. This is my area, we'll do this, we'll do that, so in their little meetings we'll do this then, but it never gets cascaded down to us. That's the big problem.
201. **Q.** There's a big communication gulf between the top of the organisation and here.
202. **A.** I think so, because they'll be in their meetings and saying right, we'll do this, we'll do that.
203. **Q.** Give us an example.
204. **A.** Like I said earlier, we don't know who we're managing at the moment, everything's up in the air. I don't know if I'm doing visits, I don't know if I'm doing the gatehouse, I don't know if I'm doing E wing.
205. **Q.** Whose job is it, would you say, to clarify those management issues?
206. **A.** Personally, I go to my line manager, so I speak to Michelle Brown. Michelle Brown is probably the best line manager I've had since I've been here. She's very good, very approachable, she tries to get stuff done. She is my line manager since she took over the security manager, which is last year some time. I think she's been doing it six months or so. If you go to her and ask her something, she gives you some feedback, 'have you done this, have you done that', and she's been part of why I'm going to Lee with the change, like I

said, doing the different areas. I spoke to her the other day and asked what's happening, and she said we're trying to get it rolled out. It just seems to take ages for them to roll something out, and it's very frustrating for us. Oscar 1 really looks after everything, but you need your own areas.

207. Q. This lack of clarity about management responsibilities for DCMs is a big issue at the moment, in your mind, and that's really about a failure to communicate from the top down to operational managers.
208. A. From the DCM there's a gap to the next – I don't know what they call them now, they keep changing, Band 3s or whatever they are.
209. Q. That must permeate into the DCOs; they must not be clear who their manager is.
210. A. You go and ask half the DCOs, they won't know their line managers. Obviously the res ones do.
211. Q. Even if they wanted to say how do I do this, if they wanted to find their DCM, they wouldn't know who to go to. It's your point about new staff not knowing how to do things. If I was a new staff and I wanted to go to the DCM who managed me and ask how do I do this properly.
212. A. Some of them don't know who their line manager is, which is terrible. I don't know who I'm line managing, and if I don't know who I'm line managing, how are they going to know? I've got four or five ACOs.
213. Ms Lampard: Is this just a hangover of the fact that there are going to be a lot of new DCMs, they can't yet be released because there aren't enough DCOs, so they're still trying to work out who's going to be doing what? Or do you think there's something else going on?
214. A. That's the sort of excuse I would expect the senior management to say, but this has been going on for a long, long time. I'll tell you how bad it was. When I was res – this is going back years – we kept saying to them who are we managing. You have two sides to shifts, one's on, one's off, as a rule. Normally DCOs overlap but as DCMs you're totally opposite, so if you're on, you're off, if you're off, you're on, so you have your own group. Whoever used to roll it out – and I'm going back years – they used to give you your set of people, and I said why are you giving me these people because half of them are on the other shift, so it went back, then they rolled it out again, and they still did it. In the end, I sat down with Chris Donnelly for half-an-hour and wrote it all out and gave it to them: this is how it should be because I'd see these people and they'd see those people. 'Oh yes, we'll go with that', and that took half-an-hour, and this was going on for months. It's so frustrating.
215. Mr Marsden: Is it the detail?
216. A. It's probably part of the detail, it's the SMT, they're the ones.
217. Ms Lampard: It makes sense if you say you'd said that visits ought to be your responsibility and then there have been discussions about gatehouse, whether that is or isn't. You don't know whether you're meant to be line managing the people in the gatehouse, do you?
218. A. No.
219. Mr Marsden: It might be that if people are having EDRs and things like that, a DCO – will a probationer have a review at the end of the probationary period?
220. A. Yes.

221. Q. That would happen, would it?
222. A. Yes. But some of them won't because they don't know who their manager is. How can I do an EDR on someone that I don't see? As I said, we rolled it out ourselves, basically. You can only manage and develop someone that you see, that you work with, not someone I probably see two or three times a month, which is what was happening. Now I've got some ACOs but I don't know why Oscar 1 is doing ACOs, I don't get it.
223. Q. People like you, given all your experience, how long you've been here and what you know, are very important to the general wellbeing of this place, as in you know how the job's done, you know the values that are sitting behind the actions you're asking people to take. And yet here you are not knowing who you manage. I'm not criticising you.
224. A. I do know who I manage at the moment, but I don't know why I'm managing them, as I said before. As I said earlier, I spend most of my time on E wing. In the mornings E wing's the issue, so I should manage people in E wing and CSU, it makes sense to me.
225. **Ms Lampard:** If something goes wrong here, if you make a mistake or one of your DCOs makes a mistake, and it's an issue of behaviour or not doing something right, do senior managers react to that appropriately? What's the culture of dealing with things that go wrong here?
226. A. Like disciplinaries?
227. Q. Yes. Do you think they're too quick to discipline things; do you think things get escalated too quickly? How does it feel?
228. A. I always say to a DCO if you've got a problem come and see your line manager, if you know who it is, on a wing. When it gets up to SMT, for some reason it takes forever. Someone could be suspended – we've had people up there after eight months, now they're back in working as if nothing's happened. Why does something take eight months?
229. Q. Eight months?
230. A. Eight months we had a DCM who was off. I don't know the ins and outs of it, it was his business, but eight months he was off and now he's back.
231. Q. Do people feel, apart from the time, that that was the right process, that they were fairly treated, or do people feel it's very punitive, very heavy-handed?
232. A. I don't think the process is right, I'll say that.
233. Q. In what way?
234. A. If something's gone wrong, you've made a mistake, you should be told about the mistake. Depending on the severity of the mistake, if you have to be off-site, which sometimes you have to be, depending on what it is, why does it take so long? When we were short-staffed, when we had people off suspended, you'd think the senior management team would want to get the staff back in. Some of them were very experienced staff, but how long does it take to do an investigation? Surely not eight months.
235. **Mr Marsden:** For someone to be off for eight months and then come back to work.
236. A. You think they'd be trying to rush it.
237. Q. What do you think was behind them being off for eight months?

238. A. I don't know. It just seemed to be investigated and investigated and no one made a decision.
239. Q. We were talking to someone yesterday who had been off for three months, and that seemed a long time to be away from this place.
240. A. Upstairs they're quick to come on down to us if people who've had their 'three in six' sickness, they have a meeting, and you do the investigation within a week or two weeks of why they were sick and if it's their first, things like that. I know it's a smaller level, but if you can do that in a week, how long does it take to investigate? I'm sure it doesn't take eight months.
241. Ms Lampard: It may be different for you and your staff, the ones you know you're responsible for, because you've been around a long time. There is a sense that some DCOs, because they don't know who their line manager is, or because their DCMs are very busy, or because they're frightened of this slightly heavy-handed we might have a disciplinary, tend to keep things to themselves. DCOs tend to be quite loyal to the people they work with, they don't necessarily have a culture of criticising each other's work or complaining about it all, putting in an SIR about somebody's work. Does that ring true for you about this place, that there isn't necessarily as much openness about that sort of thing?
242. A. Maybe. You could be right, to a certain degree, with some things.
243. Q. I'm just thinking about the *Panorama* programme. It was very interesting, not so much of things that were filmed as happening, but that people didn't speak out, didn't either raise the incidents of SIR, or that they didn't even stop each other, they didn't pull people off. That would suggest quite a tight, closed culture. Do you think that's fair?
244. A. Yes, that's fair to say. *Panorama* was a bit one-sided, as I think everyone knows. Yes, that's fair to say. It is quite tight-knit. You get the odd ones that aren't.
245. Q. If somebody is minded to complain about the behaviour of one of their colleagues, is that something that is kept confidential? Is the system good at keeping things appropriately confidential?
246. A. It should be. I don't know because I don't hear about everything that's going on. If you look outside the security office, they've got two boxes: one for SIRs and one for confidential SIRs, but all SIRs are confidential so I don't really see the point of that box. If a member of staff has a problem with another member of staff, I would like to think they'd go to their line manager first and maybe they can resolve it, sit down and talk it through. That's the way I'd like to do it. Obviously some things can't be done like that for whatever the thing is, then it goes to an IR, so it goes to security. Then it will be dealt with by above us, I'd like to think.
247. Q. Do you think that happens generally in the centre? You've been here a long time, you know how to deal with those things, you have confidence. Do other people follow that procedure, do you think?
248. A. The SIR route probably yes, probably because they don't know who to go to.
249. Q. You haven't suggested that the SIR route is not trusted or it's in any way faulty. I just want to make sure that people who might raise issues are not then exposed and then become the subject of bullying.

250. A. I don't think that happens. I think it is quite well managed. I don't think there's anything wrong with our SIR or our IR system.
251. Mr Marsden: This lack of clarity about that management is potentially quite toxic, in the sense that if you don't know, you can't do what you've just described: I go and see my manager, I discuss it with them, get the two of us together and we sort it out. You can't do that if you're completely unclear.
252. A. I wouldn't say it's toxic, people don't know.
253. Q. What I mean is it breeds other behaviours, people use other systems.
254. A. Yes, maybe.
255. Q. Rather than first call the line manager. Would people challenge one another about behaviour?
256. A. Staff challenge staff?
257. Q. Yes. I'm thinking particularly at DCO level.
258. A. I have seen it.
259. Q. Would people say you don't do it like that, don't speak to people like that?
260. A. Yes, that does happen.
261. Q. Is it unusual, would you say?
262. A. I don't see it a lot. You're probably better off speaking to a res manager on that because I don't spend so much time on res.
263. Q. To know whether that happens.
264. A. I have seen it happen and I've sat down with staff myself – not res but Oscar 1 – and talked to them. I wouldn't say it happens a lot. I don't think there is a problem there with that, to be honest.
265. Q. Healthcare: what's your assessment of healthcare and how responsive, how effective, how integrated? If it's not a bit of the organisation that you come across, that's fine.
266. A. You do get a few problems here that, in my personal opinion, are caused by healthcare. Healthcare do attend; first response and medical response and they're good at attending.
267. Q. What kind of difficulties do they create?
268. A. Paracetamol's given out in the wings and I don't think officers should be dispensing paracetamol, it should be done by Healthcare. We've had a few issues with Healthcare in the past, which I'm sure you've heard about. I can't pinpoint anything. They're okay.
269. Q. They're not a major headache or a thorn in your side in your Oscar role?
270. A. Not really.
271. Q. Drugs: how do you see that issue? How do they come in, how good is the organisation at trying to deal with the source?
272. A. Mainly they come in, as you're probably aware, in visits or reception within property. The centre is so crowded now, some of the stuff you get in, you're going to have a problem with drugs. We seem to have it in waves. You can have a couple of weeks when it's really bad, especially Spice, which is a big problem.

273. Q. How is it at the moment?
274. A. Recently it's not too bad, but then you get a bad batch in maybe, and for a couple of weeks you're forever doing medical responses. The Spice all goes in fits and starts really. You're always going to get drugs in here. Recently it hasn't been a massive problem, but it's only Spice that's a big problem, and it is everywhere.
275. Q. I suppose it's visits, post, property that are the ways. How effective is visits in terms of identifying likely carriers of drugs?
276. A. We've had a few finds recently in visits. Once when I was Oscar 1 we had to do a full search on a guy and we found cannabis that was handed in to him. They do quite a few finds in the visits hall. Now we've got more staff, you should have two in the visits hall to try and patrol them.
277. Ms Lampard: Can I ask you about the searching regime? As I understand it, you have pat downs of people, and you have level A and level B rub downs. Visitors get rubbed down level B. What's the difference between that and the level A that the detainees get?
278. A. Level B, the visitors coming in go through the metal detector gate, down near the satellite gate and it's basically a search, arms out.
279. Q. What we might experience at the airport, say.
280. A. Yes. Level A is where they can run their fingers through their hair, they can open their mouth, shoes off, it's just a little bit more intrusive.
281. Q. If you think somebody might have drugs on them, you can do a full search.
282. A. Yes, a full search.
283. Q. Is that taking their clothes off?
284. A. Yes. A full search has to be authorised by the duty director, you can't just full search anyone.
285. Q. It's not Oscar 1.
286. A. No. If you've got suspicions, for example in visits – it happened the other week. We got intel, the officer who was in there called me there, looked on camera, I think this guy's been passed something from his visitor. If the duty director's on site, it's a quick phone call, can I have authorisation. When we get authorisation, we take them into a room in the visits corridor and then you do a full search if there are two officers. You don't just strip them off, you do a top half first, search their clothing, get them to turn round, top half back on. Then the lower half, but you have a towel so there's privacy, so everything does come off.
287. Q. If you have official visitors, so people on the legal corridor or people like me and Ed, what sort of search would they get?
288. A. Down in the satellite lobby where you come in?
289. Q. Anywhere. Do official visitors ever get searched?
290. A. Level B.
291. Mr Marsden: Do the staff get searched?
292. A. Yes, they do.

293. Q. On a regular basis?
294. A. It is recently. Recently staff searches have gone up in the morning. We wouldn't have one for months and months, but recently there's been a lot more.
295. **Ms Lampard:** Are they random in the sense of people don't know when they're going to happen?
296. A. Yes.
297. Q. What do they get in the way of a search?
298. A. Level B.
299. **Mr Marsden:** That's an airport style.
300. A. And if you've got a bag they go through, empty your pockets, everything you've got.
301. Q. Is that regardless of who you are?
302. A. It could be Lee or it could be Michelle, and sometimes they have dogs in as well.
303. **Ms Lampard:** Do you think that level of searching is right? Are there places where, notwithstanding that search, you think people could hide things? You don't take your socks off, do you?
304. A. No. If you want to hide something, you can hide it and no search would find it, even a full search. Perhaps a dog might, I don't know. If you want to hide something you could hide it.
305. **Mr Marsden:** In terms of drugs in the centre, if someone's been using Spice, will their room automatically be searched?
306. A. Not automatically.
307. Q. Should it be?
308. A. I think so.
309. Q. Why doesn't it? Do you have to have permission to search their rooms?
310. A. No. You can do a search, you don't have to have permission. You can search anyone Level B search, you can stop anyone and search.
311. Q. And you can search anyone's room?
312. A. You can do, yes. You do LBBs every day. Normally if you have target room searches you'll come through security. Normally an SIR would go in, they know about this, and Security might set up random target room searches. Depending on what it is, it might be best to do it after lockdown at night, or it might be best to do it straightaway if you think so. It was different things for different things, if you know what I mean.
313. Q. Would Security direct this?
314. A. The target room searches, yes. They do that from the SIR, the information they get.
315. Q. If someone on C wing this morning takes Spice and is out of it, would their room then be searched?
316. A. No.

317. Q. But you think it should be, do you?
318. A. When you can.
319. **Ms Lampard:** It's obvious to me.
320. **Mr Marsden:** It's probably quite a laborious thing to do a room search.
321. A. But if they're in a room with two or three, you have to have all of them present. Obviously the one that's on Spice could be out of it, and if the Healthcare want him down E wing for a bit of observation, they'll take him down to E wing.
322. Q. So you can't search.
323. A. Then they wouldn't be present.
324. Q. Do all three have to be present?
325. A. They do really, if you're going through their stuff. I don't think it's quite like prison; in prisons I think they can just search whenever or wherever.
326. **Ms Lampard:** If somebody is on E wing you could search what they've left behind, couldn't you, or not?
327. A. How do you mean?
328. Q. They're out of it, you want to search. You're saying that you can't search them until they come round and could be present.
329. A. I still think you search. You need the other one or two there as well. If he's in a single room on his own, you could search or you could just go and lock that room off.
330. Q. CCTV: is there full coverage in the centre?
331. A. We've got blind spots.
332. Q. Where are they?
333. A. There's one on the Sensitive/Irrelevant. There's a bit that goes round, and I think they know that you get a bit of a blind spot. I don't think the CCTV is the best here, if I'm honest, because the number of times in my job when something happens, you go and review the CCTV and you can't see it. I think they're putting in a new system, coming up soon, with boxes in the control room. They've done it at Tinsley and I think they're doing it here, so they are reviewing that.
334. Q. Body worn cameras: when do people wear them?
335. A. They should wear them all the time. Saying that, I haven't got mine on, mine's downstairs. If you're trained and you can draw a camera, you should wear it. They've just got these new ones that have started recently.
336. Q. How many people are trained, though?
337. A. You'd need to speak to Security about that. They should be getting a bunch, it's not a long training. Everyone should be wearing them.
338. **Mr Marsden:** One of the impacts of body worn cameras at Yarl's Wood was detainee behaviour changed quite significantly when they said I'm putting my camera on now, i.e. people's behaviour suddenly resolved and they were okay.
339. A. They're a good idea and they do work.

340. **Ms Lampard:** Thinking about your smoking thing and about people challenging people, if you have a camera on, the detainees did not like the idea that somebody was going to see them on film not following procedure because, of course, that might affect their relationship.
341. **A.** They smoke in here at the moment. You'd be walking round permanently with your camera, it's that bad. You can't walk from one end of the centre to the other without seeing at least half a dozen people smoking. It's that bad. But the officers say, as we said earlier, what can you do? If you give them a warning, nothing happens.
342. **Mr Marsden:** There has to be something. What happened with smoking under the enhanced/standard/basic?
343. **A.** If you get the warnings, every time a detainee gets three warnings, I think it was in a two-month period, you go into the review, so that detainee would then be taken off the wing into a room with the res DCM and another DCM. I did loads of them. You'd sit down with them and you go through their warnings: on this day you did this, on this day you did this, this, this and this. If they don't agree with it they have an appeal form which they can put their side across. Then you arrange, maybe later on during that day, to sit in the room again and you go through why they don't think those warnings should stand. You go through it with them, and in the end if all three of them stood, you could then report that.
344. **Q.** Was it your decision as to whether their appeal had any grounds?
345. **A.** Yes. If they want to appeal that further, they have to do that within 48 hours and that would go to Juls, but the initial stage of it would be done by the DCM and DCO and the detainee. If he got three warnings and they all stood, he could then go on to basic, which means he goes down to E wing. You get an hour's association in the morning, an hour on the afternoon, an hour in the evening. You wouldn't have a telly, basically you're on basic. Then you can review that, depending on his behaviour. After five days, if his behaviour's been horrendous, you can extend it and you need to do another review. It changed people, it worked. You'd get people going in there and coming out saying 'I'm not doing that again'. Instead of putting them on Rule 40 for 24 hours. You do the reviews in the morning, so someone could be involved in a fight in the evening where they've assaulted someone, they could go to Rule 40 at, say, seven o'clock at night. They do the rounds at ten o'clock in the morning, they could be back out onto a wing and he's been in there nine hours, and they'll say I don't mind, I'll just go down there and have a rest. It's nice and quiet, I get my dinner brought to me. Alright, I haven't got telly, peace and quiet, then I'm back out again, nothing's happened.
346. **Q.** In my own room.
347. **A.** Yes. Sometimes in their own room.
348. **Q.** As in a single room.
349. **A.** Back into the room they came out of.
350. **Q.** What I meant was if they're in there on their own.
351. **A.** They're right on their own, yes. The only thing they haven't got is a TV. It's not much of a punishment. The Home Office don't like keeping people on Rule 40, they'll do anything they can to get them off Rule 40.
352. **Q.** Because they're afraid of the legal challenges?

353. A. Maybe.
354. Q. Steve, is there anything you want to tell us that we haven't asked you? Is there anything on your mind that you think we should know about?
355. A. Not really. All the staffing, they seem to be getting on top of it, it just needs a final tweak. It's so frustrating, like I said, with the res, get them trained properly. The res managers need to be told by someone, they need to know what areas they're managing, just get it sorted out. It's been going on for so long. I could sit down with two or three other DCMs and we could sort it out for them, but it's not for us to do. Just get it sorted out, it's not hard. Like I said to you, Oscar 1 should be there, security should be there, res there, that's it.
356. Ms Lampard: Can I ask you one question? The *Panorama* film: we haven't been able to see the uncut film, so there may be some questions about whether that is a true reflection of this place. What's your view? Were you surprised by the *Panorama* film?
357. A. I was and I wasn't. The guy, Mr Tulley, targeted certain people; he targeted E wing. Callum was on my side of the shift, I knew him quite well. We always used to have a little bit of banter with Callum because if there was ever a planned C&R he never used to want to get involved. We used to call him Michael Jackson, when he'd walk around. It was just a bit embarrassing. He went off for some reason – I think he had a period of time off, I don't know what it was – and he came back. I was Oscar 1, so his senior at the time, and he just seemed weird one day. We didn't think anything of it at the time but in hindsight. He came up to me and said 'if you've got any C&Rs I'd like to be involved in them'. I said okay, 'I'll see what I can do'. I didn't think anything of it, you don't, so I got him involved in a few C&Rs. Every first response I used to have – and I even pulled him up once, one of them was on *Panorama*. There was a guy that was on Spice on B wing and I helped him up. I turned round and I remember saying to him 'what are you doing here, you're not a first responder', 'oh, I was just passing'. Every incident, he was there but he'd be in the background and now, in hindsight, you know why. He targeted E wing, because he used to be activities, and he spent a lot of time down in E wing. I think he targeted that E wing and one of the other managers who was on him quite a lot, ?Mr Ring.
358. Q. What was your sense of the people who were identified as having behaved inappropriately, or having abused the detainees? Had you felt in the past that their attitudes might be perhaps not quite right, or do you think that they were provoked? Do you think that what you've told us about being very stretched in terms of staff at the time contributed to some of that? How do you reason what they did?
359. A. I would say that E wing's a very challenging place to work, especially if you haven't got the staff. They're experienced staff down there; they only showed one side of it. Some of the stuff they showed was wrong and everyone can see that it was wrong. But the guy that choked him, whatever it was, whatever you want to call it –
360. Mr Marsden: That Yan was involved in.
361. A. With Yan. If you'd seen a couple of hours before, and even after that, they were sitting down with this guy going through paperwork, trying to help him out, trying to get things done, trying to get other things done. You don't see that. There is no excuse for what happened, but even after that event, that

same day Yan was in the office talking to this guy trying to help him with stuff. It was all one-sided and you only see all the bad side, you don't see the good side. Some of the staff here are brilliant, the things they do for them, they bend over backwards for them, and that goes on all the time.

362. Ms Lampard: Thank you.

363. Mr Marsden: Steve, thank you very much. This will be typed up by our transcribing service. It will be emailed to you in about a week by Nicola. It will come password-protected, and if you ring the office she'll give you the password. When you open it, if you want to make changes to it or cross something out, or say this is not for use in the report, you can do that. Thank you.

[Interview concluded]