

Confidential

Independent Investigation into Brook House

Friday, 19 January 2018

**Interview with
Stewart Povey-Meier
DCM, Brook House**

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

1. Mr Marsden: This is an interview with Stewart Povey-Meier, it is part of the independent investigation. It is 19 January 2018. *[Introductions]*
2. Stewart, you know what we have been asked to do by the Board of G4S. Obviously, what we are doing is independent of them and of the Home Office.
3. We are at the stage now where we are interviewing people and we have spoken, to the local management team and we are now talking to DCMs, DCOs, people from other parts of the organisation. You will have had the letter setting out the Terms of Reference and the Guide to Interviewees.
4. We are going to record this. We will send you a typed transcript in about a week's time and, when we do, please feel free to amend it if you want to do so. It will come typed and you will have to ring the office for the password, but if you want to make any amendments 'I didn't mean to say this, but I would like to put it like this' or if there is something you would rather we didn't mention in the report that is fine, you can do that. We won't share the transcript with G4S.
5. A. Okay.
6. Q. It is confidential to you and to us, and we have made that very clear to them, that they won't have access to the transcript. However, we are writing a report and in writing the report we, obviously, might draw on what people say. In the main we don't usually identify staff by name, other than senior staff, so probably you would be identified as 'A DCM said-', rather than 'Stewart said -'
7. A. Okay.
8. Q. If there is anything you tell us that you don't want us to use or quote just let us know. If you want to say something that you would rather not have on the transcript just signal and we will turn off the tape. I think that just makes it easier for people.
9. We will keep everything we hear in this discussion to ourselves, other than, of course, if you say 'There is a £10 million fraud going on in catering' or something like that, which, we would have a responsibility to G4S to say something about.
10. A. Absolutely.

11. Q. Make nothing of this because we are saying it to everyone, but if we were going to be critical of somebody in a report we would give them the opportunity to see the criticisms before we had completed the report.
12. A. Okay.
13. Q. We have no reason to think we are going to be critical of people, we certainly don't think we are going to be critical of you.
14. Finally, it would probably be a good idea not to discuss the interview with other people.
15. A. Yes.
16. Q. This is a fairly small community of people, so it is easier if we get to people without them having 'Will they ask me about X, Y and Z?', so if you would keep it to yourself.
17. I don't think there is anything else to say.
18. **Ms Lampard:** Do you have any questions before we begin?
19. A. No.
20. Q. Great, good. Thank you very much for coming, we had to fetch you and you had said that you would be interested in helping us, so that is very good of you.
21. Could you please begin by just talking about your employment history at G4S and at Brook House?
22. A. In 2011 I started with G4S. I had initially gone for the escorting contract, because there were opportunities there. G4S didn't get the contract, I was still on the books and then a position came up here, so I had already had the security checks and everything, it was quite quick after the training to get in and get my keys and clearance. I started off initially as a DCO, Detainee Custody Officer, on the Activities side, I was working in the Library, the Gym and as a Sports Officer and doing the Cultural Kitchen and things like that. I had done about a year and a half in Activities, which gave me a good insight into the centre and how it ran. I did cover some wings, I did work in a few other areas, like Reception on a couple of days, so I got an idea of most of the areas.
23. After that, I did Welfare for three years by myself, I totally transformed the Welfare to a walk-in system in the afternoons and appointments in the morning, where they were all done via the Library and I went to the individuals themselves, in that way. I used to see well over 1,000 people a month and help everybody out and, like I said, that was totally by myself, I totally transformed the numbers that were coming to Welfare, which gave me, again, a good insight to what questions would be asked, which then steered me quite nicely for when I progressed to a DCM, which I have been doing for two/three years now, coming up to three years in May, I think. I have been here seven years in total, in May.
24. Then, I have done the wings, so I started off in like the Induction Wing and then I moved onto A Wing, so one of the bigger wings, and then also doing Eden Wing, so one of the smaller, tougher wings, if you like, it is more the type of people that could end up in Eden, it totally varies. I do between the

two, some days I could be doing the whole centre, the wings, and just looking at managing the staff and making sure everything is okay on all the wings.

25. Q. Are you an Oscar 1?
26. A. No, I haven't even had any shadowing as Oscar 1, but it is part of our development, part of the development that I wanted to do. However, in between those times, I have now gone back, literally today, as being B Wing Manager, so the induction, but in between that I did do a four to five-month period where I did a temporary as the Head of Safeguarding, so I did do that role literally after all those *Panorama* events, in effect. The individual that filmed had left before I took up that post, but then I was learning that role and doing the Duty Director's role. I quite enjoyed it and it gave me a good insight-
27. Q. Post *Panorama*, you were asked to head up the –
28. A. I started in, I think it was May, May/June time, when I started doing that role.
29. Q. As Head of Safeguarding?
30. A. As Temporary Head of Safeguarding? The events came out in September. All the footage was before I started.
31. Q. You handed over then to James Begg, did you?
32. A. Yes, James Begg then came on board.
33. Q. James Begg came on board in about the end of November, didn't he, or was it after?
34. A. Yes, it was November sort of time, because I did go for the role fulltime, but I also literally had a change of heart of the way where I felt I needed to come back down to the floor level, because of what had happened on *Panorama*. I wanted to support my guys around the floor.
35. Q. Did you go for the fulltime?
36. A. I did go for the fulltime.
37. Q. Did you get interviewed?
38. A. I did get interviewed, yes.
39. Q. Did you get the job?
40. A. No, I didn't get the job.
41. Q. Yes, I understand.
42. A. I also had my reasons why I was considering it, because it is the level where that is the one where your job could be in jeopardy, so it is one of those sort of 'Where do you weigh it up?'.
43. Mr Marsden: Yes, where do you want to be in the organisation at the point that it might be mobilised and you can transfer.
44. A. Yes, it was, plus also when we were first supposed to be knowing about the contract was before everything, the interviews and that, but that has all got pushed back and pushed back, but, yes, I had my reasons for going back to something where I was much more comfortable, because I am still learning. Then, when this *Panorama* thing came out it was quite intense, the Director wasn't strictly honest to me at one point, so I wasn't too happy about that.

45. **Ms Lampard:** Which one is that?
46. **A.** Mr Saunders.
47. **Q.** Do you want to tell us about that and Mr Saunders?
48. **A.** Yes, I can do. You have got to bear in mind, I have come back from my holiday, not knowing what was going on and then this *Panorama* thing had hit, so I was literally a couple of months into the role and then all the 'We need this, we need this, we need this.' Don't get me wrong, I had the support from Michelle Brown, because she is really good at giving support, and I was doing my best and I was putting loads of hours into it and I was doing 12 hours a day, working solidly, just to get everything to speed and what he needed. He needed something, so I went to speak to James Begg, because James Begg was the point where I could get the information from, because of his experience in the role that he does.
49. He couldn't find me, so he decided to send me an email saying that I had left the site, because he needed me, he needed this piece of work, but this piece of work he never gave me a time limit on it. However, I was working on it with James to get the information. I then went back to start typing it all up and I got this email through and I am like in the middle of the other email sending him this stuff and his email was literally like 'Why have you gone home? You know I needed this, that and the other.' One, I didn't actually know he needed it by a particular time. Two, I was actually sending him the information over, because I had found it out and done all the hard work. I sent the email straight over and as soon as he had seen the email he sent one back.
50. He did apologise in an email and he did apologise in person, I know he was under a lot of stress, but I don't feel when I have been in the role where I am learning the role and I am learning a lot of different areas of safeguarding at that time, the areas that they had were huge. I was learning the reception side, because I have never done that role before, so I was learning that side of it and spending a lot of time. I put a lot of wrongs right in that area as well and there were other bits and bobs that were going on as well.
51. Yes, I know he was under stress, but I still feel that we were also wasting a lot of time in a lot of meetings, where something that was discussed in the first 10 minutes was the end conclusion after a three-hour meeting.
52. **Q.** Just tell us about him generally, before that? What were people's views of Ben Saunders?
53. **A.** I always go 'He was alright, he was alright to talk to', because I have had quite a successful career with G4S, I have had quite a few nominations and awards from the Home Office and from G4S themselves. I have always had that kind of rapport with him.
54. In general, people would feel that it is kind of you see it as an SMT level, then they are there, but they are not on a level with the staff. I know you have your managers to manage the staff, but you still need to be approachable at any level.
55. **Q.** Did you think he wasn't very approachable?
56. **A.** For me he was, but for others I found what they were saying was he wasn't necessarily approachable. I can't really comment to say 'Yes, he definitely wasn't approachable', because I think it is an individual basis on that.

57. Q. Can we just go back to one thing, what was your experience before you came here? What are your qualifications?
58. A. I have got a degree in combined studies in Journalism and Politics. I have done an HND in Journalism as well, that sounds harsh, but I was more into the Sports Journalism side so that is what I was planning to do.
59. Q. Where did you do your degree?
60. A. I did it in Barnsley, which is part of Leeds University, so I went up to graduate at Leeds and got my Honours degree. Then, when I finished, because in between term times and that I was doing a job over at Gatwick Airport Retail, so I was working in Goldsmiths, Swatch Shop, Chocolate Box, Hugo Boss, we had a Millennium stand, Retail China and Glass, so predominantly I initially started off in Goldsmiths. I got to know the jewellery and watches trade. I progressed from there to doing Timberland, I worked for Timberland for eight/nine years, so that is where I spent a lot of my time and I progressed up to a manager. For years I had been doing customer service and stuff like that. Then, I did a bit of frozen food selling and ice cream selling, so I have done a bit of telephone and in picking, so I picked the stuff I sold in the morning and I picked in the stores, so I was working in temperatures of minus 23 degrees; it was fun, but the pay wasn't great.
61. Q. Just tell me about your shifts here, what are your shifts?
62. A. My shift pattern is quite simple and basically straightforward. I do 12-hour shifts and, if we take the week from a Monday to a Sunday, it will be one week I will do Monday and Tuesday, have Wednesday and Thursday off and then work Friday, Saturday and Sunday, so I do five days. The following week I do completely opposite, I would work two days and have five days off, the Wednesday and Thursday would be my days. That is my actual shift, but I do a lot of overtime at the moment as well.
63. Q. If you are doing overtime on a 12-hour shift, you will be doing them on top of a 12-hour shift? You won't be coming in on one of your days off?
64. A. No, I come in on my days off. I don't often do overtime in excess of the 12 hours, that is only if it is paid work or if it is finishing up, because something may have happened last minute.
65. Q. Do others do that though?
66. A. Yes, the majority do, unless they are in the following day.
67. Q. Most people will do longer than a 12-hour day?
68. A. If it is needed. Don't get me wrong, you don't often do more than a 12-hour day, it certainly isn't back in like it was in the older days of nine years ago, where they would be doing more than a 12-hour day.
69. Mr Marsden: You might if there was an incident?
70. A. If there is an incident. I have been at home at four o'clock in the morning, because there has been an incident, on a couple of occasions. There is a peaceful demonstration and somebody is on the netting, because if I am first on the scene, that is my role and will be my role, we work as a team.
71. Ms Lampard: In relation to your pay, we know that people are on a flat rate in the centre, plus overtime?
72. A. Yes.

73. Q. Is that the same with DCMs, they are on a flat rate plus overtime?
 74. A. Yes.
75. Q. It doesn't progress for long service or anything like that?
 76. A. No, there is no sort of appraisal or development review-based money.
77. Q. There is no increment and no bonus?
 78. A. No.
79. Q. How much is a DCM paid?
 80. A. I think it is just shy of £30,000, so a rough, ballpark figure is about £30,000.
81. Q. Okay. Can we think about the detainees now? Are there any groups of detainees you find more difficult to manage than others? Are there any that are more difficult to manage?
 82. A. When you say a group of detainees, I wouldn't say, I think it is specific to the individual. I think some people might say a specific individual is hard to manage, but I tend to find that some of those I will get a real rapport with, and I would quite happily manage someone that I will have a good rapport with, they might be difficult to a different type of manager, they might just not like them. The thing is, because of my personality and the way I do come across, I think I am firm but fair and I do have a good rapport with detainees and I will help them as much as possible in order to think about things realistically, but also think about trying to help themselves.
83. I am not going to do things particularly for them, because there are constraints on what we can do, I can't fill in forms, but I am can make them understand what some of the terminology is they are asking for and then perhaps print out a guidance. There is guidance for people as well, printed by the Home Office and the Government.
84. Q. Your level, they will recognise you as being in management, won't they?
 85. A. Yes.
86. Q. Because of your uniform?
 87. A. Yes, correct.
88. Q. Do you have the authority and the understanding to get things done for them? Do you ever feel you don't have necessarily the knowledge of the contacts within the system or other things, that you might need to be able to answer their questions?
 89. A. No, I think I am actually quite lucky, because of my experience, certainly because of my Welfare days, it really did help me, because I was listening to detainees and so when they ask the same questions and I do have a contact list in the Home Office, I can actually contact someone. I have a good rapport with the on-site Home Office here. They also know that I won't ask them questions that could have been answered elsewhere, I will come direct to them because I need an answer from them and I ask the right type of questions. I can identify the difference between the three numbers, just by looking at them, which I try and make my staff aware of as well and I am one of these people who try and encourage my own staff to deal with the situation, but I will be there, deal with it, 'Look how I deal with it and then this is what you do.' Also, if they come to me with this and this issue, 'Right, call the

Home Office, you quote this, you ask this and you feed it back to the detainee', it makes them feel positive and the detainee.

90. Q. Do you feel you can do that with your own managers? Who manages you?
91. A. Juls Williams, the Residential Manager, manages me and he is extremely supportive of me. He does a lot of work but unseen - doesn't praise himself up enough. They say the same about me, I don't praise myself up enough. He certainly does a lot to support staff, but it doesn't get recognised because it is between him and the individual generally.
92. Mr Marsden: It isn't visible?
93. A. I would say Juls is visible.
94. Q. No, I mean his actions aren't visible, in the sense he is supporting people?
95. A. Sometimes they are, but I would say there is stuff that does go unnoticed and, unless you have seen it yourself or you were one of those people that had to go to him, you don't actually realise how helpful he is, because he really is.
96. Ms Lampard: If you say to him, I don't know, does it happen that you say to him 'There is something I don't know or I don't understand', you feel you can rely on him to help you out?
97. A. Yes, yes, if I have got a question I will quite happily easily go to him.
98. Q. Then, what about training? If there are things that you feel you want to be trained on better or don't have enough understanding of, how easy is it to access training?
99. A. It is easy to access the training, it is easy to access what ideas you want, but it is not easy to get the training. One of the biggest issues here it is the consistency, I think it is a key word, I know other people have used it, but I have always used it. When you have consistent staff on a wing, consistent in the area, it does help the detainees. Yes, you may say it may open up to manipulation, if you like; however, if you utilise it in the right way, you will get a good regime/organisation running that also the detainees will trust the people that they are working with as well. It does benefit because what we are seeing at the moment is we are not having a regular, consistent team on the wings, the wings are quite vital and you will see there is a lot of experience that moved out of the wings because of sometimes the confrontational side of what it can be like; it can be quite stressful.
100. Q. You are saying that you can't get the training because the staffing doesn't give you the time?
101. A. Staffing levels are quite poor and the turnaround, I have never seen the turnaround like it.
102. Mr Marsden: Turnover, do you mean?
103. A. Turnover, yes, so the turnover of staff is immense compared to other work.
104. Ms Lampard: Has it got worse?
105. A. Absolutely.
106. Q. When do you think was its worst or is it getting better at the moment or is still bad?
107. A. It is still bad, it is slightly better, because we have had, what, 30-odd staff off and I know that because I have been the main point of contact for contacting

all these staff. On one side of the shift there were over 20, which is my side of the shift, so I know on a weekend sometimes there might just be one DCO and me.

108. Q. On a wing?

109. A. On a wing. Now, I would always support the Operations side, I will always support my staff, but I have also got to do an ACDT. We still have to do that managerial side, but my first port of call my staff, they need the support. Break cover is poor, maybe is it due to the timing of it, because everybody is having lunch at the same time, it is at lunchtime. I will always make sure my staff get their breaks and I will tend to have my whole hour, because we get two half hours, at maybe half six or seven. Then I come back, but I know that by that time I have got all my jobs done and everything sorted, but then, if something does happen at the last minute -

110. Mr Marsden: If you talk to Lee, Lee at the moment is projecting that staffing numbers will hit what they should be, what he wants them to do, in April, so that is the management plan. What is it like on the ground? What do you actually see happening?

111. A. Let me take it in two parts. The first part, you were saying in that projecting it to be, so originally when Peter Corrigan was saying to us in a meeting that by February the staffing levels would be up to where it should be and by April we should be 35 people over. In reality, that doesn't seem like that is going to hit; obviously, he just said it is going to be April. I don't know that, but it might have been a day when I was off, they might have changed it. But, in reality, that doesn't take into consideration the 30-odd people we have had off sick. Now, we had an incident where we had two people injured, four staff went to the hospital and I went with them, because my duty is my duty of care to those staff, to make sure they are not going to be left alone, by themselves.

112. Q. Was that the pool cue incident? He had his nose broken?

113. A. Yes, he did.

114. Q. Has he come back to work?

115. A. He came back to work, but, unfortunately, when he came back to work he found it was quite hard to concentrate, because he described to me last week that when he had tried to put the key into a key lock he was going all fuzzy and dizzy. He has gone back to his GP and he had some ECG tests done on Monday, I think, yes, and then he was seeing where he was going to go from there, because his nose is still not right. He went out for a run the other day and his nose just started bleeding, so I think he might have to have cautery to stop the bleeding hopefully for him.

116. I was there, because the detainee initially had two weapons in his hands, he came towards me and I had to just push him out of my personal space. Apparently, how it looks like is he has hit me and kicked me, but I don't recall any of that - it might have happened, it might not have happened, I don't recall it so I don't think it did, so I didn't report it because as far as I am concerned it didn't happen. He then went into the office and started breaking things, but at that point I felt 'Okay, well he is comfortable enough, he has broken things, yes, he shouldn't be doing that, but I have a room of people that I need to get away for their safety, first of all, because he is quite contained in there', which is what we did. Then, I think, when Shane went to try and speak to him, that is when it all escalated further.

117. **Ms Lampard:** Tell me about that sort of incidence of violence, are they more frequent now? You had the disruption beforehand, then the people who were in the February incident.
118. **A.** Yes, so when you say it is more frequent.
119. **Q.** I am not saying it is more frequent, I am just asking do you think it has been more frequent?
120. **A.** It is difficult to say, because, when we first started, there were periods of violence, but I would say that kind of incident is few and far between. It is probably one of the worst I have seen here, of the level of violence, but there was a massive period where the whole centre was completely settled and you would go weeks and weeks without First Response being called. We had a lot of extra disciplinary measures in our armour to utilise, to actually discourage any such misdemeanours.
121. **Mr Marsden:** This was before HMIP said -
122. **A.** It was a massive deterrent, if someone went onto a basic regime they hardly went back onto it, they knew what the circumstances were around that. I know HMIP wanted a two-level system, that would be enhanced and standard, but then even with what the policy says it doesn't quite tend to reflect, because of the communication, because if someone comes from an enhanced regime from another centre or from prison they should be automatically an enhanced detainee, but that doesn't happen.
123. **Ms Lampard:** What is your view about the need for some sort of privilege scheme? Do you think that would help?
124. **A.** It has been in place before, a privilege scheme, where the enhanced detainees were all focused onto one wing and they had extra benefits where they had a microwave, they had a big, old flat screen TV, especially on football days, football would be on that flat screen TV and you would get a congregation of people and they had the benefit. It made it an incentive, it definitely did, but it depends where you look at our other people in having that right to have all the channels. It depends on your view of that.
125. **Q.** At present, under the policy, there is a policy at the moment which still has about privileges, there is meant to be a privilege scheme, I am getting the impression that no one here knows what it is and it simply doesn't exist anymore?
126. **A.** The only thing with the enhanced now, the way I look at it, is you put your name down for paid working and that is your privilege, it is work as a paid worker.
127. **Q.** Okay, so as far as you are concerned the only privilege you still have is about paid work?
128. **A.** Yes, that is the only privilege.
129. **Q.** That is fine, that is absolutely fine. I want to just ask you, you are going back onto the Induction Wing?
130. **A.** Yes.
131. **Q.** Have you started yet?
132. **A.** Literally, as soon as I finish with you guys, in effect.

133. Q. Okay, because I want to know, there has been a lot of disruption, obviously because of people being moved to different places, because of the refurbishment. That has only been for a short period of time, up until then were people routinely going onto B Wing on induction or were people on B Wing not induction people and were people going out into the main centre?
134. A. Okay, the way I look at it, I want to bring it back to the way the induction was before, because I have done it before and I know exactly the way it was/it should be run and improved, and my goal is to get it back to the way it was and to improve. I have started looking at the paperwork, in order for our side of that point, but I want it to be exactly what you just mentioned there, in terms of you will get inducted and then you will have that privilege of moving up into the main centre, and that induction process should be a fairly swift one. The way I also look at it is there should be a period of 24 hours, I don't know how much of the paperwork you have looked at on our side of it, but we have first night observations -
135. Mr Marsden: We have both read the policies.
136. A. Okay. I feel there should be four observations over a 24-hour period, because I think two at night can be sufficient and probably is sufficient, because you are going to disturb a person three times during the night, which might wake them up. Also you are then looking at them once they have come into the centre and they have gone about a regime, they have done the induction and they are looked in on during the day as well. You can see if they are actually integrating with the society, if they are keeping themselves by themselves, which will also enable you, if they are by themselves, to have a chat with them and see if they are okay, and so you go from there. I think it will work as a better thing, because you are actually reviewing them over a 24-hour period.
137. Ms Lampard: Stewart, what I would really like to do is find out what you and the paperwork have revealed about what was happening prior to refurbishment, after your time there? How many people were getting inductions?
138. A. I can't comment on that. To be honest with you, I can't comment on that because I wasn't actually on the Induction Wing. Before that everybody was getting a full induction, I know, because I would actually be up there at 9.30, delivering the induction with another officer.
139. Q. When did you stop doing that?
140. A. Good question, well over a year ago.
141. Q. Well over a year ago.
142. A. Well over a year ago. It was when the Senior Management Team had changed their areas, so basically Juls, as the Residential Manager, we had A, B, C and D wings, E Wing was the Oscar 1s. It changed to the Oscar 2s who would have to deal with the Reception and do the inductions as well. But, their main role was Reception and I feel from a management point level, yes, they were there when they were called up, and I gave a handover, especially to one of the managers. He watched me doing the whole process, because we had sheets from each department, if they weren't there, because I know the paperwork inside out, I could do the paperwork one anyway. Chaplaincy, certainly on weekends I am here, so I could explain about the Chaplaincy and what they provide, because I have worked in those areas and I do know. I could literally adlib the whole thing, but I did have the sheets.

143. Q. I am going to cut across you, because we are going to have difficulty otherwise getting things done, getting through what we need to ask you. Your evidence is really, that after you left doing that role and went on to do other things, including subsequently managing the safeguarding, you think that inductions were not happening as systematically as they ought to be?
144. A. No, I don't think they were getting a thorough induction of what should have happened.
145. Q. What about the use of B Wing, was B Wing being used appropriately or were there other people on B Wing who weren't –
146. A. At times there were, when they had to do so, when they were doing moves around or work around and sometimes they were. One difficulty you do get is where we get the single occupants, because they can only be in a room by themselves and when you are trying to find another room it is really difficult, because the other wing has to then, potentially, move people around who could then go 'Oh well, I am not moving', so you have then got another obstacle and then it takes time. Then, by that time, you are then sitting on them 'Have they moved?', because you are relying on other people to move people so you have got a bed space for that individual.
147. Q. You think that it wasn't being kept just for induction?
148. A. Yes, plus, also sometimes, they use the B Wing, if there was a space coming they would use that floor.
149. Q. Did they ever put disruptive people on B Wing, do you think?
150. A. It is hard to tell. If you are talking when they come in, because everyone has a right to induction, they might have known them to be disruptive before.
151. Q. They weren't using it as a way of sort of taking people off the general wings and putting on people who might be disruptive?
152. A. No. The only time they may have done that, potentially, could be if you are looking at they have been on A Wing and there have been issues on A Wing, they have been on C Wing and there have been issues on C Wing, they have been on D Wing and there have been issues on D Wing or if there has been a split. Beforehand if there are some people, they have had to split them between the wings.
153. Mr Marsden: You mean if there is a sort of gang?
154. A. Yes, I wanted to get away from the terminology 'gang'.
155. Q. A group, for example a group of Albanians - is that what you are talking about?
156. A. If they have been disruptive, if a group of Albanians are being disruptive.
157. Q. They might be broken up?
158. A. They might be broken up.
159. Q. Dispersed?
160. A. Yes, to monitor it.
161. Q. To break the effect of them being a group?
162. A. Yes.
163. Ms Lampard: That might have had an effect on B Wing?

164. A. Yes, it may well have done. I can't say if it definitely did happen, but sometimes it could.
165. Q. Yes, okay.
166. The other issue I think about induction is this, that in addition to the reception interviews and that sort of thing. There is meant to be a first night interview, which is an interview to define more, to find out more about the individual and whether there are particular risk issues that haven't been uncovered and to settle them down.
167. A. Yes.
168. Q. Are those basically done by Reception or are they meant to be done on B Wing?
169. A. They are meant to be done on B Wing.
170. Q. In the policies it makes it quite clear that there will be times, if somebody arrives late at night or if they arrive at a weekend, when the DCM isn't around, that that interview may not get done. Are they meant to be done by the DCM or by a DCO?
171. A. First nights can be done by any of them.
172. Q. There is a suggestion that they might not happen, but they are meant then to be done as a sort of handover. I think we are slightly getting the impression that those first night interviews may not be being done quite as well and rigorously or indeed at all. Do you have the paperwork for that, those first night interviews?
173. A. Basically, it is in the paperwork package, the first night interviews. What should happen is from the Reception process they have got about two pieces of paperwork that come with them to the wing, in effect. Then, when they come onto the wing, there are the diversity questions and then there are the first night interview questions as well, and there is also a care officer. Okay, so that should all be done. You have to bear in mind what time they come in. If they are really, really tired it can be done in the morning, but it would need to be done, okay.
174. Now, during my time, I used to check the paperwork first thing in the morning, today is a bit disrupted because of this, but I need to get back to where we need to go and it will take a little bit of time, I am hoping it won't take much time, but a little bit of time. I would look through all the paperwork and write on a Post-it note 'isn't concluded'. Then, one of my other officers would also go through that same paperwork and check the same things, in effect. I used to have another officer that would also do the same thing as well. Any one of us could then also, for those things that are missing, meet with that individual and talk through everything.
175. Q. What would you be looking for in a first night interview? What would *you* be looking for?
176. A. The first night interview, it is difficult if you wanted the timing of it, because you have got someone who has just come in and you are looking at the timing of it. You want to find out things like their history, so perhaps where they have come from, why they are here, how they are feeling, do they want to go back, are they looking to try and reside in the UK.

177. Q. Do you do it on a pro forma or does one question lead to another?
178. A. There is a questionnaire and a lot of it is on the care officer as well. One question is 'Have RDs been set?', removal directions been set, but it says on the paperwork as RDs, have they been set, and then there is another sub-question underneath that, but it just says like 'If yes, are they happy to go?' or something or other. The way I look at it is I actually want to know if they do get removal directions do they want to go or are they trying to stop it, have they got a solicitor, because in my experience I know that there are additional things that you can ask them and that is all moving them forward. They then understand you as well.
179. Q. When you go back, as you are going to do now, to take up this role again and try and sort it out, basically, and you have said that you have been looking, you will try and go back over the paperwork and see what has been done. Will you be able to identify whether, first of all, inductions have been done or whether these first night interviews have been done?
180. A. Unless I looked at everybody's paperwork that is in the centre currently.
181. Q. You are not going to get –
182. Mr Marsden: You wouldn't know, no.
183. A. I wouldn't know. However, we do have a spreadsheet, but the spreadsheet hasn't been used since. I think it did get used a little while after I left, but there is a spreadsheet that we are going to try and adapt as well, that will say everybody that came into the centre, where they were located, whether they had an induction and where they were then located after the induction.
184. Q. That was something you ran on B Wing?
185. A. Yes. I want to adapt it a bit as well, to give a bit more information, because if someone hasn't had an induction, 'Why haven't they?', 'They went on a flight before the induction process could be completed'. You have actually got a justification, you have got everything there, you can actually have it.
186. Ms Lampard: It is audited, yes. We could ask Mark to let us have it for last year, because that would be very helpful. It would be very interesting to see if there was a spreadsheet being kept and it was being audited after you left.
187. A. I know that I used to go through every arrival to check whether they were actually on the system or not, then check through the diary to see whether they had been in and they had had an induction.
188. Q. That is helpful, thank you, that is really helpful. Tell me about underage detainees, how often do you get them, disputed cases?
189. A. Disputed cases, so, yes, if someone says they are underage, then, there is a policy around that and it is dictated by themselves as well, but in general we put people down to the Eden Wing, with a regime, so they feel safe. If they feel safer with other people, then that is a point you have to look into as well, but you would also contact the Home Office. How often do they come in? We do have a few, but it is not like a weekly thing.
190. Q. It is them saying 'I am only 16 years old' or something?
191. A. Yes.
192. Q. Then staff themselves, presumably, have people they identify and are thinking 'Hang on, they look a bit young'?

193. A. Yes, because when you start talking you build a rapport with someone and if they suddenly say something 'Oh, I am 16/I am 17', that is when you contact the Home Office immediately to find out whether there has been any Merton Assessment, has there been anything done, are there doubts. Then West Sussex County Council also get contacted.
194. Q. Who contacts them, Safeguarding?
195. A. Safeguarding have more of a role, we are trying to get onto the Board and they have invited us, they have put forward a proposal, for us to get onto the Board with them, which would help build better relationships for any adults at risk or underage -
196. Q. It is, as I understand it, primarily for the Home Office to try and get a Merton Assessment, if they haven't got any other information?
197. A. Yes.
198. Q. If the Home Office says 'Look, we have done what we think' or 'We have got a bit of evidence which we think proves this person is over 18, so we are not going to bother with the Merton Assessment', if the centre still had a doubt about that, if the centre still thought 'Hang on, that person really isn't over 18', could the centre go and get the Merton Assessment? Do you know what happens?
199. A. There hasn't - the nearest thing to it was there was a fella that had come and he was known to Birmingham Social Services and they had done an assessment. Then they had said 'He is over the age, but presenting with potentially mental health issues, which is giving to believing that he is under the age', but there were still questions over it. Literally, it was raised and then from Birmingham Social Services the West Sussex Social Services also became notified and they then did their assessment and then they confabulated with both Social Services and came up with, I think, it was literally 'Not over the age.'
200. Q. I think what you are telling me is, so far as you are aware, when there has been a conflict or continuing doubt, the way round that would be for the Social Services themselves to say 'We want to do a Merton compliant test'?
201. A. Yes, so usually it is based on what the Social Services are in a particular area. It is now sometimes an individual might have had dealings with other Social Services and so it is about ensuring the communication between the two Social Services, the Home Office and us - we are all in the loop, so we know exactly where it is going. In the meantime, you are also risk assessing the individual to make sure they are best placed, where they are most safe, and you include the individual in that as well.
202. Mr Marsden: Where would someone, where there was a question about age, be located?
203. A. Historically, it is done via Eden Wing. However, if that individual is adamant that they want to stay on the main wing because they have got someone that looks after them, knows them well, this, that and the other, then you have to do that. You also have your support as well, making sure that if there is anything untoward that you do notice that, that actually a reassessment may need to be done and it would be reassessed anyway. If somebody flags up, that is when you are looking at 'Actually, we need to look at them again, to see do we think that maybe Eden Wing may be better for them?', and then we go through that process.

204. **Ms Lampard:** Can I just ask you a couple of issues about awareness of safeguarding? If you had a vulnerable detainee, somebody who you thought was probably being bullied on the wings, that sort of person, would that be dealt with as a safeguarding issue?
205. **A.** Usually, the Residential DCM. I know this because I have probably done the most ABS investigations in the last year.
206. **Q.** ABS?
207. **A.** Anti-Bullying Strategy investigations, sorry for the terminology there. Quite often, when people highlight things to me, I will follow through and check cameras, I will follow through, speak to the individuals and see what is best for them, because sometimes if the bully is then identified it then opens them up further and then you work with someone. I have worked with one recently, who then was looking to transfer to Campsfield. I worked with the Home Office as well, explained the situation, the bully document, this, that and the other.
208. **Q.** Would that have been raised initially as an SIR?
209. **A.** No, that was raised to me directly.
210. **Q.** Would you feel the need to put in an SIR for that or do you need to put in a safeguarding form?
211. **A.** For that entry, for an SIR, you put Part C, literally you are looking at the Security being involved. The SIR would then cover further Security to look into it. Part C would then cover the Home Office as well, so they are being informed of what is going on as well.
212. **Q.** The question then of people's world outside, you might have somebody who has been trafficked or is going to go out from here, be released, and find themselves in modern slavery, or something.
213. **A.** Yes.
214. **Q.** You might also have somebody who has left their children in the world outside and you hear of things you don't quite like about the arrangements for that. Do people see that as a safeguarding issue?
215. **A.** Absolutely, I have come across it before, where it has been a safeguarding issue.
216. **Q.** What sort of thing?
217. **A.** Like you said, where they have left the children, because they went to sign on, left their bike outside, they were picked up from signing on and then the kids were left, but the kids were left with an uncle or an auntie. Then we had to make sure that they were being looked after, because the uncle and auntie had their own commitments. Again, you would speak to them directly in regards to getting the Social Services involved. It is a difficult conversation, because some people don't have faith in Social Services because of their reputation - sometimes what the people have heard. It is up to the individual, they know what is best for their kids and to make sure that everybody is okay with it. We have had that before.
218. I have had a father who was trying to locate his children as well. Their relationship has broken down, but they still have their own rights. I always have that difficult conversation, like saying 'You do have your rights, but you

have got to look at it in terms of, as long as there is nothing with you and the child historically -'. You have got to be realistic about visiting and this, that and the other.

219. Q. Stewart, you give a very good answer to that, but you have a heck of a lot of experience.

220. A. From Welfare.

221. Q. From Welfare. Do you think that the rest of the staff out there get some of this, because you know how to identify this, you know what is to be done?

222. Mr Marsden: Someone who has come off an ITC?

223. A. Absolutely not, I am not being funny but I think the ITC is a lot better, in terms of training, than I ever used to get, but there is only so much you can train. Out there is where you learn, out there when you have got your team around you. Yes, we have lost a lot of experience and that has really told. You say 'Could anybody else do that?', a lot of the managers will potentially come to me if there is an issue like that, because they know from my Welfare days –

224. Q. That you would know the answer?

225. A. I would know the answer.

226. Ms Lampard: One thing that worries me, let me give you the scenario, you have got a youngish DCO on the wings and somebody comes along and starts talking about 'My kids', you know 'My kids this, that and the other, they are living with an uncle and I don't think the uncle is looking after them' or 'I think he is hitting them about,' or something. Is a young DCO going to know, one, that that is a safeguarding issue, for which they are responsible, because they are, because they heard that, they heard the evidence of the child being beaten up somewhere in the community? Two, are they going to know where to go with that and who to talk to? Do you think the safeguarding training is good enough?

227. A. No, I don't, because we get a refresher on it. I couldn't tell you what the complete safeguarding training is like now, because I haven't sat in an ITC with James or Conway, because they do the safeguarding training. I don't know if they will do it scenario-based, because scenario-based I find is always quite a good tool to use.

228. Mr Marsden: People can get their heads round that?

229. A. Yes, because I used to do the training for Welfare, the Welfare package in an ITC and I don't know if they still do that now, it is still on the drive and people still look at it. I had a scenarios pack, so I would break it up, so it wouldn't be all PowerPoint, it would be broken up into groups 'How would you deal with this scenario? How would you deal with this scenario?' I based it on my real-life experiences and I will give you a prime example - do forgive the language here because I am just going to repeat exactly what was said.

230. Q. Don't worry, we will have heard it before, I am sure.

231. A. It is not that bad, when I say "language".

232. A detainee came in and said that his roommate had told him to go up to Healthcare and grab some condoms. Then turned around to him and said 'Don't worry, I'm a giver.' He asked 'What's a giver?'. The Diversity Manager quickly, swiftly came in. It was a case of 'Right, what would you do in that

situation?' and I am talking about DCOs, 'What would you do if that came to the DCO?' Yes, you would quickly divert it to the Diversity Team, but what you would personally do is go with that person so you would then learn exactly what the Diversity Manager would do in that situation. They were moved to a safer location, because it was also asked about 'Has anything happened? Have they made any advances?' That is something that I used to discuss in the actual ITC. I know exactly how quickly and easily that can actually be resolved, but when you are new you don't.

233. I used to have six scenario-based things, which would also include a self-harm. I used to break it up and get the people involved, so it just wasn't all death by PowerPoint. I feel that some sort of training, which would involve real life scenarios would be beneficial to the ITC. In answer to the question about 'Would they know where to go to?', I think their first port of call would always be their manager.
234. **Ms Lampard:** What about your brother DCMs then, because I think they are mostly brothers, what do you think their grasp of some of these safeguarding issues is?
235. **A.** Some of the more experienced ones have dealt with it before, but we have got a fresh lot of DCMs that have come, but they are experienced on the wings, wherever they have been placed before, but as a DCM they haven't been that experienced about managing the staff and actually have they had that because is it one they were passed on before?
236. I am quite a firm believer in seeing it through from 'Right, this is the issue, what is your resolution to it? Come to me with resolutions, don't come to me with problems, in effect. What is the problem, but what do you think would be best?' and then guide.
237. **Q.** ACDT, do you have enough assessors for that?
238. **A.** We did do. I am trying to think how many we have now. On my side of the shift, we certainly have a fair amount, I would say more is better, because I think it is a good training. I wanted to do ACDT assessor, but with my Welfare it would have been a bit of a conflict. Then I stepped up to the DCM role.
239. **Q.** One of the things that HMIP have said, I think, is that ACDT people are assessed more by observation than by actually interaction, that is what they said the last time they were here. Do you think that is fair or do you think that interaction between staff and detainees is quite good? What is your view?
240. **A.** I think the interaction between staff and residents is fairly good, they are fairly good, sometimes they don't record enough. I will always record someone coming in to see me, whether they have asked for a toothbrush or toothpaste, so you also see that they are actually trying to take care of themselves, so that is me. I think people look, as an ACDT, and see what the level of observations are and think 'That is what we have got to do.' I try and say 'That is a minimum, it doesn't matter how much you put in there, that is a minimum, so every interaction you should be putting in there.' I don't think we record enough, because sometimes we might interact with them for half an hour and have a good conversation. I think it is a fair point to say that and it is a legal document, so you could probably get more from actually talking to perhaps the staff members about that individual than actually you could read in the document.

241. Q. Handovers - I know the handover of shifts, I don't know how long it is – generally what is the handover between shifts?
242. A. The handover is usually so the night shift will start at nine o'clock and we tend to finish at quarter past –
243. Q. Do you think those 15 minutes do get used for meaningful handovers?
244. A. No, because I believe we lock up at nine o'clock and if you are trying to lock up 140 people on a wing from nine o'clock.
245. Mr Marsden: And do the handover?
246. A. More experienced staff will stay on and give them a full, proper handover, at least one person will stay on and usually the one they have deemed in charge of the wing. I don't see why, there should be at least someone who is going to be able to tell you everything that has gone on.
247. Ms Lampard: Do you tend to think that handovers happen by just reading the books?
248. A. No, I think there is a brief handover, like I would say, it is not good enough.
249. Q. It is too brief?
250. A. I think it is too brief, but also, I personally feel and I think Steve Skitt, the Deputy Director, is in favour of this as well, we have a morning meeting and in the morning briefing we go through the handover, I would prefer it if it was like a wing handover with managers to the staff to say 'Right, we have got this person on here, this has happened yesterday about this person, we have got these SDTs, these are the observations', and also in there you go 'Right, it is your second day of the shift, what are the trigger points for this person?'.
251. Mr Marsden: The eight o'clock handover at the moment is a sort of management handover?
252. A. 'We have got four on the B part of the ACDTs, we have got six on the C part.'
253. Ms Lampard: It is not an individualised handover?
254. Mr Marsden: Is it a sort of global picture?
255. A. It is a global picture, it needs to be specific.
256. Ms Lampard: What happens in the morning handover?
257. A. That is the morning handover. Which part?
258. Q. On the wings. You have told us about the nights when they are locking everybody up and therefore it is very rushed. In the morning?
259. A. I think sometimes it is extremely rushed, because we are supposed to unlock at eight o'clock, but sometimes that morning one, because it is only 10 minutes, might be two minutes/three minutes/four minutes past eight and one staff member is going down to get the trolley, the other staff member is going to relieve the night staff, the night staff want to get home.
260. Q. They go at eight o'clock?
261. A. They are supposed to go at eight o'clock, but it is generally a few minutes after, because they do give a brief handover.
262. Q. What time are the shift's morning staff meant to arrive?

263. A. 7.45, but you then have the morning briefing. Do you see it is difficult, because it is such a long day? I know years back, you are probably talking about eight years or so, they agreed that the shifts would be less days and longer hours, but then is that a majority nowadays? It might not be. You can then get proper handovers and then you know you have then got staff that if they have to be utilised for a certain controlled restraint or you have then got maybe a better recovery period, if you like, because you have got the time, but you look at it as a bigger picture. Then, you also look at it from a budgeting point of view, staff-wise, how many extra staff, because you will need extra staff for that, because it is earlies, plus lates or nights or whatever. It is a shift pattern, you need to make sure you have enough staff on each particular week, because, in my eyes, if we are manning the courtyards you need three staff on that wing at all times and that one to manage the courtyard. If you have a manager as well it will run and it will run perfectly.
264. Q. Your idea of the optimum would actually be three DCOs, one DCM and a courtyard person for each wing?
265. A. For an optimum, because if you have, say, a DCO maybe doing an SDT review, they might not be on the wing. If you have then got your four staff, you have one that is doing the courtyards, you have then got three staff on the wing. If you have then got another one who has to take someone down to the kitchen or to discharge, you have then got two on the wing, but they should be back fairly soon. Do you see what I mean? You have got that and what does work in the centre is the presence. I don't know if you have an interview with him, Chris Donnelly, who is a DCM, he is on the opposite side of the shift now, he is now an Oscar 1, he will tell you about it. Just ask him about his patrollers, because when I first started it was all 'Where are my patrollers?' I would say it in a Scottish accent, because he has a broad Scottish accent, he is from Dundee, and he was always 'Patrollers, patrollers.' We used to have people patrolling the internal corridors, so that would prevent the smoking, because you have then got the warning system. That is another thing that doesn't work, because people don't know and I don't know what George teaches in the ITC about how to issue a warning properly. We have still got people that put verbal warnings, there is no such thing as a verbal warning – the first, the second and third.
266. Mr Marsden: That has to be written?
267. A. Written warnings and they have to be written and written, pretty much, exactly the same on the system and they have to be written in the history sheet. A copy has to be given to them and a copy has to be placed in the history sheet.
268. Ms Lampard: What would happen on one of those, once you got to three?
269. A. Once you got to three, you would have a reward review, the detainee would have a reward review, which would date and time exactly what the warning was for, why it was issued, who it was issued by.
270. Q. Then that required you to have some sort of meaningful incentive or reward, didn't it? Do you see what I mean?
271. A. Yes.
272. Q. You could take away something.
273. A. Yes, it is always a takeaway, because you don't have one to say 'There you go, there is a good behaviour award', do you know what I mean, which, I

suppose, is an idea, isn't it? If you get good behaviour awards you then get an incentive. What would that incentive be? It depends, you would have to look at what talks to people, maybe a bit of money on their account for a drink and bit of Diet Coke. Red Bull energy drink seems to be the thing. I don't know, it is hard what you can incentivise, but certainly something like that helps, one thing is people love to smoke. They could build up their money to purchase something or purchase something to send outside to someone.

274. **Mr Marsden:** Stewart, there are two things that come out of this for me. One is there is the whole staffing numbers on wings and what is optimal. One of the pieces of evidence I think that we have heard quite strongly from some people is the lack of meaningful activity, and particularly people not being able to go into the courtyards, is actually a major source of frustration and ill-discipline. There is the impact of not having enough staff and the regime generally, but the other thing that seems to have happened is the consistency about the application of policies, so your point about there is no such thing as a verbal warning, it has to be written down and you have to do it properly. It is that consistency of practice, by DCOs, that is really, really important.
275. **A.** Absolutely, it is important.
276. **Q.** Who is guardian of that? Who, in this organisation, says to a member of staff 'You don't do it that way, you do it this way'? You are, but you can't be everywhere, all the time.
277. **Ms Lampard:** You are more experienced.
278. **A.** Yes, I think that is the difficulty and it is about having that consistency. If you look at, if I had a piece of paper I could just jot down a few notes so I knew exactly what, because I was going to bring it on to the activities, because you asked quite a bit in there. Do pick me up on other bits as we go through, so I am going to try and remember where I want to go.
279. With the activities, you are completely right, if you had enough staff you would be able to open the courtyards out, which would give meaningful activities. However, also on top of that, when Ramon used to do the activities, he was the Activities Manager.
280. **Mr Marsden:** He has gone to Tinsley?
281. **A.** He has gone to Tinsley and he has gone part-time now. He would maintain the gym, which was because he was able to maintain the gym, which, in one way saved money for the company.
282. **Q.** You mean maintain it as in fix things?
283. **A.** Yes.
284. **Q.** Okay.
285. **A.** We had Activity orderlies, so, yes, we have Gym orderlies now, but we had Activity orderlies that would actually purposefully go out and do competitions, because there used to be an incentive that if you won a competition you would get £2/£3, depending on the competition, £2/£3/£5 type of thing sometimes and there used to be a budget for that. Now, I don't know, because there hasn't been a proper Activities Manager since Ramon was moved out of that position and put down to Tinsley.
286. **Ms Lampard:** When was that?

287. A. Unfortunately, I couldn't tell you.
288. Mr Marsden: Six months ago?
289. A. No, I think longer than that.
290. Q. Longer.
291. A. Maybe a year, maybe a bit less. Sorry, it is difficult to gauge.
292. Q. The impression we have from talking to other people about Ramon is that there would be a structured programme, week by week, with some fairly engaging things going on?
293. A. Yes, they would be engaging. There were always football competitions on certain days, always cricket competitions and volleyball. Since the volleyball post got used in order to try and attempt an escape or something like that the volleyball posts were brought down. They had a basketball post, they used to have basketball fixed on the courtyards, so sometimes you would have basketball going on and, not to stereotype, when you get people like Georgians coming in they used to love playing basketball. Then, they put a post up and the escape that happened with one of the Albanians, he was able to climb the anti-climb post, so that was then taken down. If you look at alternatives to maybe the basketball nets, but the netting is at a low stage, because when you play basketball, I love basketball, so I do know you have got the trajectory of your shot, so I don't know whether it would work that well.
294. Q. As a matter of interest, when Ramon went down to Tinsley, why has he not been replaced?
295. A. He was, there was someone that came in, David Brackleridge, who was on the Operational side, he went in when it was being refurbished and he was overseeing that. Then he came to replace Ramon, but he had several periods of sickness and whatnot, which meant that he was only in really infrequently over a period of time.
296. Q. He is not here at the moment?
297. A. No, I think he has actually left now. He did some knee damage carrying a printer for HR, he never came back.
298. Yes, but we used to have these Activity orderlies and they were able to have access to the wings, they could do table tennis competitions, pool competitions, table football competitions. We would also then be able to do bingo every so often and bingo is so popular. There used to be a Christmas programme - there was no Christmas programme this year for anybody. We used to have a Christmas timetable, Activity orderlies would know it. I remember one Christmas, when I was first in Welfare, because I know how to run activities, I was the only person who knew, I was in the Library, the IT was actually shut down because there was an issue with the server at the time, which, unfortunately we have every so often.
299. Ms Lampard: Is that still going on, incidentally, the issue with the server, at the moment?
300. A. As far as I am aware, no, the IT is up and running. There is an issue with the access, it is basically looking at the policy that the Home Office say and looking at what the new IT guy –
301. Q. It is the firewalls, have they sorted that out though?

302. A. As far as I am aware, no.
303. Q. Right, so it is still very difficult to get some websites?
304. A. Yes, because what has to happen is we can check the websites, but we don't know 'Are IT okay?'. I don't know if I go into a website if they can then go off onto another website and this, that and the other, and that is what we have to check. Our IT guys will go 'Okay, right, it is up to the Home Office if we are allowed access to those sites' and the Home Office will go 'It is up to you guys to - ' It is kind of in limbo that one.
- Sorry, then with the activities, we have lost the Activities Manager, so there is no cohesion there and then you have lost a lot of the Activity staff as well. I think there is one that has been here for longer than a year, the rest of them have all been in Activities for months.
305. Mr Marsden: The lack of that and the potential impacts or the real impacts on the centre?
306. A. You have seen it.
307. Q. It is significant, isn't it?
308. A. You have seen it.
309. Q. Is anyone discussing that?
310. A. It is part of Juls' remit as well, so I would have thought he would have picked that up. They have just opened up the cinema room and with the cinema room it actually does get people in there and actually it does work. That is what you have got to look at as well, in terms of the support officer role, to go out the support officer can be used, but then you haven't got anybody overseeing the sports, you haven't got anybody doing the Cultural Kitchen, which is another issue as the moment. Yes, you can see that all those little things have made an impact onto perhaps boredom, if you would want a word for it.
311. Ms Lampard: Do you think it is contributing to people misbehaving?
312. A. Absolutely, it could well be. If you give people something else to do they don't look for another opportunity to do something else.
313. Mr Marsden: Something mischievous?
314. A. Yes.
315. Ms Lampard: You have had a lot of experience of this place, how does it feel at the moment, in terms of volatility, unsafe?
316. Mr Marsden: Can I give you a measure?
317. A. Of course, you can.
318. Q. If one is safe and ten is on the edge, where is it?
319. A. On the scale?
320. Q. One to ten, one is safe and ten is unsafe.
321. A. Okay, so at this precise moment in time you are probably looking at around about the six to seven mark. I am saying that simply because it is kind of almost the unknown, if you like, because we have some detainees that are a little bit mischievous, if you say, plus we also have a high percentage of

certain nationalities. Again, I don't mean to stereotype, but if we factually look at the facts you do tend to sometimes get a spike and we saw that over the Christmas period as well. It will be with the level of staff as well, if you had the level of staff that safety factor would come down, so there is the potential. That is why I say it is six to seven, it is because of the potential. I wouldn't say it is on the edge, because there are times where it could be, it goes through periods, periods of spikes and then drops. Like you said, potentially, there could be things that we could do but I think our hands are tied in what we need to do, and then what we could be doing, if we had that staff. We could be then looking at extra things which could be put into place, which would actually benefit everybody.

322. Q. You have 30 off sick and you want to get them back to work and to stay.
323. A. We have got some that are coming back.
324. Q. You have to take the pressure off somewhere, haven't you?
325. A. Yes.
326. Q. Having a regime and protecting it would seem like a really good sound thing to do?
327. A. Yes.
328. Q. We have only got another 10 minutes, but I had some questions I wanted to ask?
329. Ms Lampard: Yes, I have a couple too. I just wanted to know about suicide prevention and self-harm after serious incidents. This is slightly a yes or no question, staff are meant to have support and then there is meant to be a debriefing. There is clinical supervision for people after they have witnessed difficult things – does that happen?
330. A. Yes, often. As far as I am aware, often. From where I know, because as soon as something happens they are sent to the staff room in order to get away and then someone will go with them or someone from the Care Team. I am actually a member of the Care Team.
331. Q. Do people use the Care Team?
332. A. They do, but I do find that people will tend to go to the support network of people they find most comfortable talking to. A lot of people do come to me.
333. Q. There is also meant to be an annual staff consultation with all those staff who work in areas of high self-harm, to ask them about the sort of support needs they might want and to implement a local action plan. Do you know if there has been that sort of general consultation?
334. A. Not as far as I am aware, no. It's not 'Let's take everybody off the shop floor, have the consultation about it.' If you are looking at a high area it is certainly Eden Wing.
335. Q. I am just generally getting the sense that there isn't much of an opportunity for staff here to have debriefs, to have their input, to speak to senior managers about how things might be managed better, that sort of give and take, up and down. It doesn't seem to be happening very often?
336. A. I think Lee is quite approachable, but he has other things to do.
337. Q. Yes, but there aren't really any formalised venues for that?

338. A. No.
339. Q. There aren't staff forums? There aren't regular staff debriefs?
340. Mr Marsden: There is quite a strong sense which I get from our other interviews, that people see it as quite a sort of punishing culture, punitive culture, that if you raise concerns you are quite likely to be subjected to an investigation or you will suddenly become the focus of some attention. Is that right or is that people –
341. A. It is not right, is it, it is not right at all.
342. Q. No, but is that right though?
343. A. I believe you are right in terms of –
344. Ms Lampard: That is how people feel?
345. A. 'Where does it go if I raise it?', because you do have that.
346. Mr Marsden: Does that happen though or is that a misconception?
347. A. No, I don't particularly think it is a misconception. Again, I think it is down to the individual and the way you approach things, but potentially you could look at it and go 'Right, there are some things that don't seem to be right'. When you are not in the loop you don't know the full picture from both sides.
348. Q. It is sort of how you raise it, isn't it?
349. A. Yes, it is how you raise it, but, like I said, HR is Human Resources, who look at the human side of it, so you are actually supposed to be there for your staff. Whereas I would say they are there for management is the way it looks. I don't have too bad a rapport with HR, but that is because I will bring up people that are in crisis and talk things through and try and help them out, but that is the way I would deal with things. Whereas I feel that some people don't feel that HR are approachable in certain matters, yes, they deal with the policies and procedures, but you have to look at them as an individual. There are exceptional circumstances that do happen.
350. Unfortunately, one of my guys' nan passed away just before Christmas, his dad isn't that well and out of character he has started drinking all the time, he used to only ever have a pint a week but now he is drinking all the time. His job was a bus driver, he got caught drink driving, so he has now lost his job, so this guy here is now the main breadwinner for his family. He has found out, just recently, that his nan is still in the morgue because he thought his dad was dealing with the funeral expenses. He is about 23, he is now trying to cover and arrange this funeral because his dad is not fit to do so.
351. Q. Not capable of doing so.
352. A. His dad was in hospital. I have helped him out by getting him some funeral directors' numbers, I have not only supported him inside of work but outside of work, just checking up, seeing that everything is okay with him. I talk to him, 'I think I can get you some annual leave', recently and his compassionate leave that he needs, and anything he needs then he knows he has got my number, he knows he can contact me at any time whether at work or whatnot. But, I think that has come from me, that really should be something that –
353. Q. Yes, that the organisation does?

354. A. The organisation should be able to help out with that, 'You are entitled to compassionate leave'. I have said, 'Are you a member of the POA, because there are members of the POA that also will be able to help you through it if you need it. You have got First Assist', I know he has, if he needs some help and that, in that way as well. You have to look at that side of it, in terms of people don't feel they can approach the right department, which is where he really should be approaching. It really is like that and people do feel that if they do raise points of safety that it will be like falling on deaf ears and they are made an outsider for it.
355. Q. I know I am jumping around slightly, because I just wanted to pick up issues with you that I think are things that have come up, for me anyway.
356. A. That is fine, sure.
357. Q. The Security Department: there is sense I get that the focus of the Security Department is quite orientated to staff issues, rather than the centre. I am not saying it is true, but what is your sense of that?
358. A. No, I would say the Security Department probably needs more people because of the workload that they have. If you wanted to break it down, yes, they could have someone that could be looking at staff issues, they could even have some people that are looking at the other types of issues. Security aren't on the shop floor, they can look at cameras but they are in their office. I am not saying that they shouldn't be in their office, but I am saying that they are in their office and they don't work on the shop floor, so they don't know how it feels on the shop floor. We pick up because of the rapport; I will pick up street names and stuff like that and I will report that, because it could be a key to something that they might be looking at, I don't know, it could be the culture. They only go by what is reported to them, so that is where you have that side of it.
359. Now, when you are saying "Security Department", if that would have come from the SMT, it is not like necessarily Security are trying to entrap people, if you like, the initial investigation or whatever will come from a report or something that has been highlighted.
360. Q. They are responding to stuff?
361. A. Yes, they are responding to stuff and the people that do that work are the DCOs or the DCMs of that department, but it has actually come down from somewhere else and they are actually doing that work. That is what they have been told to do and they are obliged, like I said, they are responding to what is being reported to them.
362. Q. Your assessment is that post-*Panorama* it hasn't become more that Security are more interested in staff and their activities, it is more balanced than that?
363. A. Yes, but you do have to say, it is a reported thing and post-*Panorama* we are supposed to report one of your colleagues if you see there is a professional issue.
364. Q. Yes, sure.
365. A. Which is right, but you have also got to have that confidence in the confidentiality side of it as well, so I think that is sometimes where it will fall down.

366. Q. Drugs and their entry to Brook House, post, visits, or other means, officers/staff bringing them in or whatever, what is your sense about how well that is being tackled as an issue?
367. A. Fairly recently, there hasn't been as much as seen previously. There has been some, but I was here on Christmas Day when there were 28 cases of it all in the same day, but, saying that, there was an issue with it. Where it was coming in from I couldn't tell you. You could say is, is it a lapse in the visitor staff, is it a lapse in the post? We intercepted some in the post, quite a vast quantity before. It is about building a rapport with the detainees, because sometimes they can give you valuable information. It is determining where that source is coming from, from a Security point of view.
368. Q. Yes, I suppose what I am asking is do you think, as an experienced DCM, that enough is being done to deal with the issue? Could you say that there are other things we should be doing?
369. A. In the end, I couldn't tell you what is being done. I would imagine it is being monitored from a Security point of view. We do have searches and I personally feel, that from the Gate House through there should be something like you would have in an airport, because you shouldn't have any issues having a search, because it is going to protect yourself, because if you are bringing something 'Oh, I forgot that is inappropriate here', if you have got a fork or if you have got an aerosol can, because you brought it because you were doing the C&R training and you left it in your bag or you go 'Oh, I brought my wallet in', you return it, because things like that can get picked up there and then, straightaway, that is one thing, because staff search as well is going to be a deterrent of bringing anything in.
370. I am not saying the staff do, but it could possibly be a way and that is all staff, Home Office staff, everybody that walked through that door, because you shouldn't have anything to hide. I was subject to it when I was working at the airport at the time, no issues with it whatsoever, okay. But, if you feel someone is being a bit more intrusive then, of course, perhaps there is a camera there and touching you in the wrong places, if you feel like that, because sometimes I have heard that before from searches over in the airport, where they feel that members of staff are a bit too sort of 'Hang on a minute', but you have to have that in place anyway. I am just saying that would be one way to be a deterrent.
371. Staff-wise at times there has only been one for the visits, there should always at least be two, so you are looking at it that way as well. A lot of it comes back round to staff and you have to have the experience, because people don't necessarily know what they are looking for as well. I have got the right to search - I don't know if people enforce that enough or are confident to enforce that.
372. Q. If someone smoked spice, is their room searched automatically?
373. A. Generally, yes, I would always do a room search, I would always check around the room to see what was there or if there was anything.
374. Q. Yes, but it comes back to that consistency issue, doesn't it, and that people feel confident, 'I know I should do this, I will do it.'?
375. A. Absolutely, it is like 'Can we do it?'.
376. **Ms Lampard:** You don't have to get Security's approval for a room search, do you?

377. A. No, absolutely not, you just have to do a room search certificate and I would always encourage my staff to do it if they felt that way. We room-searched one person's room I think three times, because he had three separate occasions and we were going 'What have we missed? What have we missed?'. Then we thought we had intelligence that it was actually in the laundry room, so we then did the laundry room as well.
378. Mr Marsden: Did you find anything?
379. A. No, we still didn't find anything. Sometimes people know you are on to them and they then pass it around. Quite often, we are quite successful with searches with people, we found €50 once, that was in a sock which you generally wouldn't think you would necessarily find, but it is what you are looking for. I remember when I did my first room search I came across some powder and I was like 'I don't know the difference between this and any other sort of drug.'
380. Q. Talcum powder and coke?
381. A. Yes, because you don't, so on that side of it as well, that comes with experience because of what spice can look like, because there are so many different ways. In general, 'Oh, okay, that is weed, that is what weed looks like.'
382. Q. We should end because we have just gone over by three minutes, but I suspect we might need to talk to you again.
383. Ms Lampard: I suspect we will, we will be around, so if there is anything.

[Interview concluded]