

Confidential

Independent Investigation into Brook House

Monday 27 November 2017

Interview with Ms Michelle Brown

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

Independent Investigation into Brook House

Monday 27 November 2017

Interview with Ms Michelle Brown

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

[Introductions]

1. **Ms Lampard:** Michelle, please could you begin by giving us your full name and your address, because that will be the address to which your transcript is sent, or email.
2. **A.** My full name is Michelle Clare Brown. My address is [redacted] **DPA**
[redacted] **DPA**
3. **Q.** Michelle, tell us a bit about your background. What are your qualifications, what has been your working experience?
4. **A.** The highest that I was educated to was A Levels in English and Media Studies and then a Diploma in Communications in Journalism, which was City and Guilds radio print and journalism. My working history has always been completely different to working in a custodial environment. I worked in finances, I was a trainer in an insurance company, I worked in The City for [redacted] **Sensitive/Irrelevant** was a team leader that headed up a lot of the training aspects for new people. I had no experience prior to joining G4S.
5. **Mr Marsden:** Of custodial work?
6. **A.** Of custodial work at all.
7. **Ms Lampard:** When did you join G4S?
8. **A.** My official start date was 10 December 2008, where I was successful as a Detainee Custody Manager. Brook House had not been built at that point. I had two weeks training at Tinsley House and then completed an ITC from 5 January and then finished six weeks training and then went straight in as a Detainee Custody Manager.
9. **Q.** Into Tinsley House?
10. **A.** Into Brook House. I was appointed into Brook House when it first opened.
11. **Q.** What day did it first open, can you remember?
12. **A.** March 2009. We started accepting detainees into the building.
13. **Q.** You start as a DCM and then you went into what?
14. **A.** I started as a DCM, it was an Oscar 2 role. That primarily looked after reception and visits. Then probably within a number of weeks, I took the post of the Oscar 1, which oversees the deployment and operational management of the centre.

15. **Mr Marsden:** On a daily basis?
16. **A.** On a daily basis and nights, some nights would be involved. I was the Oscar 1 for about 18 months. I then completed a short term secondment covering the residential units.
17. **Q.** Michelle, has G4S always held the contract here?
18. **A.** From Brook House, yes.
19. **Q.** When Brook opened, which is when you started, G4S was the provider?
20. **A.** Yes, it was in a transition period from Tinsley House, that used to be GSL. We were originally all employed as GSL, but by the time Brook House had opened we had changed our T&Cs to G4S. I have always worked for G4S. I had short-term secondment for every one of the residential units and then I was promoted to a residential E1 manager, but that was at Tinsley House. It was myself and Nathan Ward that worked at Tinsley House for two years. Although it is titled residential manager at Tinsley, you have a lot of engagement with other stakeholders. A lot of customer-facing, Home Office, IMB; you do not have an Operations Manager so you oversee almost the whole building.
21. I was in post there for a couple of years. I was then promoted to a senior manager in 2012. Returning back to Brook House, my original title was Head of Care and Regimes. The post included safer community, safer custody, diversity, training, staff detail, complaints, chaplaincy, stores and activities. We had the education department and then it evolved in 2015, to the Head of Safeguarding. Some of the elements were lost and I inherited detainee reception and the inductions. It was put under one umbrella of early days in detention, as well as the safer community and the diversity aspects.
22. **Ms Lampard:** What did you lose?
23. **A.** I lost from that the activities and complaints, chaplaincy, staffing and training.
24. **Mr Marsden:** Michelle at the outset, the purpose of Brook House was, just in your terms, how would you describe it? I know it is an IRC, but what was it for?
25. **A.** It was short-term holding facility pending people to be deported.
26. **Q.** Short-term being?
27. **A.** Up to three days. Fairly early on there was realisation that it was not three days, because we would see the same chaps for a number of weeks. In terms of short-term, it's not. There are some people now, that might be here for an hour, or two hours, but you tend to find that we will have a number of guys that have been here for considerably longer. Alternatively, you will see the same guys again. You will see them be released and then come back into detention on a number of occasions.
28. **Ms Lampard:** Can I just ask, Head of Safeguarding, does that continue to be your role?
29. **A.** No.
30. **Q.** Now what is your role?
31. **A.** Now my role is Head of Security. I moved over from Head of Safeguarding. Head of Security had a vacancy for over a year and I had taken my department to as far as it needed to go, I could not really go much further. I had taken it to a really good place in my head and I needed another

challenge. I had done safer custody for almost four years at Brook House, I took the vacancy for Head of Security, as a new challenge.

32. Q. When did you start that?
33. A. Officially, I started at the beginning of June, but I was in Alaska until the middle of June and then I went on a local corruption prevention course. I think my first day back at Brook House was towards the end of June.
34. Q. What does Head of Security cover?
35. A. It covers security, I look after the Oscar 1 group. The Oscar 1s are the incident managers. They currently oversee areas this side of the building, which is not the most effective use of the Oscar time. Their role is to be out-and-about and present and dealing with incidents that side of the building. At the moment my Oscar 1 group deal with gatehouse and post, etc. I have put the proposal that we need to rethink their responsibility.
36. Q. They are dealing over there as well?
37. A. Yes, they do.
38. Q. You think this is a distraction for them?
39. A. Yes, absolutely. The Oscar 1 group review people that are in CSU every day, but that is not their area of responsibility at the moment, so it is a little bit muddled. The proposals in it, Lee is very happy with it. We are waiting to reshuffle it and say you are the Oscar 1 group, this is your area. I look after the Oscar 1 group, I also look after visits at the moment. Visits traditionally has been, it's not performing very well. It is missing lots of KPTs (key performance targets). There is a contractual delivery that we must adhere to and it's been failing for a significant period of time.
40. Q. What do you think those targets are that it is missing? Things like getting people into the visits room in time, the number of searches, what sort of things are there?
41. A. Brook House has had an increase throughput. So with the increase throughput, there are more people that are going to be passing through the visits area. It has become increasingly congested because other things have been put in that area, for example, the welfare department has moved behind there, which has increased the throughput. We have had a lot more scrutiny from the Home Office, increased scrutiny from the Home Office about late visits. Historically there has never been any way of measuring the performance and I think since we have started to record and measure the performance, the Home Office is open to more scrutiny, they can see it and they dig a lot deeper into the delivery of it. The staff there have been unloved in my opinion. There has been no Head of Security, so in terms of day-to-day engagement it has not been there.
42. Mr Marsden: Are they static?
43. A. Yes.
44. Q. So it is not that people do not move around day-to-day, so if you work in Visits you work in Visits.
45. A. Yes, but in terms of profile, it has 14 people in the group, which is profiled for four each day. They will do four in the morning, which is the legal and then it splits in the afternoon, two do the social visits and two continue to do the legal. Out of those 14, I think there were eight that accounted for vacant lines

or non-contact. They were not able to fulfil a DCO role. There is some pain there, in terms of having continuity of staff and stability of staff.

46. **Ms Lampard:** The other issue that just strikes me and we will come back to security and action security later on, but just so we have early warning on it. There is an issue, isn't there, about what is getting through in Visits, is that something that you are concerned about?
47. **A.** Yes.
48. **Q.** Is that something the Home Office is concerned about?
49. **A.** The Home Office locally have not raised any concerns about that coming through.
50. **Q.** Is that where you think most of the drugs are coming through?
51. **A.** Not necessarily. It is a bit cat and mouse. There will be a real theme of property. Things will quite often come through and we will have a number of finds through property. Once we identify that, it will then move to visits. You will have a theme around it coming through on visits and then once visits settles down, you will find it will come through in post. We will have a theme of it being found in post. It is a weakness, as is the other areas of how it can come through.
52. **Q.** It is on your hit list?
53. **A.** Absolutely.
54. **Mr Marsden:** People sort of game the system as in, we know they have tightened up in visits so we will now use post.
55. **A.** Yes. At the moment we have a record number of people that are on closed visits. I have imposed closed visit status on a number of our nominals and banned visitors.
56. **Ms Lampard:** How many have you got now?
57. **A.** We have six that are on closed visits and we have normally sat at one or two. At the moment in line with the DSO, which is really clear about having justification to place someone on closed visit status.
58. **Q.** It has to be authorised by the Director, doesn't it?
59. **A.** For a detainee, yes. For a visitor, it has to be the Home Office. I will present my findings to the Home Office and I wait for their sign-off to say they are happy for this person to remain banned.
60. **Q.** Are they six detainees or six people you have identified?
61. **A.** Six detainees.
62. **Q.** How many visitors have you got on the list?
63. **A.** 12. I can provide you with a list, they are reviewed, the DSO says they have to be reviewed.
64. **Mr Marsden:** In both cases with closed visits with detainees and banning for visitors, is that hard and fast, we have caught you, or is that you are suspicious?
65. **A.** Your gold standard is we have caught you. This is what we found. However, if you are believed to be trafficking prohibited items, that is still justification to put the application form in.

66. **Ms Lampard:** The 12 visitors, they have been banned or they are subject to closed visits?
67. **A.** They have been banned. I think we are waiting for five to still be signed off by the Home office, we have put those applications in and the rest will remain on banned visit status. They will not be allowed into the centre but they are subject to review.
68. **Q.** Let us try and move onto Brook House as a whole. The detainee population. It has been increased, it was increased. When was it increased?
69. **A.** October last year.
70. **Q.** First of all, can you help me with some expressions. In the HMIP report it refers to 'certified normal accommodation number and operational capacity', can you help me identify.
71. **A.** You will have your certified number of how many rooms are available, or how many beds are available, on a daily basis. That takes into account your bedsits in Rule 40 and Rule 42. When somebody is in CSU they still need a bed on the unit for when your DS allows them back in, so your operational capacity might be a bed that is holding for someone that is in CSU, or it could be, you might have one chap in one room that is single occupancy, therefore the amount of beds available is reduced because you cannot put someone else in the bed with him. Your house role can be different to your occupancy role, because that bed is automatically out of place.
72. **Mr Marsden:** Operational capacity takes account of those.
73. **Ms Lampard:** The number you have in and can have in?
74. **A.** Yes, and that fluctuates depending upon people leaving, or people who have been confirmed single occupancy. For example, if you get three people in today which is single occupancy, your house role will automatically go down by six because you are taking two people out of the bedroom.
75. **Q.** The 60 who suddenly appeared in October, can you tell me, what was the process about? Was there a consultation on that, was it a surprise? How did you plan for that?
76. **A.** It had been talked about for a long time, for a number of weeks and months beforehand.
77. **Mr Marsden:** Talked about by who?
78. **A.** In our SMT, within G4S.
79. **Ms Lampard:** It was not your suggestion.
80. **A.** No.
81. **Q.** It was a Home Office suggestion.
82. **A.** Yes, that needed increased bed space within the estate and so the solution that G4S agreed to was, we can increase the ground floor rooms by putting a bunk bed in. My understanding is there were bunk beds in short term at Colnbrook and Harmondsworth as well, so it is not dissimilar to what happened in other immigration centres.
83. **Q.** What was your feeling about it at the time, what did you all think really about it?

84. A. In terms of safer custody, that was my hat at the time, I was concerned slightly by the size. I was putting three people in a room, it seemed a bit cramped. The reassurance I had was that it occurs in every other prison and so Steve Skitt - he is our Head at Brook House - had suggested it's really common, that is what it is in the prison estate. I risk-assessed it for some of the points in there, so there is an operating standard that people must have access to, things like notice boards, the ventilation system, the sprinkler system. As a safer custody I risk-assessed it in terms of some of my concerns that I had.
85. Q. Were you satisfied that all those risks had been mitigated or do you still think there are some risks?
86. A. I still think there are some risks.
87. Q. What do you think the risks are?
88. A. The general fixtures and fittings.
89. Q. Ligature points.
90. A. Yes. In terms of the curtain rail at the back of the room, I had a concern about. A use of force from someone from a top bunk was a concern for myself. How do you remove someone safely if they are above you, almost at height? There is a culture here that we have not, it would be new to staff to do that, we have not done that before.
91. Q. In your new role as security, do you have safer custody?
92. A. No.
93. Q. But equally you have experience about it.
94. A. Yes
95. Q. Some of these are crossovers, aren't they, security and safer custody. Sorry, I interrupted you. Your issues were things like ligature points, curtain rails.
96. A. Curtain rails, use of force. Some of the notice boards I was a bit concerned about how they were fixed to the back of the wall, you could still get behind them.
97. Q. What about things like the area of accommodation, people are meant to have somewhere they can put their clothes. Most people have an under-bed locker, what does the third person have?
98. A. They still have access to a locker. In terms of decency, the curtain that is placed over, is that ideal? Not necessarily, not all of them have curtains.
99. Q. Why not.
100. A. I think there was a distinct shortage. The HMIP report found when they visited last year about some of the curtains.
101. Q. Is that still the case do you think?
102. A. Yes.
103. Q. Anyway, you do not think curtains are necessarily the answer.
104. A. No.
105. Q. What about ventilation?

106. A. Some of the guys have commented on the ventilation system. When it has been commented, I will signpost to Facilities and say can you double check it, can you make sure it is okay, that it is working, if its doing what it should be doing. I am not facilities expert, but I will look from the reassurance from those. However, it was noted probably about three months ago, that some of the chaps on C wing were feeling quite hot, so I agreed for them to standalone fans as a solution to try and help with the situation.
107. Mr Marsden: Can I go back a step, do you know what problem the Home Office were trying to resolve by increasing capacity by 60. What was in their minds?
108. A. I think for me, in my experience of dealing with the Home Office, they will quite often ask for a cost saving. There are a number of factors, one will be a cost, that they will make a cost saving from G4S. I do not know how, I do not sit on those Board meetings, but I know that I have sat in meetings that have filtered down to my level, where it said the Home Office are looking for savings, can anyone make a suggestion about what we can offer back. As a cost saving, we have restructured a number of times within our SMT in order for efficiencies to be given back to the authority. I think we are a centre of choice in terms of removals, because many people will position here because we are close to the airport, so we will quite often find that other centres will transfer a number of detainees to Brook House, pending and big charters. I do not know if it is the immigration estate as a whole, they were looking for more space.
109. Q. When they make those kinds of requests, is the sort of attitude one of 'we must facilitate it, they are our client, we should do our best', or is there challenge?
110. A. Historically, yes.
111. Ms Lampard: What, a challenge?
112. A. Historically, I have worked with three directors and four different deps. Ben who used to work with us, would very much want to accommodate the Home Office. Lee at the moment, our interim Director, I worked with him previously for about a year, would be more forthcoming about challenge. Ben very much would want to –
113. Mr Marsden: Make this work
114. A. Yes.
115. Q. And treat them, as if they are the client you know what to do.
116. A. Yes. Ben was very accommodating.
117. Ms Lampard: We might come back to Ben and you will get a chance to say things off the record if you would like to. What is your general take on those 60 extra. Is it an issue, is it a problem or do you think you are coping pretty well with it?
118. A. For me personally, because I have always been used to the two rooms, it was a big change to see three rooms. If you are new into the centre and you do not know any different, then you tend not to question that. Initially we had a number of detainees that did not want to share, we still get detainees at the moment that are apprehensive about going into a room with two others. Others are fairly accepting of it and do not have an issue with it. I think in terms of a safe removal, that is a concern for me.

119. Q. Tell me about the staffing, clearly it needed more staff. Whose idea on what staffing was needed, was that a case of this centre saying to the Home Office, okay we will take the 60, but we are going to need x number of staff. How many more staff did you employ?
120. A. From my recollection it was 17 DCOs, two teachers, and a paid work coordinator.
121. Q. Do you think that has been enough?
122. A. On paper, yes, but operationally, no.
123. Q. What would be the sort of operational issues you might have that you think are not being met because of the staff numbers?
124. A. There is a real difference between the contractual delivery and what needs to happen for it to run effectively. The contract prior to the 60 beds was two people on a unit, two DCOs. When the 60 increased it went to three.
125. Q. On each unit.
126. A. Yes. That would be three DCOs. If I work on a wing day, someone needs to stand on the door and monitor the flow of traffic in and out and check ID cards, because detainees are not allowed on other wings. That is my job.
127. Q. That is out, that is gone.
128. A. If I need to do fabric checks, that is two members of staff. What happens when those two members of staff are doing the fabric checks?
129. Q. Was that not always the case?
130. A. There was always a difference between what is contractual and what needs for it to work effectively. We have always sat on three, we have always had three people detailed to the unit.
131. Q. Even before the 60?
132. A. Yes, so it was above contract.
133. Mr Marsden: Which provides for two?
134. A. Yes, and then when the 60 beds went in, it was another DCO that was added on there, so we operate on four, on a good day. That looks like, one person has to do the door, two would do the fabric checks, which could take an hour, someone might be managing the office. It could be, the courtyards at the moment are being manned, post-attempted escape. Someone will cover the courtyard for an hour from C wing and then someone will cover the courtyard for an hour from D wing and they alternate, throughout the day.
135. Ms Lampard: It is still too tight on the staffing, for your operational need?
136. A. Yes. I has helped that we have now got a DCM that is down there, so Lee implemented that a manager will be on a unit, a dedicated unit, every day.
137. Q. Each unit?
138. A. Yes.
139. Q. It is tight because you probably have four on a good day, plus a DCM.
140. A. Yes. That four, one might be taken for an escort and then the courtyard is an extra post. There was an escape in March 2016, where G4S had to give assurance to the Home Office that this is not going to happen again.

Sensitive/Irrelevant

Fiona Shipley Transcription Ltd

58 - Verita-Brook House-27Nov17-MichelleBrown [AMENDED] - Copy.doc

Sensitive/Irrelevant

Sensitive/Irrelevant

141. **Mr Marsden:** Can I ask a question about the movement of people within the centre and, if you are from B wing, you are not allowed on A wing. What is the rationale for that?
142. **A.** It is quite an historic one. When we first opened, all detainees could go onto each other's units. There were a number of allegations of bullying, there were a number of allegations of theft, of people going into rooms. When there was an incident, you would find that you would have one whole nationality that was able to congregate together, you cannot get away from it in the general association areas, but in order to minimise it happening on a residential unit, they do not go onto each other's units.
143. **Q.** In terms of your view, as Head of Security, that is the right call.
144. **A.** It is but, I look and what Colnbrook and Harmondsworth do, and forgive me if I compare but it is the only other centres that we have in estate that is similar to ourselves. They do it slightly differently. They will do it that you can go onto each other's units, but they will not have free association all day. They will allow A wing and D wing to go off and have free association, and C and B would be locked for the morning and then they swap over. They have it balanced, whereas our centres it is open all day, rather than keep them locked on the units.
145. **Q.** Therefore the potential for people moving about and ending up in different places is very high.
146. **A.** I do not think it is the best use of DCO time, standing on a door checking ID cards of people coming in and coming off. We have tried to look at the solution for that.
147. **Q.** Is there a technical solution to that?
148. **A.** There is a almost like an Oyster card barrier that has been installed on B wing, where, without having a member of staff there, you will be able to show your ID, the barrier opens and you will be able to go onto the wing. That has not yet been developed any further, because I think you can still jump over the barrier, so it is not as effective as we had originally hoped for. The thought process is that it is going to be more turnstiles.
149. **Ms Lampard:** Where is this?
150. **A.** It is on B wing at the moment. What that allows you to do is, you can biometric in and then you can gain access onto the unit and it is really good for data analysis as well. At the moment if you are going to the library and you show your ID card, the officer will say, 'great, we have got a Nigerian here', he will tick the box and that chap might be in there and go away and come back and we will say two Nigerians. We do not know if it is the same guy that is coming in twice, or if we have two different Nigerians. In terms of data collection, it will help some of the data collection to inform some of your activities. It will also enable you to track a detainee quicker, to produce him for his legal visit, if he has the 15 minutes you will know he has been in the gym.

151. **Mr Marsden:** You have got the time penalty looming.
152. **A.** That is a solution in terms of better use of staff and being able to have good data collection to inform what is happening and what your business is.
153. **Ms Lampard:** You have touched on slightly about the number, the question of the breakdown of the population here. Leaving aside that issue of we have 60 more coming here is that decent, does it work, can you actually cope with that number of people. There is another element to that, it rather depends on who you have in the centre and what sort of demands they are making on your centre. Talk to me generally about what you think about the population mix here at the moment. As I understand it there are now 38% foreign national offenders. It did go up to about 49% last Christmas. Do you know what the reason for that was.
154. **A.** It tends to sit around, depending on the house roll, it tends to sit around 34%, it is 37% at the moment. When you look at the population, it is disproportionate. We will have maybe 150 foreign national offenders, or ex-foreign national offenders, maybe two or three hundred people that have never been to prison, but the foreign national offenders are involved in more antisocial incidents or security intel reporting, so much more than the people that have not necessarily been in a prison environment.
155. **Q.** It is very important to you what that mix might be?
156. **A.** Yes, it is so fascinating, I am really lucky to have done the safeguarding role, to understand what drives that kind of behaviour, and now I can see it from a different perspective, about what is reporting in our intelligence and who is involved in the incidents. It is not about profiling because that is not 100%, but you can see the theme and from my analogy of the last four months, we do have an issue with our **TSF&OTSFNQ** population because, I think 29% of them were involved in an incident of violence or drugs last month.
157. **Q.** In this centre?
158. **A.** Yes. Out of the 299 people who had never been to prison, it was 6%. It is so disproportionate. I just wanted to test it myself so the *Panorama* programme, there was a quote on there that Callum Tulley had referenced about -
159. **Q.** Was this in the last couple of months or the last month?
160. **A.** The last month, it is consistent and it is the same as the month before. So when I first did the analysis, I took notice and understood what it was telling me and I did a comparison the following month, and then I have done a comparison this month as well. Now it is not just a spike, we have a theme consistently of our people who are involved in incidents, violence, drugs and security intel reporting. It is different from a safeguarding point of view. From a safeguarding point of view, it is not your **TSF&OTSFNQs**, it is your people that are traditionally coming in from a police station that has been in a holding cell for a number of days and are finding that transition quite difficult.
161. **Mr Marsden:** Someone who has been arrested for a driving offence and they suddenly realise they are not a citizen.
162. **A.** What happens is they will sit in a police cell for seven days and they will only do a round-up of the prisons once a week of the police, and then they will come in. Then you will find that those guys that have been sat in a police station for a week really struggle, they rarely cope with the early days.

163. **Ms Lampard:** They tend not to be prisoners, they tend to be people who have never really been involved with the law at all and find themselves in an environment that they are very unfamiliar with, with a lot of ex-prisoners. Listening to what you are saying, this feeds back to what you were saying earlier, about this role having not been filled for some time. You have come in new and you are not happy with where things are and I am beginning to hear some data collection that probably was not being done before, about where your real problem areas are, and I am beginning to think you are going to shake some of this down a little bit. It is interesting to me, that when we did Yarlswood there was a deliberate policy I felt, not to collect from **TSF&OTSFNs**, everybody is entitled to be treated and that data about who is committing the offences in the IRC was deliberately not being focused on. Have you discussed that with the Home Office yet?
164. **A.** I discussed it at last week's security meeting. I raise it every month but I discussed it at the security meeting last week, to talk about actually we are now on a theme.
165. **Q.** When you say 'security meeting', the internal Brook House, so not one the Home Office attend.
166. **A.** The Home Office come to our security meeting. When I have looked at the age group as well, it has started to come down as well. Traditionally the population is 25 to 36, but our age group at the moment is considerably lower, so it is even more disproportionate so we have come down from outside of the average population.
167. **Q.** This is people who are actually committing - the 29% is predominantly younger people. What sort of age?
168. **A.** We have had a consistent downward trend, so last month it was 18 to 21 and that is such a small percentage of our population.
169. **Q.** It is a very small cohort, who are making things quite difficult.
170. **A.** Yes, and it has come down again consistently. If you look at Tinsley House, Tinsley is the complete opposite. Tinsley House has no issues with their **TSF&OTSFNs** albeit, that their crime are fairly low level. They will not have committed such offences as they have at Brook House, but no **TSF&OTSFNs** was reported last month. I do not know if that is about the environment that I go into and I respond to that environment. If you put it in context, they have not committed such serious offences, but consistently for the last three months I have done it. The **TSF&OTSFNs** at Tinsley are all behaving and I think it was 10% of their population. It is still relatively low.
171. **Q.** Is it your hunch that it is the environment that they are in, or is it your hunch that actually they are people who have not committed such offences? They do not have such a non-committed view of the establishment.
172. **A.** I think it is both. At Brook House we still have 299 chaps here that had not committed an offence and they would still account for a number of reports, but not at Tinsley House, and I do think you go into that environment and you respond to your setting and how open it is.
173. **Mr Marsden:** Is there a tipping point where the number of F&Os are such that the whole complexion of the place changes?
174. **A.** When we first opened we had a really really high percentage of **TSF&OTSFNs**, maybe nearly 60%. It was a really difficult place to work, an extremely difficult place to work, and we lost a lot of really good people

because I think we were slightly under prepared and I think the population knew that we were underprepared and almost took advantage of it and it was really challenging. In terms of a tipping point now, if we know what causes that pain then we can do something about it, it is if we do not know what our issues are and we do not understand it, then we will continue to work blind. We put in a nationality mix as well with a big charter and it becomes really complex so we tend to monitor the nationalities across the units. In terms of antisocial behaviour there is no connection of a population, except for last month which was a one off, the Polish population came up really quite high.

175. **Ms Lampard:** Was there more -?

176. **A.** It was the in the Polish reports about the Polish nationality, but they do not feature in our top nationalities.

177. **Q.** You are saying there is no connection between the type of nationality and more serious misbehaviour?

178. **A.** No. This month the top nationality was Poland, the month before it was Jamaican, the month before it was Moroccan, so there isn't any analogy between do we need to mindful of a certain population, that is not so. If you go into faiths, 46% of our population are Muslim, so it is a large group of people so you are going to feature in there at some point.

179. **Q.** The type of **TSF&QTSFNO** that you are getting, you are saying that the more serious ones probably get risk assessed and sent here. It sort of begs the question, why is anybody who is an ordinary asylum seeker coming here, and they are. It seems an odd thing that you might put them with people who are more serious offenders who we do know, commit more offences in here. Does that trouble you that there are people and as I understand it, if somebody really misbehaves in Tinsley House, they get sent here. How many people get moved from Tinsley to here?

180. **A.** Rarely. People will leave Tinsley House primarily for a charter, because they do not do charters from Tinsley. If you are due to go on a charter flight people will be moved from Tinsley up to Brook House. I can think of maybe one since Tinsley reopened. It works both ways, if someone is particularly struggling at Brook House we would look to move them down to Tinsley House.

181. **Q.** You do, you can send someone round the corner.

182. **A.** Yes, we have the autonomy from **DETMUDEPMU** that they are happy for us to make the decision of movements between the two centres, so if someone was identified as being particularly vulnerable, subject that they have not got a risk to women and children, because it contains families down there, it will be a factor as to whether they can go down to Tinsley House.

183. **Q.** Have you ever considered it ever being one a hot site and one a cold site and having all your foreign offenders here in what looks like prison and the asylum seekers and others, who have not committed offences other than their immigration status, in Tinsley House.

184. **A.** If we only have 150 people who have served a prison sentence, Brook House is the biggest site, so we would have to fill it, it has to be filled up with others.

185. **Mr Marsden:** The facilities are out of kilter, you would have empty capacity.

186. **A.** In terms of availability we are over-capacitated by two beds this morning, so we have to say to **DEPTMU**, we have told you this is our space today and

their proposal is that they are going to send two more than we have actually got space for and that is a daily basis. We have to send the bed fax~~ets~~ quite frequently to say this is what our availability is and they would put someone down to come to Brook House. I question some of the gatekeeper's questions.

187. Ms Lampard: Here we are, we have a Cat B facility, albeit a very constrained Cat B facility, which must add to your issues too. How many of your population including the TSF&OTSFNs would have experienced a Cat before?

188. A. I could not tell you off the top of my head.

189. Q. What proportion of your population do you think actually needs Cat B? In a sense none of them can be Cat B because nobody is convicted, but clearly there are issues with how you manage those people on the security and that sort of thing. Do you have a view on how many of them really need it to be Cat B?

190. A. Our centre has the most escape risk of anywhere else in the whole of the estate. We have 28 people that are identified as escapees, or potential escapees. There was an escape attempt that happened in Morton Hall on Thursday, we have two of the three that have now been transferred to Brook House. In quite open forums, DETMUDEPMU will say that Brook is deemed as the more secure site. In terms of does it need to be built to Cat B, yes, if we are to house the very, very high level, because my job is to keep people safe and stop people escaping. As well as prepare them for the removal, but they are in detention for a reason, or they have been placed in detention pending their removal and my role is to make sure they do not escape.

191. Q. Tell us about the Morton Hall escape.

192. A. They have had a number of escapes within the detention estate this year. Morton Hall traditionally is Albanian. Everyone that has escaped or attempted to escape have been Albanian. This was an Albanian chap, one escape from DX, he actually managed to escape two weeks ago, and then Morton Hall there was an attempted escape.

Sensitive/Irrelevant

Sensitive/Irrelevant

Sensitive/Irrelevant

Sensitive/Irrelevant the alarms were activated and the staff responded and they all walked back in. That was three Albanians. One is being deported and we have the other two that arrived yesterday.

193. Q. We know about the one in March, here where people escaped from here, one person, an Albanian.

194. A. Then we had two Albanians. Sensitive/Irrelevant

195. Q. When was that?

196. A. Right at the end of June. I tend to recall taking post, finding that there was something like 52 non-compliant baselines in security, not having a security team, having an attempted escape and then Panorama. My world kind of crushed for a number of weeks.

197. Q. What about the one from DX?

198. A. DX was an Albanian chap.

Commented [NS1]: MB - I don't think I made myself clear there - I was discussing Morton Hall and escapes - the majority of escapes are Albanian nationals, Morton Hall does not hold just Albanian nationals.

199. Q. Do you know when that was?
200. A. Probably about a month ago.
201. Q. He got out, or just attempted?
202. A. He got out, he escaped.
203. Mr Marsden: Michelle, can I just take you back to something you said. When *Panorama* was being filmed, we think it is April to June, was security here really thin on the ground?
204. A. Yes. There was not a security manager and the collator, so it should be two detainee custody managers and four collators, and there was one collator in post.
205. Ms Lampard: How many should there be?
206. A. Four
207. Mr Marsden: How significant do you think that is?
208. A. I think they were overwhelmed. I really felt for them, they really struggled.
209. Ms Lampard: How long do you think the situation was going on for, no security manager for year?
210. A. The previous security manager - if you are going to quote this please do not put my name - the previous security manager was under investigation for bullying staff. There were 15 members of staff that were interviewed, myself included, he was called for interview and resigned immediately.
211. Q. When did that happen?
212. A. That was August last year. The investigation had been going on - I think when it came through it happened very quickly but it was - do you mind, it is quite sensitive. *[Recording paused]* Duncan Partridge was the Deputy Director when Ben joined and there was a falling out between Duncan and Ben.
213. Q. He was the Deputy Director before Steve?
214. A. Yes.
215. Mr Marsden: He was in post when Ben arrived?
216. A. Yes, they both joined together. When the one, two and three left Brook House to go off to ventures new, Ben Duncan and myself took the one, two and three roles.
217. Ms Lampard: That was 2012.
218. A. Yes, Duncan joined and there was a Head of Security there at the time a guy called -
219. Q. Sorry, Ben, Duncan and yourself.
220. A. Yes, I had come back from Tinsley House as a senior. Ben and Duncan had a falling out.
221. Q. What about?
222. A. I was called to the investigation interview and I was really torn because I worked with them both. There was something about an inappropriate comment that was made from Ben, and I think Duncan had been undermining Ben.

223. Q. How did you find Duncan yourself?
224. A. I thought he was quite slippery. This is really dishing the dirt!
225. Q. We will handle it very sensitively.
226. A. At the time Duncan had gone into a relationship with another member of staff partner who he managed, it was really tense there. Duncan wanted to be No. 1, he wanted to discredit Ben and for Ben to leave and then Duncan subsequently left.
227. Mr Marsden: Left G4S.
228. A. Yes, he works at Colnbrook in Harmondsworth now.
229. Ms Lampard: For Mitie?
230. A. Yes, he went there as the Assurance Manager and has been promoted and he is the deputy there now.
231. Q. Could you help us greatly by just doing us a little spreadsheet with who was here when. Where you all were and could you do it so we can see who is here at the same time and what their role is? That would be really helpful.
232. A. No problem, there are about three different security managers that have been and gone since then as well.
233. Q. It explains quite a lot and it explains quite a lot about what you are trying to achieve now. To what extent do you think Jerry and the senior management team were aware of things?
234. A. I think Jerry knew some. I do not think Jerry knew all.
235. Q. It sounds as though it has been going on pretty much since the time that this organisation opened in 2009.
236. A. I did not really have exposure in 2009, I lived in my world of managing the operation.
237. Q. And you were based at Tinsley.
238. A. I was based at Brook House and then Tinsley House. When I came back, I worked as the residential manager at Tinsley House, but I still sat in the SMT mould. I worked with Derek Milligan, Ian Danskin and Michelle Dyne, who had been here from day dot and I really enjoyed working with them. I thought Ian as my line manager, was exceptional for me and he was really engaging with staff. Then they all left and it left a bit of a void. Then I think, in the space of five years, if you look at going through, three centre directors, four deputies, and five heads of departments that is a fairly significant.
239. Mr Marsden: Very unstable
240. A. Yes, and you work with one and there is another face. It is a real shame.
241. Ms Lampard: That is all since 2012, three centre directors, four deputies and five heads of department. How many of them have gone under a cloud?
242. A. Every one of them. We had Nathan Ward, we had ~~Wayne Debnam~~Wayne Debenham, ~~Stacie Dean~~Stacey-Dean, Duncan Partridge. ~~Katie Rix~~Katie-Rich, she was our HR advisor. ~~Neil Davies~~Will-Davis.
243. Q. Were they all investigated?
244. A. Investigated and left or complained and left.

245. Q. You are going to have to do this map for us. We have talked a bit about the population and now difficult it is and I know there is an excessive disruptive behaviour conference call. How often does that take part?
246. A. It is weekly. It is every Tuesday at 2 o'clock.
247. Mr Marsden: Chaired by Alan?
248. A. Chaired by Alan, yes, or Sean Curd. It's the Home Office Security Manager.
249. Ms Lampard: What sort of things get talked about?
250. A. The idea of that is, case owners dial in and centres will identify these people as being particularly difficult and it will prompt a review for the case owner to give an update, or put some pressure on maybe speeding up removal directions, or centres understanding each other's pain and saying, we will take or are happy to accept. To be fair, I have done it for three months, I think I have asked for one request.
251. Q. How responsive have they been?
252. A. The requests, they granted it. However, this week we had a red at Morton Hall, that is their highest RAG-rating, we took a red from Morton Hall, we took an Amber from Morton Hall. We took two escape risks from Morton Hall and it was not agreed, but they are due here. I acknowledge we are the higher end.
253. Q. If you really want them to, you think they will take somebody now.
254. A. Morton Hall would not, no.
255. Q. The Home Office.
256. A. Subject to bed space availability.
257. Q. What I think I am hearing from you is that by-and-large you accept that you have to deal with some very difficult people and you try your absolute best, but if it really failed you think they would help you out?
258. A. Yes. I think that is due to our relationship.
259. Q. Part of you putting up with people who you sometimes feel are slightly too difficult.
260. A. Yes, but for me with control of the contact monitor here, I have worked with him from 2009. If I say to him, we will manage it and we do manage it, but I think there is an understanding that when we say actually, this guy, we do need to move him, there is an acceptance. They trust our risk assessment in terms of we do not ask often. They understand that when we do it is a genuine need to move.
261. Q. You're not meant to be sitting here for much longer, but I wonder if we could have a few more minutes.
262. A. Sure, that's fine.
263. Q. Thank you. People who are very difficult, what are the incentives, what are the mechanisms that you can use to get people to comply to get them to conform apart from if they are a risk and therefore have to go off to CSO.
264. A. There is no IEP system here, Incentives and Privileges.
265. Mr Marsden: There is no.

266. A. No. The Home Office, we do not have a basic regime here, HMIP welcome that. The Home Office said that they do not want IEP in the estate.
267. Ms Lampard: When did they say that?
268. A. After Stephen Shaw. After Stephen Shaw's report they took away certainly the basic and said we are going to recreate an IEP scheme. Every centre has a different IEP scheme. If you transfer from another centre that can be destabilising for the detainee to understand in terms of consistencies it is different. We can use paid work.
269. Q. Well, can you?
270. A. If they are involved in spice for example, which is a real game-changer here. If they have been involved in spice and they are a gym orderly, we would recommend that they do not do the gym work because of health and safety. You can use it to your advantage.
271. Q. HMIP identified last time round, that the privileges system in a sense was working through the taking away the right to work and said actually that is not right, because under the detention centre rules everybody has a right to work, but you have to risk assess it.
272. A. We would review it.
273. Mr Marsden: You cannot be a gym instructor and take spice.
274. A. That is where it is about your own interpretation.
275. Q. It's about putting people at risk and you then you do not discharge your responsibilities properly, etc.
276. A. If someone has been disruptive, for example, in the IT suite, we can look to ban them from the IT suite for a period of time. That can be if they are continuing to look at porn or they have damaged the centre property.
277. Q. Do those incentives and privileges work, does it modify behaviour?
278. A. No, not necessarily because if I am in detention facing deportation then -
279. Q. What reason do you have to behave yourself?
280. A. Yes, absolutely. The approach very much that I have gone through and really promote is about restorative justice, or we would look to do what is called a 'summons to charge'. Traditionally here the Gatwick police, the response time is fabulous because we are in the airport, but if we ring up and say this has happened to x,y and z, an assault, damage to centre property, a serious act of GBH, the police will say, 'it is not in the public interest, we are not going to pursue it'. There is very little support in terms of actions taken from Gatwick police. Ultimately they do not want to disrupt a removal direction, so we look to do restorative justice here and work it through with the individuals. I did it last week. I did it with Stephen Shaw when he was with me. Shake hands, understand about behaviour and then move them back.
281. Ms Lampard: It is about engagement, isn't it?
282. A. Yes. If they damage an item, then we could report it to the police and they would go through a community resolution. They would say, if he has damaged the phone, how much is the phone? You can take that from him, so he will pay for the damage to the phone or they can do the summons to charge. I was talking about it in the ~~finance-violence~~ reduction meeting, a couple of weeks ago. No other centre does it. I someone gets deported, the

individuals charge, they can still be deported but if they come back into the country it can then be picked up, so it does not stop a deportation but it will remain on record should they be picked up.

283. Mr Marsden: Is it for the individual, if you want to come back here?

284. A. It could have an impact, yes. The police that come out to site, it is a fairly new concept to them as well, but if you dig around in their tool kit and they go back to their inspectors, the inspectors will say 'yes, we can do that'. We have had a few successful outcomes in terms of summons to charge. In terms of an IEP, punishing people is not the solution. Locking behind a door in my experience as an operator, escalates behaviour. I get that we need to and if that is what we need to do to keep safety and security, but in my experience, bearing in mind I was an Oscar when we first opened which was our block issue was 25 people a day, 30 people a day. You would lock the door and the behaviour would increase. That is not getting the best.

285. Q. Your approach is discussion and engagement and saying to people, confronting them with the realities of what they are doing and getting them to take responsibility which is more productive.

286. A. Barking at people is not going to help. I know how I would feel is someone barked at me. If someone took some time to sit me down and talk me through it, you are going to be more open and engage and accepting of it.

287. Ms Lampard: Can I just ask one more question and then we will let you go; you've been very helpful! In 2016 in August, there was the new guidance on adults at risk in detention. That was post-Stephen Shaw, very strong on what are we doing in detaining some of these people who have had terrifically difficult lives and who react badly to being in detention, and I think to think that our report may have a little bit of a factor in that too. It is a new scheme for the evidence threshold, that I think Stephen managed to supplement those people who are at risk and should only be detained in exceptional circumstances. Some people say, actually what it has done is simply meant that it enshrines this idea that you cannot leave aside the greater purpose of credibility of the removal system and getting people through the removal system, therefore actually, it has meant that more people are being detained than might have otherwise been deemed to be detainable. How do you think its working, what do you think it is doing? Are you seeing more, fewer people with problems.

288. A. In terms of adults at risk in Brook House today we have 108 that we identify as an adult at risk.

289. Q. Out of?

290. A. The house roll is 397 today.

291. Q. They are all ISUBTs.

292. A. No. SLPs, the supported living plan, we had here at Brook House. Stephen recommended it in his report and said this needs to go centre-wide, so I thank Stephen for that. In terms of people in detention, I think as it should have done it has raised the awareness of vulnerability and people are now talking about the impact of detention on individuals. Has it filtered through yet -?

293. Q. Do you think you are seeing more people here who would not have previously been detained because they are disabled, have serious mental health problems, are the subject of trafficking.

294. A. I would say we are seeing the same. We tend to have some really complex cases and they will be resolved, but then we will then have another complex case. I can sit here and talk about seven or eight really complex people and people who have been seriously unwell that have been bought in, and I probably saw my saddest case. When I talk about detainees I have probably dealt with 150,000 detainees in my time, but I probably saw my saddest case more recently with a gentleman Mr [D3454]. He came in a month ago, was picked up by enforcement, was deemed okay and he had a neurological disorder which meant that he had spasms in his arms and his legs and he continuously spasmed, but at the point - [D3454] was his name, he was Romanian – realised he was in detention, he was intent to hurt himself. He ran continuously at the wall. Staff had to restrain him and staff had to have their hands on him, for a number of hours, to prevent him from hurting himself. It was a real shame. I wrote to the staff to say thank you, because what I observed them do was phenomenal. To sit with someone howling, he was in a guiding hold that side and a guiding hold that side and he has just wanted to continuously launch towards the wall for a number of hours.
295. Q. What happened to him?
296. A. He was deported in the end. We got ~~Aramed Arrow Med~~ out which are medics that will fly with Mr [D3454] and he went back to Romania. He was with us for about 13 days. We used force on him 12 times alone, but in terms of lengths. It was not full restraint, when I say use force, the staff had him holding his hands to stop him getting up and launching. I went down there and I fed him, I gave him a little clean. It was probably the saddest case that I have ever seen.
297. Q. Michelle, you have been really, really helpful, thank you very much indeed.

[Interview concluded]