

Confidential

Independent Investigation into Brook House

Monday, 27 November 2017

Interview with
Lee Hanford
Interim Director, Brook House

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

1. Ms Lampard: *[Introductions]* For the record, we have explained to Lee about the recording process.

Lee, just fill us in, please, for the record, your name and home address, which is where the transcript will be going to.

2. A. Lee Hanford, DPA

3. Q. Lee, tell us about your background and your experience.

4. A. My background, it's mainly been with the Prison Service, I joined the Prison Service in March 1991, initially as a Prison Officer, worked through the ranks within the Prison Service then joined what was Premier Prison Services in 2002, as the Assistant Director at a Young Offenders' Institution in Ashfield.

Initially went there when the Prison Service had gone in for a short-term management at Ashfield. I was part of the new Premier Prison Services management team, to make the transition from it being a dual site of Young Offenders and Young People, into a whole-sited facility for the Youth Justice Board. That was a successful period in fact for Premier Prison Services, which became Serco in its time, of taking an establishment that seemed to be failing into something that was performing quite well.

As a consequence of that I was then approached to apply for the Head of Young Offenders at Park Prison, by what was Securicor. I went there as the Head of Young Offenders and then the Head of Res, did a period as the Deputy Director of Park, and moved on from there to Dungavel Immigration Removal Centre, that was my first step into working within the Immigration Centres.

5. Q. You became Director at Dungavel?

6. A. No, I went to Dungavel House, the Bid Manager for G4S - at the time it was Serco managing Dungavel - so I was the operation Bid Manager, then I went to mobilise it from Serco to G4S and stayed there for six months or so, as the Assistant Director. I stayed within business development within G4S, whilst at the same time still conducting Duty Directors and the like on site at Park, because that's close to home.

I got involved in designing and bidding for prisons, a number of successful projects where we ended up operating the design, where I was the Bid Manager for them, then mobilised the new house blocks at the time, two significant house block expansions at Park, whilst at the same time I was the Bid Manager for Birmingham and Oakwood. Thankfully we were successful for both of them, I then went on site as the Project Director to mobilise Birmingham from public sector to G4S.

At that same time I became one of the Gold Commanders for G4S Prisons because our estate was growing significantly, so took on that role six or so years ago. Continued around the business development side, we bid for the Yorkshire cluster and the like, which we weren't successful for. At the same time the Wolds was transferred back to the public sector, and I was the Demobilisation Director for that, to ensure a smooth transition for the Wolds.

Then my role was generally as the Business Change Director for G4S Prisons, supporting any transition, expansion, etc. More recently, it must have been February 2016, I came to Brook House and Tinsley and Cedars as the Centre Directors for six months - February 2016 to July 2016. Then I went back to my day job as the Business Change Director.

7. Q. February 2016 to July 2016 you came to Tinsley -
8. A. Brook, Tinsley and Cedars.
9. Q. Tinsley, Brook and Cedars as the Interim?
10. A. Yes.
11. Q. That was before Ben –
12. A. No, Ben was here, Ben went to Medway for a short period of time, it was to cover that period.
13. Q. Who else was here?
14. A. I think it was the same team that's here today - Steve Skitt as the Deputy, Tinsley had Stacey Dean as the head of Tinsley, Sarah Newland, who is currently the Head of Tinsley, was the Head of Cedars, the Head of Security was Neil Davis. Other than that, the team was the same.
- Then I went back to the day job over that period of time, and then post-*Panorama* I was approached again by G4S about coming back here as the Interim Director. We know that the contract is due to be awarded, whether G4S will be successful with that or not, so my commitment is to either stay, if we are successful, to advertise for a new Director and I will stay as the Interim Director/Mobilisation Director until the new contract is in place, or if G4S aren't successful I will stay here until I hand over to a new provider.
15. Q. We wanted to talk really about some general things. The first one is about the detainment. As we know, you have had the extra 60 who came in after your period here – can you tell us how that came about, whose idea it was?
16. A. My understanding, the Home Office approached G4S to see if they could take –
17. Q. You weren't actually directly involved in it?

18. A. No. I got myself involved through the process, but at the concept stage, no, but when I was here the last time a lot of the planning was happening for the 60.
19. Mr Marsden: What was driving that, what was behind that request?
20. A. I think behind the request was they just needed more bed spaces. My understanding, Dover had just closed, or they were planning on closing Dover, I don't think at the time they had secure in the Verne, I may be wrong on that one – but there was a need for more bed spaces. The rooms are quite large compared to a prison cell, and particularly the height of them, and I think they asked G4S for any solutions.
21. Ms Lampard: Do you think on the footprint there is –
22. A. It's bigger than a prison cell, yes.
23. Mr Marsden: Did they come with a proposal, we'd like to put 60 more beds in the centre, or did –
24. A. To be honest, I'm not sure, but I do know they approached us to see if we could take extra detainees, because around the same time we were approached in our prisons as well, if we could take an increase in prisoners. Around that time we'd had an increase of additional prisoner places across most of our contracts, and I know other contracts. It was around that same time where government were trying to get more for less. It's all post the 2012 drive from where we've seen a lot of prison closures, and increased population across prisons. I think as another government agency they explored similar solutions.
25. Ms Lampard: Austerity.
26. A. Austerity.
27. Q. I'm not sure how much you were involved in the negotiations on that front a case of accepting that this is going to have to happen, or was there challenge, was there kickback on it?
28. A. From a G4S perspective?
29. Q. How accepting of all that was G4S?
30. A. I have read some risk assessments in terms of fire safety, etc., evacuation control, and ventilation. I wouldn't say there was kickback or challenge, but there was definitely some form of due diligence, but as a provider service G4S understood what the Home Office wanted from their property. I would see it as our role to work with them to find the best solution.
31. Q. Are there any issues that you feel have not been satisfactorily dealt with, in respect of the 60? We know that staff came in, were there enough staff, ventilation strikes me as something that –
32. A. I think the ventilation has always been quite an issue here anyway, because if you compare the windows here to a prison window, there is no triple vent, it's just forced air, but that's the design of the building –
33. Q. That wouldn't happen in a prison?
34. A. Here they are completely sealed because we're so near the airport, whereas in the prison window you have that triple ventilation, so even though you can't open the window, you can actually create the ventilation window. It gets some form of circulation in – this is dependent completely upon mechanical.

35. **Mr Marsden:** Why does the location of the airport -?
36. **A.** It was the sound.
37. **Q.** Okay.
38. **A.** Again, we didn't design this, it was a Home Office design, but once you check back to understand why these windows are different, it was all about the sound. When you stand inside, there is no sound from the airport, whereas if you had the prison-type window –
39. **Q.** You would get the constant hum of the jet engines.
40. **A.** Yes. That's why they don't have that triple vent, so you are recirculating –
41. **Ms Lampard:** I suppose the answer to that is, like all these things, it's fine if somebody is only here for two weeks –
42. **A.** A short period of time, yes. To your question also, I think the increase in staffing *pro rata* to what the population was previously has worked well. I think you're right, Kate, what the issue is, there are insufficient activity spaces that support that 60 – it was already tight in terms of activity spaces anyway, but to put the additional 60 in there without an increase in activity spaces, and the footprint doesn't allow an increase in activity space. It does become a lot more difficult if people are staying for a longer period of time.
43. **Mr Marsden:** Is your sense of the day-to-day for a detainee that there isn't a regime that engages them?
44. **A.** I've raised this myself with the Home Office, they will get a better regime in a prison, because a prisoner will have the activity, the workshops, much fuller education facilities, a much better curriculum, really, because this is aimed at short detention. The design of the building was all about short detention.
45. **Q.** Yes, three days.
46. **A.** Yes, and the activity spaces, and to try and give freedom of movement, to allow people access to the limited activity spaces, then you still need elements of control, but you lose that element of control because you are giving so much freedom of movement to enable them to have access to that. You aren't able to separate groups of people where ideally you would want to separate them. The design doesn't allow for that. The design doesn't allow for the length of stay that people are staying here for, I think that's the summary – if they were short term, it wouldn't create an issue.
47. **Q.** Which is what its original purpose was.
48. **A.** What the original design was for, yes.
49. **Ms Lampard:** Was it three days?
50. **A.** I've picked that up just from more media link as opposed to actual document link.
51. **Q.** There are issues, aren't there? It's about space, it's about not having the activities on the scale that you would like, it's having activities, people crushed in, which compromises security, which compromises safety – you're nodding.
52. **A.** I'm nodding because I think we all agree to it, I think we make best use of the space we have, but the space is limited.

53. Q. The other issue, of course, is the population that you are dealing with, the case mix, and I think speaking to Michelle, she of course has pointed out, rightly, that this place was designed to take the most difficult people in the detention estate, and the mix, although not satisfactory, is in fact the fact that you can't keep it just for the most difficult people in detention because otherwise you are losing bed space and it's not efficient.

54. A. I think there's a big difference between the most difficult for a short duration and the most difficult for 12 months, 18 months, 24 months, because it can become a frustrating regime for 12, 18, 24 months. Even though there's a perception that it's more relaxed than a prison, of course it's more relaxed than a prison because they get unlocked during the day and the likes, we aren't able to provide that real engagement of activity that you can within a prison setting.

The activity that we provide, as I say, we make best use of it, it's more of the same, and that could become quite difficult if you were here for 12, 18, 24 months. If you're here for three days, seven days, ten days, fifteen days, even a month, then the regime is enough to occupy them. That's where I think it is a view of keeping the most difficult here, but having worked in prisons for 27 years, I still believe they'd be much better served, if they are going to stay for 12 to 18 months, staying in prison for that period of time, and just coming here for that transition, to support their removal.

55. Q. But the very last part of –

56. A. The very last part, that's what this was designed for.

57. Ms Lampard: We were very conscious of that when we were in Yarl's Wood - you are asking a great deal of staff. I wonder if actually you are also saying, it's not just for them, but from the staff point of view, it is a more difficult gig than prison.

58. A. It is a difficult gig for the staff here, because there are not control measures like you can have in a prison. I walked round with Stephen Shaw a few years ago and he said, when I come to Brook House, first thing, it's a lot of noise. I said, well, it's a lot of noise because it's like being in a local prison, in a remand prison, during association period, because really, they're on association from morning unlock - eight o'clock, right through to nine o'clock. Apart from the security roll checks throughout they're on full association, without that real structure that a prison environment will provide people.

It is a difficult gig for the staff, because there is no real consequence for detainees' misbehaviour. They will go on Rule 40 for a short period of time, we'll engage, they're back into the community, but it's not about that individual, it's about how do you protect the wider community. The whole part of separation or allocating someone to a unit is to protect the majority. It's quite difficult within this environment to protect the majority when people have open access to all areas. As you've seen when you've walked around, it's access to different exercise yards where again, within a prison setting you can separate the different exercise yards and you can protect the majority, they have access to main areas.

Of course you do have access to E Wing and Rule 40, but nobody wants to keep separating people, so you always give them that second chance. It is surprising how much litigation we are currently dealing with, when you've

given someone a second chance and they've found themselves back face-to-face with their initial "victim", if I can call it that.

As I say, it's a very tight site, there's a large number of people on that tight site, so for the staff it's a bit more of a difficult gig, because there is no adjudication process, there is no real use of INEP, and again I think all that works well when people are detained here for a very short period of time. When people are here for that longer period, that becomes a lot more difficult for all.

59. **Mr Marsden:** Just from your observation, having not been here all the time, but coming back now, how do staff maintain their grip on the place, what do you see going on?
60. **A.** Earlier on this morning I was next to one of the new ITC - Initial Training Course. I said, I should imagine they've all watched *Panorama*, I said, but that isn't a true reflection of what the staff do here, they do some amazing work with the detainees in their care. We've had two very difficult gentlemen recently, **D4894** and **D3446**, and albeit it took five or six weeks to get the right solution for both, if I can call it that, one ended up one ended up in mental health support, and one was supported Medicare out of the country. They were two very, very difficult individuals, but the patience the staff had with them was phenomenal, and again, staff need to be loud and proud about the good work they do.
61. **Q.** One was the Romanian gentleman who was at risk of harming himself?
62. **A.** Yes. The work that the staff did with them, there was continuous use of force, we use force to protect, hold and look after them. He'd be head-butting the wall and the likes, and you have to have total admiration for how the staff looked after him and **D3446** who was very difficult. I think a lot of them get that real sense of job satisfaction, of supporting people, however, having said that, there are high levels of attrition here -
63. **Ms Lampard:** I'm not surprised by that. Greater than in the rest of the prison estate?
64. **A.** I haven't tested the region, Kate, but greater than our prison estate, so I haven't tested against, but it's a lot higher than you would expect.
65. **Mr Marsden:** When we first came to see you, for the look-round, you did actually say how many people a month.
66. **A.** Our attrition rate is between six and eight per month; however, in August, September and October we lost 25 people. Some of them are through dismissals, eight were through dismissals, but you're still on the run rate of about six per month, taking away the dismissals, which are out of a staff group across both sites, there are 225 DCOs, you're losing 72.
67. **Q.** An ITC, will everyone graduate from an ITC?
68. **A.** On the last ITC three failed, so one resigned and two failed their C&R, one is resitting their C&R and one did have an HR qualification, and I've just put them into HR, in fact. Generally I think you will have one or two fallouts out of between 12 and 20 people.
69. **Q.** An ITC will run on a monthly basis?
70. **A.** It's an eight-week programme, with a week shadowing at the end, because of the number of dismissals that has now come out of *Panorama*, I've just put a very small ITC group in now, just to bump us up before Christmas. What I am

pleased about, when I met with you previously I was considering introducing contracted hours for staff to increase their hours by between four, six or eight hours per month. If it was a difficult place to work I wasn't expecting many volunteers, but I've had 86 volunteers – that's now whittled down to 84 because of some terms and conditions with sickness, absence, etc, but I had 86 volunteers to work additional hours. That then demonstrates that people –

71. Q. Are committed to the place.

72. A. Are committed, yes, which is good, which I was pleased about.

73. **Ms Lampard:** Can we just go back to how you engage people in a service where you don't have a regime, where you don't have an incentives and privileges scheme. There was an issue, wasn't there, that the people who had been denied the opportunity for work as a means of disciplining them, which HMIP objected to and said it must stop, that's right in terms of rules, but Michelle suggested that that's true, it has stopped, but equally, there are occasions when people's behaviour is such that actually you can't let them work because they're not suitable to work and it's not safe. In a sense that works as an informal, as it were, do you think there's any value in that?

74. A. It depends what you class as work. In a prison environment, we class work as, whether it be cleaning, whether it be painting, whether it be going to education. Here we don't deny anyone opportunities to go to, let's say to education, for example, or the gymnasium, etc. I think it gets misplaced in what you would do within a prison setting and in immigration. The work here is what you would class more or less as what an orderly does in a prison, and I think even in a prison setting an orderly has to be well behaved because you're trusting them with tools, equipment, and to take on that extra responsibility.

I've read the HMIP report, and I'm thinking, are they misreading this in terms of denying people access to activity, and they're all given full access to activity, unless they're on a support for living plan, controlled living within Eden Unit, or CSU. Again, even that's very short duration and they still have access onto their own unit. Whether there was some miscommunication when HMIP were here, but in terms of having access to the full regime, all detainees have that.

75. **Mr Marsden:** Regardless as to their behaviour?

76. A. Yes, other than if they're on Rule 40.

77. **Ms Lampard:** In terms of work, you think that that wasn't actually being denied, it was just a case of, in a sense, not having a suitable job for a particular person.

78. A. Yes, most certainly.

79. Q. As opposed to having said, we're not letting you –

80. A. Not letting you do it, yes, and if I give painting as an example, they need appropriately risk-assessed, trained, etc., but that's not dissimilar to what you would do in a prison setting, of employing an orderly and the likes. I think they have real good open access to all activity, but if they want the wider paid work, which are the jobs I think quite a few like, however, when you engage with them, for example the wing cleaners, you're forever battling against them to work. Ultimately there has to be a sanction to anyone that you're given the opportunity, you're encouraged, if they don't then you employ someone else.

That's about the only tool that the staff have to ensure that their units are kept clean. It is something that, when I'm looking at the HMIP action plan about challenging that, because I think they missed the fact that work is wider than just painting, decorating and cleaning.

81. Q. What you're saying is, it's a case of them not being suitable, or not having a job for that particular person.
82. A. Yes.
83. Q. You don't trust that person to do their job.
84. A. Yes.
85. Q. Okay, I understand. Incidentally, congratulations on having been taken into -
86. A. B Wing is closed, so that's all being -
87. Q. It's a small job that makes a lot of difference.
88. A. We're taking the real opportunity at the moment, so we're having inundation points put onto the room doors, which enable staff to fight fires without going in and putting themselves at risk, it's what we've put into all the prisons at the moment. The closure programme started last Friday, inundation points in every room, detainees' rooms, are all being fully painted as well. There were concerns around the shower areas, they are all being industrial cleaned, and the WCs and hand basins are all being resurfaced as well. There has been some good progress in that area, which is good.
89. Q. The sense we've had so far is that you take people who are very difficult, and in a sense that's part of the contract here, but equally, in return, the Home Office will listen if you say somebody is really too difficult to handle - is that your sense?
90. A. It is, and I try and give the examples in terms of the individual who I said had some mental health concerns from my perspective, and from the GP's perspective, we didn't believe he was fit for detention. It took a considerable period of time, nearly six weeks, however, the engagement between the Home Office, healthcare, NHS commissioners, was phenomenal. Everyone wanted the right bed for this individual but it took some time, but as a multi-agency approach, you can't ask for more support. You get frustrated because it doesn't get done quick enough, but the support is very good.
91. Q. Michelle has started doing some work on who are the people who are the most demanding, and where are the incidents of misbehaviour, abusive behaviours and drug-taking, and, surprise, surprise, they're mostly ?spice users, and also very young ones, interestingly - how do you account for that?
92. A. If I come back to the first part, what Michelle has worked with with those most difficult, so today, it's the same names that keep popping up each time. There are three of them which we are looking to support from the Home Office.
93. Q. Can you give us their names, because we will find them out and we will hear about them, and I just want to clock them - no detainee's name is mentioned.
94. A. **D642** is top of the list. I've just gone to the Home Office meeting with him now. Some of these names are so difficult. Going back to your leading question onto that was the younger people: I think we are picking up time served foreign national offenders, behaviours in prison, if you interview anyone at the moment who is working in a prison it would be like a broken

record. People who hide behind it and say is it down to Spice, is it down to lack of staff, is it down to lack of discipline. They're pushing the boundaries to an extent which I in my 27 years haven't experienced, and a lot of the youngsters are coming through the system. I'm Gold Commander for G4S Prisons at the moment, and the amount of staff that I know have buckets of excrement, urine thrown over them on a day-to-day basis throughout our prison setting, the number of assaults on staff, it was uncharted territory – female officers being punched and attacked, it's become –

95. **Mr Marsden:** Commonplace.

96. **A.** Yes. What was uncharted territory has become the norm, but it's becoming commonplace, and those behaviours are finding their way into here. Since I've been here, high incidents have been reduced, but generally pushing the boundaries, the threats that are made –

97. **Ms Lampard:** Do you find there's any difference between any particular nationalities in that regard?

98. **A.** It seems to be a learned behaviour within prisons that is going unchallenged, and it finds its way into all centres.

99. **Mr Marsden:** Is that a recent phenomenon, last two years, 18 months it's got –

100. **A.** It's got a lot worse over the last two or three years, two years I would say, yes. I'm currently writing a dissertation about it, in fact, because if you look at the increased violence on staff, violence on detainee or prisoner on prisoner, since 2014 it's just been on a continuous spike, and it will inevitably find its way into here.

101. **Ms Lampard:** Do you think there's something in the fact, what you were saying earlier about prison populations getting more dense, as it were, as you shut people down, do you think that might have something to do with it?

102. **A.** Yes, we were at one point encouraged to do more with less. It was a post Chris Grayling which was the SPC, the Specification Benchmarking Costing exercise to the Prison Service, which moved away from doing more with less to doing less with less, so do less, for less, with less. As a consequence I think we're seeing people not being challenged their behaviours, the bar being raised, poor behaviour becoming the norm and I think within the Prison and Immigration society we are really experiencing that.

103. **Q.** It'll take a long time, then, to get that better?

104. **A.** I was interviewing a few weeks ago for my dissertation on that, and that's what we were saying, it's going to take a long time to recover.

105. **Q.** Clare Checksfield told us that there are more assaults on staff in this IRC than elsewhere – is that still the case?

106. **A.** Yes. I think one of the big issues here in terms of where staff get assaulted is on the door. They have free living space down on the main corridor which you walk around, and then they're expected to have their pass to go onto the door, to go onto the wing, it's all about standards. Some people will get intimidated, and people who walk onto the unit regardless of the staff will a bit more assertive and check for the passes, and you find that that's where a lot of the conflict is happening.

107. **Mr Marsden:** With people who are being more assertive, as in saying, you can't come on, this is not your wing?

108. A. Yes. In terms of my next steps to manage that, on the B Wing I think you may have seen that –
109. Q. Turnstile thing.
110. A. Yes, which doesn't work, so we are now looking at a more robust turnstile, a full height turnstile. That won't stop the conflict, but will put a control measure in place.
111. Ms Lampard: Mechanical, rather than –
112. A. Yes.
113. Mr Marsden: Release a DCM.
114. A. Yes, back onto the unit to actually engage.
115. Q. When someone is on a shift, that's a job, isn't it?
116. A. It's a job in its own right, and what is frightening about it is the only way to alert the member of staff is to kick the door, so you're encouraging people to kick the door and bang the door. I think the solution that is being supported by G4S at the moment is to look at a more robust turnstile in the sort of goal mouth effect, so that in the need of having to open it for fire, etc., you can just run through. That will free up the member of staff to do the right type of work, and also avoid that –
117. Q. Opportunity for confrontation.
118. A. Yes.
119. Ms Lampard: That leads us on quite nicely to staff, and whether or not you think you have the right number of staff here.
120. A. Personally I think the right number, I think they were not deployed in the right areas. Let me just step back on that - I don't think we had the right number of DCMs, which is the frontline manager, for want of a better term, so I've increased that, or I'm trying to increase that, I've just sat through the first sifting of that. We've introduced contracted hours for that DCM grade as well.
121. Q. You're currently looking to recruit more?
122. A. Yes.
123. Q. You haven't yet had the chance.
124. A. We've had the applications, we're doing the testing, these things just take some time, and the other part is, I can't promote them until I back-fill them with DCOs below, so it's going to be a phased approach, because it takes quite a while to get DCOs through. What I've done to fill that gap as an interim, I've also offered contracted hours out to DCMs as well, so they can increase their hours, with my aspiration to be a DCM on the unit, on each of the units, the eight till five part of the core day.
- That's not been achieved as much as I'd like, because it's down to volunteers at the moment to work the extra hours, but it's significantly in a better place to what it was prior to us introducing the contracted hours. Some days there's one on every unit, and the units feel a lot better when you have that, then other days it's not there.
125. Mr Marsden: Just so I'm clear, DCOs are static, as in, they are committed to a unit?
126. A. They should be, but because the number of gaps we have –

127. Q. There isn't this mobile population, go and do any job, you might get rostered to –
128. A. That's how they're treated at the moment. That isn't the ideal because ultimately to manage people you need that continuity, you need people to build relationships, so my ideal, and the aspiration, is to have a member of staff on each landing, the 1s, 2s and 3s, with a supervisor on the unit, because then people are engaging properly with the detainees in their care, because they know who's on the unit, know who should be there.
- At the moment, because we are trying to fill the gaps, people do get cross-deployed, we even cross-deploy from Tinsley House down into Brook House, which isn't ideal, but credit to the staff at Tinsley, and the pre-departure accommodation, above and beyond their current contracted hours they are volunteering to come down here as well, to support. Our recruitment plan is to take us above and beyond our funded numbers, to ensure that we have that continuity that I just described.
129. **Ms Lampard:** Until now, you haven't had a DCM on every single residential unit?
130. A. No, generally is it east, west or north and south, I think it's north and south – we've had one north, we've had one south, looking after –
131. Q. Two?
132. A. Yes. Then you have your Oscar 1 sitting to respond to incidents, and then Oscar 2, that manages all the ins and outs of detainees through reception, the gate, etc.
133. Q. Oscar 1 residential and Oscar 1 security.
134. A. Yes, which is called Oscar 2, yes.
135. Q. Sorry, Oscar 2, security.
136. A. Yes.
137. Q. What was actually contracted for, can you remember?
138. A. I think the contracted number for the day, each day, is 32 and 3, if I recall correctly.
139. Q. 32 –
140. A. 32 DCOs and three DCMs.
141. Q. What did that mean, in terms of on your residential unit? Two or three – because you're going to have one, two, three, plus a DCM -
142. A. Yes, we are funding them above this, what I've asked them to deliver at the moment is a minimum of 35 each day, this isn't contractual. I want one on each unit throughout the main shift, if I can call it that, the eight till five –
143. Q. That's four, five, six –
144. A. On top of that.
145. Q. Plus six DCMs, and until now, it would have been four DCMs.
146. A. Yes.
147. Q. How many DCOs, sorry?
148. A. 35.

149. Q. That makes sense.
150. A. What I've done is change the profile sheets, I don't think you have one here, rather than taking it just down to, trying to give it that wider support, really. What that does mean is more cross-deployment, because you're filling more gaps with that still smaller pool, with the aspiration to give that wider, longer-term continuity.
151. Mr Marsden: But the goal is DCOs working in –
152. A. Brandon Lewis, the Minister, questioned me, he said he felt more job rotation is better. I said, I support job rotation, but not on a regular basis –
153. Q. Not every day!
154. A. No, because ultimately, what I want people to do is build relationships.
155. Q. That's particularly important in an environment where you don't have other levers, the relationship is the central lever –
156. A. The relationship is key, yes. When I speak to DCOs, I try and do the management by walking round as much as you can, to listen to what people are saying, and they say they want that continuity. What I was trying to say to detainees, be patient, I know you're seeing a different face today and you will see one tomorrow, because most problems don't get fixed in a day, and they get frustrated, because they want to look in your eyes tomorrow and say, did you do that for them yesterday. If it's a different person tomorrow, it's not ideal, so that's where my vision is, give that continuity as much as possible, but the staff want it also.
157. Ms Lampard: Rotation is right, to stop people getting stale.
158. A. Healthy rotation, yes.
159. Mr Marsden: But not on a daily basis.
160. A. No.
161. Ms Lampard: Yes, exactly. That leads us I think, a little bit, to the question of rotation in terms of senior management, and I hadn't realised quite what a turnover there has been in this place. Do you want to talk me through some of that, do you want to talk us through what you think the issues have been?
162. A. Let's work through that context of rotation, really, it's been open nine years, it's had only three Directors, I think, excluding myself because I'm only here as an Interim – I might be wrong there, I think it's only three - Andy, Derek, then Ben, yes, I think I'm right. Steve has been here as a Deputy for nearly four years now, three and a half, four years, there has been some continuity there. I think there had been some difficult dynamics amongst the senior team previously. The Head of Security, I think Neil left, I'm going to say, April/May time -
163. Mr Marsden: This year?
164. A. No, no, the year before – time flies.
165. Ms Lampard: 2016?
166. A. It must have been November 2016, around that time.
167. Q. What was he called?

168. A. Neil Davis. Then they had a number of people acting up in that Head of Security role, and then Michelle went into it recently. There is no Head of Res here, I've just had funding for a Head of Res, so that advert has gone out and I've had seven applicants for that, three internal and four external.
169. Mr Marsden: The issues associated with Neil - it sounds like his behaviour –
170. A. I know there were some allegations about his behaviour. Sarah Newland, who is the Head of Tinsley, at the time was Head of Cedars, conducting the investigation, and I think there were lots of complaints about Neil's behaviour - bullying behaviour. I think when the information was shared I think Neil chose to resign - I wasn't here, but that's vague bits of it.
171. Q. Then there wasn't a gap in security -
172. A. What was supposed to have happened, all happened at the same time that Cedars was closing, so the Home Office were looking for some savings, because Cedars was closing. We had a Head of Cedars, and at the same time Cedars, which was a pre-departure accommodation, was moving into Tinsley House. Sarah Newland, who was the Head of Cedars, was a more senior grade than the previous Head of Tinsley, so Sarah was going to migrate into the Head of Tinsley and PDA, and the Head of Tinsley as it was then, Stacey Dean, was the same grade as the Head of Security, Head of Tinsley as it was and the Head of Safeguarding - there were three D2 grades. The Home Office saw the opportunity for the one saving, because the Cedars was –
173. Ms Lampard: What was she called, Stacey –
174. A. Stacey Dean.
175. Q. She was the ex- -
176. A. Head of Tinsley, at a D2 grade, but we were increasing the roles and responsibility required at Tinsley because we were incorporating pre-departure accommodation. Sarah Newland who had previously managed the pre-departure accommodation made the transition to be Head of Tinsley and PDA, because she was a higher grade, she was a D1 grade. The D2 grades, the Head of Safeguarding, the old Head of Tinsley and the Head of Security were all D2 grades, all D2 were subject to job rotation, so there was no reduction in terms and conditions. If you were Head of Security, Head of Tinsley or Head of Safeguarding, they were all three equal roles.
- The Home Office knew that as well, they wanted to reduce our senior manager headcount by one, because Cedars was closing, to see the savings for that, which inevitably happened. Personally, I don't think it was well managed how that happened, but I think Stacey as a consequence put a grievance in about that, and has since departed from the company.
177. Q. Right.
178. A. However, until that was resolved, the role that she was going into as Head of Security really couldn't be filled until that was resolved, and somebody was acting up in that role for that period of time.
179. Mr Marsden: Was that over the period of Calum's activities?
180. A. I'm not sure when Michelle actually went in there, so Calum's was from April to July, wasn't it. I'm not sure exactly when Michelle took up post as full-time Head of Security.

181. **Ms Lampard:** I think she said it was in June last year.
182. **A.** Yes, wasn't it Caz who was the acting Head of Security, who is now one of our Security Managers?
183. **Mr Marsden:** How do you spell his or her name?
184. **A.** Caz Dance.
185. **Ms Lampard:** We'd better talk to her.
186. **A.** Yes, I think she was the temporary Head of Security, acting up.
187. **Q.** That would have covered –
188. **A.** That April, too, yes, before Michelle went in in the June, because Michelle stayed as Head of Safeguarding at –
189. **Mr Marsden:** Just looking in from your perspective, the stability of the senior management team, are you saying that it doesn't feel remarkable to you?
190. **A.** No, there wasn't a great deal of change there in that period of time, I think there was a difficult relationship between when Ben was Director and his Deputy Director, Duncan. There was a grievance submitted by Duncan against Ben, a lot of the senior managers were involved in that, so I think there was quite a difficult period.
- Peter and I came down to do the grievance investigation. Prior to that, the previous Head of Security –
191. **Ms Lampard:** When was that?
192. **A.** Before I came here, so it would have been 2014, 2015 – before Steve was here in fact, so I think 2014.
193. **Q.** I suppose the interesting thing about that is, that's another grievance, so there's Ben and Duncan, they have a cloudy thing, and then 2016 we have Neil, and there's something a bit cloudy there.
194. **A.** I think I'm accepting, I thought we were about churn -
195. **Q.** Churn may be less of an issue, perhaps –
196. **A.** Relationships is an issue, and there is still a bit of a toxic mix here at the moment, I'll come back to that. Prior to that, the previous Head of Security, prior to Neil, was a guy called Wayne Debenham.
197. **Q.** Hang on, you have to go slowly on all of this, because our heads are exploding.
198. **A.** It's like *Emmerdale*. The reason I know this is because I ended up coming down to do the grievance investigations.
199. **Q.** Prior to Duncan, there was one before that?
200. **A.** Yes, Wayne Debenham, who was the Head of Security, who put in a grievance against Ben.
201. **Q.** That was –
202. **A.** 2013, it has to be.
203. **Mr Marsden:** There have been relationship problems at the top of the organisation, I won't say the organisation –

204. A. I know what you mean.
205. Ms Lampard: What happened to Wayne Debenham?
206. A. He resigned.
207. Q. He put in a grievance against Ben, and you came and did that, too.
208. A. I did the investigation.
209. Q. What did you find?
210. A. Ben and Duncan started around the same time. Andy Clark was the managing Director of G4S Immigration Services, because it's when Andy left Jerry took over Immigration. Reporting into Andy were a team of Derek, Ian, who was his Deputy, who is now working at Birmingham Prison, Wayne Debenham the Head of Security, Nathan Ward who was at Tinsley, Michelle was here at the time, Michelle Brown, because I think Michelle's been here since –
211. Q. Hang on - Andy Clark, he was the Managing Director.
212. A. Yes.
213. Q. Beneath him, then –
214. A. Was Derek Milligan, as the Director, the Deputy Director, Ian –
215. Q. Derek Milligan, he was the Director of Gatwick.
216. A. Of Gatwick. His Deputy Director at the time was Ian – he's now working at Birmingham, I'll get his surname. The Head of Security was Wayne Debenham and Nathan was at Tinsley House. Andy went to work then for the landlord of Tinsley House, the large hotel company around here, that will come back to me as well. They went to the care business, they started bidding for immigration centres, i.e. Yarl's Wood and Harmondsworth and the like, and Andy took the whole team out in one go.
217. Q. He took all these people?
218. A. Apart from Nathan, yes. Sorry, I'm saying "all" – he took Derek and Ian. I'm not sure of that person's name, so he took three of our key personnel from site. Wayne stayed behind, I think he applied for the job, Ben applied and he was at Medway as Director, came here, and Duncan had previously worked for the Home Office on site –
219. Q. This would be 2012?
220. A. Around that time, yes.
221. Q. Wayne stayed, Ben applied for the job –
222. A. Ben was Director at Medway at the time, he came here as Director. Duncan Partridge had previously been in the Prison Service, but was here working with the authority, for the Home Office, he applied and he became the Deputy Director.
223. Q. Yes, and Neil Davis came as the Security –
224. A. Not at that point, because Wayne was still here as the Head of Security, and then the first involvement I had really was the grievance of Wayne against Duncan, initially.
225. Q. What happened, what did you find?

226. A. That's going back in some files. There was definitely a relationship issue between Wayne and Duncan. I recall a very long interview with Duncan on that, and I think his view at the time was that he was Ben's sort of foot soldier in that relationship. What was a bit confusing there, was Wayne was Head of Security, and Head of Health and Safety as well, it was a dual role. I think there were real concerns about Health and Safety risk assessments being conducted and the like, so there was a very difficult relationship, as we unpicked it, among the three of them.
- My recommendations were around arbitration because it was something that could be resolved, as long as people grabbed the nettle and sit round the table. I'm very liberal-minded on that fact.
227. Q. Then Wayne leaves, and Neil comes.
228. A. Yes. Wayne felt he couldn't work within this environment, and he went to Birmingham for a short period of time, and I think he found a job closer to home. He didn't leave the company, he worked with us at other sites for a period of time.
229. Q. Ultimately Neil and Ben have an up and down – is that right?
230. A. No, not that I'm aware of.
231. Q. Neil is the subject of a grievance.
232. A. Yes.
233. Mr Marsden: That he's bullying people –
234. A. Yes, I think when Sarah started doing that –
235. Q. He then resigns.
236. A. Yes. I know what the outcome was, but I don't know what the –
237. Q. It does sound as if "*Emmerdale*" is a good way of describing it! The sort of operational impact of this, from your perspective, just coming in and doing grievances – it can't be helpful –
238. A. It's never helpful, is it, if the top team can't get their act together. I think as a consequence of that, the number of grievances that are on there at the moment are quite toxic. I've had to call people from external to Brook House to conduct grievances, that's why I'm saying it's not high churn really, amongst the manager grades, but there have been quite a lot of grievances aimed at one another.
239. Q. That's how people resolve things?
240. A. I think they've seen the top of the shop doing it, and found that that must be the way to –
241. Q. Rather than sitting down and saying, Lee –
242. A. What is the issue, and how are we going to resolve this, yes, and when people don't seem to get what they want, a grievance arises from it.
243. Ms Lampard: Do you think that relationships are worse, or do you think it's just the way they're handling that doesn't seem very appropriate, or both?
244. A. That is a good question - I think that is going to play itself out when I see the outcomes of some of these grievances that have been submitted.

245. Q. Is your hunch that relationships are not quite right?
 246. A. Yes.
247. Q. That's a bit of a learned behaviour, isn't it?
 248. A. Yes, and it's following as well, isn't it? That's where that's become that toxic relationship throughout the time, so the number of grievances we have being conducted –
249. Q. Can you give me some sort of –
 250. A. Well, there was a grievance put in against Steven Skitt, who is the Deputy, which was conducted by the G4S UK Head of Assurance and their investigating team. There were no findings of Steve behaving in any sort of manner that wasn't just normal management behaviour in some respects. The outcome of the grievance he wanted was for Steve to be dismissed, and he is continuing to pursue that –
251. Q. What sort of person, a DCM?
 252. A. No, DCO. Then the other ones I have taken outside, because it includes a couple of people in the visits areas. If I put my thumb on it, this is why I'm a firm believer in having DCMs, because in the absence of a supervisor, everyone is of equal grade, and then you will have some people who are really keen and will become natural leaders, where if we had more DCMs they might find their way into there. They start guiding people to get the job done, and people feel aggrieved that somebody in their equal grade is trying to give guidance, to get the job done.
- That's why you always need the foreman, the supervisor, whatever term you want to use, the frontline manager. I think what is at the heart of a lot of the toxicity at certain levels here, because you're allowing people of equal grade to try and manage one another. That doesn't become a healthy relationship, because some people naturally will not be as keen as others, and others will be more keen than others, and it creates poor relationships. I think you need to have –
253. **Mr Marsden:** A clear management structure.
 254. A. Yes. That person's going to write your annual appraisal, otherwise it's purely based on whether people like that individual. There's been that missing part, in a part of the centre which is very busy, a transaction-type area, but without any frontline manager in there, and that's caused a lot of relationships. Part of my unpicking now is to try and get some form of supervision –
255. Q. Would Ben have been quite sort of directive about how the place was run, or was he less directive? It strikes me that it's the kind of institution that needs pretty clear lines of –
 256. A. It does. I have a personal view, I think these environments are typical hierarchical, but I'm a firm believer that the grade that runs these centres on a day-to-day basis are the frontline managers, they make the centres tick, so you have to give them the necessary support in there. Yes, you give the direction, but give them the freedom and make sure the policies and procedures and the task orders, the job descriptions are very clear what people are expected to do on a daily basis.

Again, if I rewind straight into the Prison Service, the Prison Service have just got rid of that rank completely, and there's no coincidence, when they've got rid of that rank, they have the difficulties they are facing.

257. **Ms Lampard:** Let's just look at this from the point of view of what happened in April to June last year, there are all sorts of questions, aren't there, about whether or not it was reflective of what actually happened, whether or not it had been cut and pasted, was it over-egged, all of that. Let's just make an assumption that some people were saying things they shouldn't have said, they were behaving in ways they should not have behaved, and there was a bit of a sense that this isn't being properly managed.

I think there are a number of things that you have told us, and Michelle has hinted at, but you have some slightly dysfunctional behaviours at the top. I think, what I've been hearing is that their way of managing is a bit, go down and bark at people. People are saying people are bullied, and that means talking to them in an inappropriate way, isn't it? Instead of a mature management system, where we sit down and talk about things, we model behaviours, and all of that, what we have is not quite enough managers. When they come in they go in and bark at people, because that's all you have time for - coupled with people at the top of the shop who seem to be not talking to each other very well and actually they are bullying each other as well and talking to each other in an inappropriate manner.

It doesn't seem to me you need a great leap of imagination to see that that's why people dealing with the detainees say to the detainees, pull yourself together, they don't have time to talk, they don't model, they don't repeat the sort of behaviour – does all of that make sense?

258. **A.** It does make sense –
259. **Q.** That's me, trying to construct something very, very quickly – tell me that's rubbish.
260. **A.** I think there was a particular time when Ben and Duncan were here when I came down to do that grievance hearing, the investigation, there was that real two-camp approach. There were some senior managers, and it's only a small centre, so that's going to be right throughout.
261. **Mr Marsden:** People will very quickly pick up on that.
262. **A.** Of course they will. I don't think you had that divide, with Steve and Ben, when Steve came here as Ben's Deputy, which would have been about three and a half, four years ago.
263. **Q.** Appointed by Ben?
264. **A.** Appointed by Ben, yes. I haven't seen that at that top of the shop, I think what you will have experienced during that period, and would have been quite public, is the grievance that Stacey Dean put in. She didn't want to come back from Tinsley to here, so there would still have been that ongoing relationship issue amongst the SMT.
265. **Ms Lampard:** Then you get the Neil thing.
266. **A.** There had been churn within that particular area. I don't know if I did signpost you to that article that Julian Le Vay wrote. He isn't the biggest fan of G4S, and Julian was the ex-Finance Director of HM Prison Service, who has just written a book about prisons and competition and the like. Mid-September,

late-September, he wrote this article about Brook House and the *Panorama* programme. The IMB had been beating themselves up, the Home Office have, and we have. If Mr Tully didn't have the confidence to speak to, let's say, Ben, and open his door and speak to him about behaviours, if he didn't have the confidence to speak to the IMB or the Home Office because he said the relationships are too tight - if he'd really wanted to raise concerns he had every opportunity to.

That's not sweeping under the carpet the behaviours that we all witnessed. I spoke to a member of staff who had had a written warning, to understand, why didn't you challenge at the time? I'm seven hours in the staircase, he's saying something, my instructor, I'm looking at him, do I challenge him in this environment? We've ended up going onto the yard, I've come back in, I'm there for seven hours, I've gone off duty, and I felt as if I'd let myself down and others, I hadn't challenged the guy at that time. This guy has since resigned, because he said, I should have been confident in my own skin to challenge.

Did you ever feel that you were encouraged to challenge that type of behaviour? Most certainly. In that respect, for him to remember it as well demonstrates it wasn't the norm, but I couldn't understand why he didn't feel confident enough to challenge at that point in time.

It's just something I was discussing with the Jill Dando Institute last week about general behaviours - we were looking at the Milgram Experiment and the likes, and how people can be pushed into the direction of behaviours, which we're trying to get some interns to come and work through with the staff, we were reflecting on some of the photos we've seen post-Iraq and the likes. It was fascinating listening to how Nick Ross has done this work on human behaviours, and they're going to be pulling together a programme for part of our ITCs to demonstrate that - how people behave, we're introducing the candour logs for the detainee. G4S are so keen on Speakout, I'm saying, well yes, I want Speakout as the safeguard, but I want people to come and speak to me, that's what I wanted first of all, it's understanding that if you give people the confidence to say, I've done something wrong today, allow people -

267. Q. To say to their colleagues.
268. A. Yes, just to have that confidence -
269. Q. I think what you're saying, and I accept that entirely, that this is about personal behaviours as well, and we can't excuse it all from what's going on at the top, but equally, if you don't have confidence in the top, you can't challenge, can you? Where do you go?
270. A. If they can't behave well together -
271. Q. Exactly. Also, as you describe it, and Duncan and Ben have two camps, which camp do I go to?
272. A. Yes.
273. Q. You would accept that.
274. A. That was really apparent when we did the grievance investigation, there were two camps.

275. Q. It makes for an unsettled place, people see bad behaviours. Can you just answer the one point I think I'm hearing, about not having enough managers and therefore, slightly, management a bit by shout – is that fair? That's such a caricature, but you don't have enough managers, and you have a style which I think I understand, this is people who, they've been accused of bullying, they may just have quite an authoritarian style, which in some places, you definitely need a bit of an authoritarian. I'm not suggesting you don't, but do you have a sense that maybe some of that might have slipped over the edge, and that's what gives you permission to talk to detainees inappropriately?

276. A. When I first came here, February 2016, there were a number of senior managers, as a consequence of things that had happened, who were on long-term sick leave themselves. Michelle being one of them. I think there had been that sort of legacy of what had gone on previously, and that's why I'm saying, there hasn't been a great high deal of churn at that middle senior manager level, if I'm making sense? They have gone through that journey with the post-Derek, the Ben and Duncan, and some of the issues there.

At one point, I was trying to get them involved with some other projects. It goes back to saying, sometimes you can't have job rotation when it's only a small group, so you introduce other projects to them as well, to give them some sort of continued interest within the same environment but challenge themselves within that. Of course, you look at, one thing I'm still not comfortable with here, and it will take a while to change that, and I think I'll have to wait for the new contract to change it, when you walk round and speak to the managers, it's management by matrix, everyone is policing the police on it, rather than encouraging the interaction. You'll find that –

277. Mr Marsden: It's checklist.

278. A. It's checklist, checklist, checklist, and if that checklist isn't done, it's a name and shame of, where that's checklist?

279. Q. Rather than talking to people –

280. A. The checklist has become contractual, and some of these contracts don't help the matter of relationships anyway because everyone's just looking at compliance, compliance, compliance, and your whole management approach is just on compliance. What I'm trying to introduce are frontline managers to build relationships, if that makes sense and quite possibly, Kate, I think what you might have been alluding to is, if Neil was under pressure within that matrix world, was his approach to bark down the line, to make sure the matrices were filled, as an example.

281. Mr Marsden: What's Steve's style? Is he facilitative? I've only met him for about half an hour.

282. A. I met Steve a good number of years ago, at Birmingham, he was the Head of Security at Birmingham and mobilised it. Steve does have a good way with people, he can be clumsy with his words at times, however he always has the best intentions, he's very committed to what he does. I think there would have been an expectation from Ben because I've had a long chat with Steve since he came back, and he said he's had a number of complaints about his behaviours, and whether he's bullied others.

283. Ms Lampard: Skitt?

284. A. Yes. I think those of us who have known Steve for many years would say nowhere near is Steve a bully, he's supportive, many of us have known him

for many years. He was a PGA - Prison Governors' Association - representative, he's always been there to support people, and I think he has taken more of a robust style of management here, but I think that would have been my personal view, that he'd been driven a bit by Ben's expectations of what he wanted from Steve.

I was here the last time with Steve, and I've since had discussions with him because I've had to look at some of the disciplinaries that he's done recently. I'm a firm believer, having joined this job 27 years ago, everyone deserves a second chance, it's a learning environment and different people have different styles, don't they?

285. Q. Is your view, on looking at those grievances and things that he's handled, that he has been a bit authoritarian?

286. A. Robust in decision-making.

287. Q. You don't really have to have much of this for it to have an effect on an institution that's just a bit jumpy and a bit unsettled, doing an incredibly difficult job.

288. A. What adds to it, though, and what I found quite alarming when I came here 2016 when we started writing the bid at the same time as well, there were some elements of criticism aimed at G4S staff from outside, not from G4S, from the Home Office, about showing too much empathy, supporting detainees in their appeals and the likes. That's what staff will do, they are going to build rapport, grow that relationship and support, and you often hear people saying, it says Immigration Removal Centre, that's what it says on the tin, and it's about preparing people for removal.

Well, ultimately, if you're working with people - that's why I don't like the "No Notice" charters, because I think, again, it's all about building relationships, and staff who work with them day in, day out, if you want them to have job satisfaction, they can't be taking hope away from someone. If someone's hope is to stay in the country, that individual is going to work with them and signpost them in the right direction, because if somebody has an opportunity to stay in the country, staff of course will work with them on that.

When I was here nearly two years ago, there was some criticism aimed at those who empathised to that extent. I acted as an advocate for a number, because you do, that's what we do to fellow humans, we work together. Whereas the case workers will just see it as a case, and as I said to staff on my leaving day the last time, never be afraid to be the advocate, never be afraid to support people, because that's ultimately, we're their voice.

289. Q. That's your job here now, isn't it, to slightly change that culture, to bring back a bit of stability, clear management, and a bit of confidence to advocate, and confidence to deal through engagement, as opposed to deal through barking.

290. A. Yes, of course.

291. Q. Actually, that's a more sophisticated approach.

292. A. Yes, and you bark and you get the result once, you build the relationship you get it forever - really, nobody wants to be barked at.

293. Q. This is not to say that any one person is responsible, it is just something that builds up, isn't it, over a time of insecurity.

294. A. Yes, I'd say that.
295. Mr Marsden: Better in some ways for people to be more the advocate than the hard-nosed approach of the case worker, and it's for the case workers to make their decisions anyway, isn't it?
296. A. The staff here, I work with these guys all day, of course they will empathise with them, and I would want them to as well, because ultimately they're there to build relationships. Hence every meeting I'm sat in, with Clare again last week, I'm very critical of the "No Notice" charters.
297. Ms Lampard: Let's move onto that then, that's a very good point, we've just got time –
298. A. Sorry, I talk too much.
299. Q. You don't, you've been incredibly revealing. Case management – that's the other bit in this very complicated story – turnover of residents here at the moment, what's the average?
300. A. I can give you the exact, it's on the report -
301. Q. If you can give us that –
302. A. Yes.
303. Q. It's safe to say it's significantly more than the three days anybody thought somebody might be here.
304. A. I think last month, if I recall correctly, there were 160 under four weeks, but the rest were above. The IMB report is, they keep on top of it better than anyone in fact, but I'll send you the report through, for you to have sight. There are a high number who are here for six months plus, then 12 months plus, then 18 months to two years – 18 months to two years, I think there are four or five of them in that category at the moment.
305. Q. 18 months or more?
306. A. 18 months to two years, I think there were about four on the last report there. They do churn, they come on site for different interviews, then they go on, so when people say they're 18 months you should know, but you're surprised, they do churn from centre to centre. The IMB report keeps on top of that every month, which I will –
307. Q. Could you let us have that?
308. A. Yes.
309. Q. Is it your sense that it's going up, the length of stay?
310. A. The front end of it, you have high churn at the end of one month, so most of our self-harm and the likes are in that first month as well. There's a huge churn within that number, and I think that part is increasing as well, because of the removal scene that they have on site.
311. Q. Where are they going, those people, then being released?
312. A. There is a large amount, I think 50 per cent, are being released - back to Stephen Shaw's point, why are they here in the first place? Back to that individual who had come from the Verne, had been in segregation in the Verne for three weeks, Sarah Newland saw him on day one, could see he wasn't fit for detention, they'd seen his behaviour, Sarah had seen it as mental health.

There's a high churn because we're also seeing, the Verne's going to close as well, they've taken quite a few ex-foreign national offenders for single occupancy, there is going to be that increased churn. The centre can cope with churn, but I think if it is going to cope with churn, allow it to cope with the churn, rather than having that hard core of long-termers, who make it quite difficult for people. It is built for that high churn.

313. Q. "No Notice" removals are the thing that really has been dropped into the mix since we were last around this space – just talk us through that, what it's doing, how it works.

314. A. There's another one tomorrow night, if you want to witness it, or Wednesday night, sorry.

315. Mr Marsden: Wednesday night?

316. A. Wednesday evening. I have a call at two o'clock to go through the charter meeting –

317. Ms Lampard: Where?

318. A. Ghana and Nigeria, quite a difficult one. What has added to the difficulty here at the moment is the three bedrooms, it makes it a lot more difficult when one doesn't want to go. Particularly the Albanians we had recently, if one doesn't want to go, and the other two weren't meaning to go anyway, all three will fight and protect the one from going, because that's become quite difficult.

If I talk you through the last charter that went to Pakistan, which was four weeks ago tomorrow. Due to "No Notice", they get this red letter, for want of a better term and they're told that they can go any time in this three-month window, beyond that they don't get any notice. We're the centre that serves the airports, so you can start seeing that population increasing, you can see that population realising that that sort of –

319. Mr Marsden: The day is drawing nigh.

320. A. Yes, and they start getting a bit edgy, staff can't be open and honest with them –

321. Q. Although they know.

322. A. That damages relationships, yes, because the staff have to be part of the planning, and we try and discreetly move some people.

323. Ms Lampard: What do you tell the staff? What do they know?

324. A. I have one Charter Link Manager here, hence I've raised it within the charter meetings and with Stephen and with Clare recently, because it may have worked as a one-off, it may have worked for a short term, but it's very damaging to relationships long term. As we've touched on earlier, these centres run on good rapport and relationships.

Staff are completely outnumbered, so they win that day-to-day smooth running by having good relationships. If you're being disingenuous, that soon breaks down, because some people will make their way to air side, removal will fail, they will come back to the centre, and they will make it very clear that the staff have been disingenuous.

325. Mr Marsden: Yes.

326. A. They will make it known to every other detainee how disingenuous we have been as an organisation then, and we're the ones who have to face that.
327. Q. Actually, the volatility and the potential for violence that creates.
328. A. The use of force has increased along with these charters – if I go back to that Pakistan as an example, they may be queuing up in the shop or going into the gym and we tap them on the shoulder and say, go back to your room, get your kit, you're going on a flight now. That's not how to treat people. Sorry, I have a very, very strong view of it.
329. Ms Lampard: Are the Home Office hearing all this?
330. A. They have allowed me now to give a two-hour window, a bit of dispensation just to give them, but I think that's to speed up the process. They're saying that there are very strong views that they can demonstrate the success. They had success in terms of numbers, going onto a flight, and less disruption at the airport, etc., but my view, that's a very short-lived strategy, and very damning to these environments. We say it as it is, whether it hurts or not sometimes, we have to be very open and quite candid with one another –
331. Mr Marsden: Previously, under the old regime, you would know what?
332. A. They would be given plenty of notice – what it is from the Home Office perspective, which I fully understand as well, because they were putting legal claims right on the final hour, I can see why they've done it, but ultimately it doesn't make it –
333. Ms Lampard: They have to have five days' notice, don't they? What they will be told, is, you will be going in not less than five days, so there are people wandering around this centre for at least five days, who know that they are going, so that's brewing up an atmosphere for five days. Whereas actually in other cases you could do it much less, because if they know they're going, their appeal date is only three days. You are lengthening all of that, and it's going to be more than five days anyway, so you're dealing with a group of people who know –
334. A. They can see people coming from other establishments –
335. Q. You are not telling them exactly –
336. A. Exactly when -
337. Mr Marsden: That's the very damaging bit.
338. A. That's the damaging bit.
339. Ms Lampard: How does that happen in relation to ones where they actually know when they're going because they are being told, aren't they, three days beforehand, when they're going? They're absolutely getting day of removal, aren't they?
340. A. Some of them will be served their removal dates, so that works quite well, but on the charters now, there are no –
341. Q. No, so that's the difference.
342. A. That's the difference, yes.
343. Q. They actually get a day, so they get a day, three days ahead.
344. A. Yes.

345. **Mr Marsden:** You're talking of people who might be going on a commercial flight?
346. **Ms Lampard:** Exactly.
347. **Mr Marsden:** Yes.
348. **A.** That works quite –
349. **Ms Lampard:** Everybody knows, they have three days to sort of think about it, pack their kit, say goodbye to their children, make some phone calls, that sort of thing.
350. **A.** Yes.
351. **Q.** It's just the added degree of uncertainty.
352. **A.** Added degree of uncertainty, and it's that feeling of, as I said, it's being disingenuous, isn't it?
353. **Mr Marsden:** That's the bit that's –
354. **A.** It's surprising how many come back into the centre, and say, I asked you, how can I trust you again?
355. **Q.** Particularly if in doing this, you then use force as well.
356. **A.** Yes.
357. **Q.** Not only didn't you tell me the truth –
358. **A.** Then you dragged me out.
359. **Q.** You strong-armed me out.
360. **A.** Yes.
361. **Ms Lampard:** It's not about telling the truth, you don't genuinely know what day –
362. **A.** No, you don't. Now I know that on Wednesday night there is going to be the charter going out, and there are people coming from other prisons and immigration centres.
363. **Q.** You do know, and you're not telling them.
364. **A.** We do know, and we're not telling them. The manifest came out last week, we know who's on the list of that manifest, but –
365. **Q.** What do you tell the staff?
366. **Mr Marsden:** They know, don't they?
367. **A.** Yes, because the staff have to start, you know, you test the waters - when you are ready to go, how are you going to feel going there -
368. **Q.** You're wanting the intelligence as to –
369. **A.** Who we need to separate, but as we touched on earlier, with the increase of three beds now, even when all rooms are open, there are a third of the population. Even though there are only 60 rooms with the third bed, that's over a third of your population residing in a three-person room.
370. **Ms Lampard:** What did you say, you said it's not just that you're not telling them –
371. **Mr Marsden:** You're also strong-arming them out of the place.

372. Ms Lampard: You're using force.

373. Mr Marsden: We thought that was pretty bad in Yarl's Wood. We've been going now an hour and 31 minutes.

374. Ms Lampard: I think we've covered a lot of ground, actually, thank you very much indeed. I'm afraid we will perhaps have another session.

375. A. No, that's fine.

[Interview concluded]