

**From:** "Skillen, Paul"  
**Date:** 24 November 2013 20:08:14 GMT+10:00  
**To:** "Wyllie, John"  
**Cc:** "Sheridan, Scott"  
**Subject:** **Current IRT structure and readiness.**

Dear John,

With regard to our earlier conversation, and my concerns regarding the IRT, please find my thoughts below.

Firstly, with regard to the current IRT supervisors, I note with some concern that on a consistent basis, ex pat officers are being placed in charge of the IRT as supervisor, who either are not supervisors, have no knowledge of IRT procedures and training, or both. This leads to concerns regarding the consistency of training drills, consistency of leadership, and more importantly, leaves both G4S as a company, and the individuals concerned, liable should anything untoward occur.

Secondly, with regard to the current IRT structure and training. Because of the above points, along with a lack of any formal training/drill program, I feel that the current IRT is woefully unprepared for any incident that may occur, which is of higher risk than the current minor incidents they are being asked to deal with. They are being given a training course which is only marginally more in depth than the basic course, and although very good, the skill sets being trained need to be drilled and practised on a regular basis in order to be effective. Although the PNG nationals are very keen, we are subjecting them to a higher risk position with no previous experience and only limited training to do so. In addition there is only 6 complete sets of PPE for any major disorder within the centre.

Thirdly, the current structure of the IRT is just not working. I feel it needs to be completely revisited. I understand there are some plans afoot, however, I feel the centre is currently a tinderbox ready to ignite. The intelligence being received at the moment, I am led to understand, supports my thoughts. In the event that the tinderbox ignites, the centre will be totally unprepared, and members of the IRT and other staff will undoubtedly get hurt, some badly.

I feel the structure of the IRT should be revised to one similar to that used in the prison system, and the UK police services. That structure would be something along the lines of a 3 tier system, with the initial tier (Tier 3) being made up of every single SSO and supervisor being trained to the same basic level. Tier 2 being made up of a system similar to our current IRT, with staff members having some basic additional training and tactics, so they can offer a support role to the top tier. The final tier (Tier 1) should be a mix of ex pats, and nationals, who are trained to the highest standards, and whose role is purely that of an Incident Response Team. They would be undertaking fitness training to cope with the demands of the role, or undertaking drills to make any response to a major incident second nature, training constantly to be in a state of readiness, or on standby. In addition they could be utilised as a close protection group for and VIP's that wish to visit the compounds, to prevent further cases of VIP's being mobbed by clients as they have been in the past.

I have some real and grave concerns about the above mentioned items, and I feel that I must raise them with some urgency. I have been placed in the position of IRT supervisor for 11 of the last 12 shifts, and the more I have fulfilled this role the greater my concern has been. I have undertaken the IRT training and have some previous public order training from my police service, however I feel that even this is inadequate for the potential problems we face.

I submit this email for your information.

Regards

Paul Skillen

Supervisor

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