

## BROOK HOUSE INQUIRY

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### [First] Witness Statement of [Julian Paul Williams]

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I provide this statement in response to a request under Rule 9 of the Inquiry Rules 2006 dated [22<sup>nd</sup> October 2021]. [I have been authorised by [Brook House Inquiry IDRC] ([1 Paternoster Lane, St Paul's, London, EC4M 7BQ]) to provide this witness statement.]

**Commented [A1]:** Include if the witness statement is to be provided on the behalf of an organisation.

I, [Julian Paul Williams], [of [DPA]]  
will say as follows: this Statement is provided in personal capacity.

**Commented [A2]:** Include if the witness statement is to be provided in a personal capacity

### Introduction

1. [I was in the RAF for 13 ½ years, joining from school. I then joined Group 4 in September 1993 as a Detainee Custody Officer and over the next 24 1/2 years I progressed by promotion from DCO to Supervisor to Deputy Shift Manager to Shift Manager and finally to Residential Manager. At each point of promotion, I had to sit a Board consisting of a Maths and English text, a Ravens test, and finally an interview. ]

### [Evidence]

Background

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1. Your name and date of birth; Julian Paul Williams, [DPA].
2. A summary of your career. I was in the RAF for 13 ½ years, joining from school. I then joined Group 4 in September 1993 as a Detainee Custody Officer and over the next 24 1/2 years I progressed by promotion from DCO to Supervisor to Oscar2 (the next level up from a Supervisor) to Shift Manager and finally to Residential Manager. At each point of promotion, I had to sit a Board consisting of a Maths and English test, a Ravens test, and finally an interview.
3. An explanation of when you worked for G4S and in what capacity. Include all of the roles which you held whilst employed by G4S.  
I worked with Group 4 in Campsfield House, Oxfordshire from 1993 to January 2000, mainly as a DCO, acting up as a few times as a Supervisor. I then transferred to Oakington IRC (Immigration Removal Centre) in Cambridgeshire, with promotion to Supervisor, this was a new Centre. At Oakington I was soon promoted to Deputy Shift Manager, due to previous experience at Campsfield House. In 2006 I was promoted to Shift Manager. In 2009 an opportunity arose to become the Residential Manager which I successfully passed, and transferred to Brook House in September 2009. I worked there until July 2018. My role at Brook House was a Residential Manager, reporting to the Deputy Director who was also Head of Residence, which meant looking after the needs and welfare of detainees in the 4 wings. Other areas of responsibility were paid work by detainees, activities, and arts and education.
4. If you are no longer employed by G4S, an explanation as to why you left, when, and what your current employment is.  
I left Group 4 on 4<sup>th</sup> July 2018, as it was time to move on.  
I currently work for Mitie Care and Custody in Gatwick as a Detention Custody Officer Overseas, having joined them in February 2019.
- Application Process
5. An explanation of what attracted you to working at Brook House. There was a opportunity at Brook House to gain promotion to Residential Manager reporting to Head of Residence, and I was also aware that Oakington would be closing soon.
6. Your opinion of whether the recruitment process prepared you for the role. Please explain your answer.  
The recruitment process involved taking Maths and English exams, followed by an interview, which focussed on my work experience, including HR matters, health and safety, and how I would handle certain situations such as what I would do if a detainee was climbing on the netting which was on each floor of the

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detention centre, and how I would deal with staff that regularly turned up late for work. In general I think the recruitment process did prepare me for the role.

#### Culture

7. A description of the culture of Brook House when you worked there. In particular, whether there was an identifiable culture across Brook House as a whole; whether there was a specific culture within the department, area or wing where you worked or a department, area or wing in which you did not work; if there was, whether it changed over time.

When I started at Brook House it had only been opened 6 months earlier, and there was not a very good staff/detainee relationship, due to inexperienced staff dealing with detainees who had come out of prisons or other detention centres, and who tried to take advantage of staff, such as delaying lockdown at night, which meant that staff had to stay working longer. In time as relationships developed between staff and detainees, the culture improved.

8. Your views on staff morale at Brook House immediately prior to, during and subsequent to the Relevant Period (1 April 2017 to 31 August 2017).

I do not think there was a particular issue with staff morale. There were the usual issues of low pay and long working hours, and staff shortages at the weekend. I was not aware of any particular change in staff morale prior to and during the relevant period. After the Panorama programme came out, there was a significant drop in staff morale, especially those that worked in the same department as the undercover reporter. Staff felt disgusted and let down at what had been shown by the Panorama programme, and the behaviour of some staff, some detainees started changing their attitude towards staff. The majority of detainees understood that what had been shown on the Panorama related to just a small group of staff, and not to staff generally.

9. A description of attitudes towards individuals who were detained at Brook House whilst you were employed there, in particular during the Relevant Period. I used to get around the wings on a regular basis, and in general I did not see any issues with staff attitudes towards detainees, including during the Relevant Period. I did see the odd argument between staff and detainees, for instance where the detainee wanted to leave the wing, and it wasn't time to leave the wing, or they wanted something from the office but the office was closed. But these arguments would get resolved generally quickly.

10. Whether you had any particular concerns about how the values of G4S or its culture impacted upon the following:

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- a. The general protection of those who were detained at Brook House;
  - b. The management of staff;
  - c. The protection of especially vulnerable detained persons individuals (e.g. those with mental health issues).
- a I did not have any particular concerns about the values of G4S or its culture generally upon detainees
- b There were concerns about management of staff – there was a high turnover of staff, and there were staff shortages at weekends. Other than these issues I thought that G4S did their best to help staff.
- c We worked alongside in house nursing staff who looked after vulnerable detainees. We also had procedures in place for those with mental health issues. Where necessary vulnerable detainees were moved into a separate wing, under the guidance of healthcare nursing staff. Some detainees did slip through the net because they did not show outward signs of issues, or did not speak out about their issues to officers or healthcare staff, or language barrier problems.

11. Your opinion of the management and leadership culture at Brook House. In particular, your understanding of the values and priorities of the senior management team and how this impacted on staff.

I think that the 2 Directors at Brook House, who were there when I worked there, wanted staff to understand and implement the core values of the company which focussed on quality care for detainees, teamwork amongst the staff, honesty and integrity. These core values were well communicated to the staff.

12. Whether you were or have become aware of any occasions where someone raised concerns about the treatment of detained persons (either individuals or collectively) whether informally or as a "whistleblower" and the response to that and reaction from other DCMs, DCOs and Senior Managers.

Prior to the Panorama programme, I cannot recall any occasion where someone raised concerns about the treatment by staff of detainees.

13. In the Independent Monitoring Board Report (2016), Ben Saunders (Director of Brook House) is noted as having high expectations of staff. Please set out what you understood this to mean and what action (if any) you took to reflect that in your role as a senior manager of staff.

The Director wanted staff to focus on quality care for detainees, teamwork amongst the staff, honesty and integrity. These core values were well communicated to the staff, and I sought to implement these core values in the way that I conducted my work.

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Oversight, monitoring and outside involvement

14. In November 2016, HMIP carried out an inspection of Brook House. An action plan was produced (VER000116). In that document there are a number of recommendations and an indication as to whether they are complete or ongoing. Please review this document, in particular Recommendations: 5.11, 5.12, 5.13, 5.14, 5.18, 5.19, 5.20, 5.21, 5.22, 5.23, 5.24, 5.25, 5.27, 5.35, 5.44.

a. Where a recommendation was accepted –please confirm your understanding of whether it was implemented and whether you believe it was effective in creating the change it envisaged.

b. Where a recommendation was rejected – your opinion on why it was rejected and whether it could, in fact, have been implemented.

I have viewed the above recommendations and I believe that some of these recommendations was accepted and implemented and some were not, I can not recall which ones were accepted and which ones wasn't

15. During the same inspection, HMIP carried out a survey of detained persons . Question 50 of that survey relates to victimisation by staff. Of those surveyed, 18% said that they had experienced this and of those, 46% said that they had reported it. Please set out whether you ever received such complaints from individuals and what (if anything) you did with them and the outcome. I cannot recall whether I did or didn't receive such complaints. If I had received a complaint, then I would have carried out an investigation.

16. Set out your understanding of the role of the following bodies, their involvement at Brook House, and the nature of any interaction or communications you had with them:

- a. The Independent Monitoring Board;
- b. The Gatwick Detainees Welfare Group;
- c. Medical Justice;
- d. Bail for Immigration Detainees;
- e. And other external organisations.

a My understanding is that they are there to make sure that Group 4 look after those detained as per the contract, they are all treated fairly, and provide the services we said we would provide. They will also attend all weekly or monthly meetings, They would also deal with complaints from detainees, and any issues they had during their walk around of the centre; they would send an email to the department to deal with those issues.

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b This Group were only allowed to see detainees in the Visits Hall. They would provide clothing if the detainee needed it, see detainees that don't have visitors, provide money if they needed money.

c A detainee can apply for claim to torture, and this would be reviewed by the Medical Justice system.

d Detainees can apply for bail at any time. Applications are available in the library. They can also apply for them if informed to do so by their solicitors/legal representation.

e Red Cross has been in, and they carried out art lessons or flower arranging lessons in the art room.

#### Physical Layout of Brook House

17. Document Reference CJS004587 is a map which shows the location of the buildings within Brook House and what they were used for. Provide any comment that you may wish to make about the set up of Brook House and whether, in your experience, it impacted on the care of individuals or the general environment (including atmosphere). Please explain your answer.

Brook House was initially design to house detainees for short period of time before they were removed or released, there was four main wings of which one would be used for induction, connecting the wings was the main corridor which provided activities like (gym, education, arts and craft, computer room, shop, religious rooms or pray rooms) there were courtyards which provided sport and fresh air. the wings had an echo sound and furniture was purchased (sofas, chairs, tables), along with pictures and plants to try and soften the environment, detainees often said on their first look it reminded them of a prison in the way it was set up

18. Please identify any improvements to the physical setup or layout which, in your opinion, might improve care of individuals detained at Brook House. Carpets on the wings could help to soften the atmosphere.

Along with above answers a full size indoor gym would help to enable detainees to play sport on rainy days and in the evening when it got dark early.

19. The Inquiry understands that in early 2017, 60 additional beds were introduced at Brook House. Describe the impact that this had on the space available at the Centre for detained persons and staff. Provide your opinion on what impact, if any, this had on staff and detained persons' morale/behaviour.

The 60 beds were spread over 3 wings, so there were 20 beds on each wing.

Detainee numbers were increased on the wings, without any increase in staff numbers. Staff were not happy about this. This also meant that in some detainee rooms there had to be 3 detainees in a room instead of 2, and some were unhappy

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about this and tried to move into a room of 2 beds when they were able to do so, however some nationalities were happy to share 3 to a room.

20. Your understanding of the purpose of E wing. In particular:

- a. your experience of what it was used for;
- b. the circumstances in which a detained person would be moved there;
- c. what happened whilst they were on E wing; and
- d. why it was different to when they were on one of the other wings; and
- e. what criteria needed to be satisfied in order for them to be moved from E wing.

A, When I first started there E wing was a Rule 40 wing, which meant removal from association. Detainees involved in fights were moved to E Wing. The time they spent there depended on their behaviour. Some would be transferred to another centre because of their behaviour or returned to the wings. Later the criteria changed, and it included 2 self-harm rooms, and 2 medical rooms, and it provided for detainees that were being removed from the country.

B, People were moved there if they attempted to self-harm, to be monitored 24/7. If the detainee had arrived in the centre from a prison, and was not suitable for detention, and was going to be removed from the country

People with alcohol dependency

If they had asked to move there to get away from the noise in the wings

If they were taking drugs, to monitor.

Those who refused to share with others

C/D, Detainees were not locked up in the rooms, other than those with alcohol dependency. They were allowed to come and go off the wing depending on their circumstances.

E, It depended on their behaviour or their condition.

#### Policies and Procedures

The following documents are policies that were in force during the Relevant Period in relation to the following:

- a. Home Office Detention Services Order 12/2012 on Room Sharing Risk Assessment.

Issued September 2016, v2.0 [CJS000710]

I believe this was already in use when I first arrived, used mainly by reception staff but also staff on wings for when detainees first arrived. So they knew where to put detainees also updated by security if the detainee had been in trouble.

- b. G4S Gatwick IRC's Incentive Scheme Policy (5 August 2014) [CJS000711]

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This was not in use when I first arrived and was implemented by the deputy director (head of residence), it was used on the wings as and when required my involvement would be to view any appeals by detainees if they were not happy.

c. G4S Detainee Reception and Departures Policy (4 May 2016) [CJS000717]  
Was in used when I first arrived, mainly used by reception staff had little involvement in reception and departures

d. G4S Gatwick IRC's General Security Risks Policy [CJS000718]  
I believe this was there when I first arrived

e. Assessment in Care and Detention Teamwork [HOM002511]  
This was in used when I arrived, used by staff and managers as and when one was opened, would get involved when a detainee was on a constant supervision as I would chair the meeting with detainees and all others present.

f. Supported Living Plan [CJS000507]  
Not available when I first arrived, this was brought in by the safer community team, used by staff on the wings and healthcare.

g. Minimising and Managing Physical Restraint [CJS006224]  
This was not in use for a few years, was brought in and used mainly by staff at Tinsley House when required to deal with teenagers, was not trained in MMRP

h. Violence Reduction Strategy [CJ0000721]  
This was not available when I first arrived, implemented later by the security department I believe, attended meetings on violence reduction and rolled out to staff where needed.

i. Removal from association (rule 40) care and separation unit policy (22 august 2016) [CJS000725]  
This was in used when I first arrived, was a where of policy from previous establishment used as and when a detainee was placed on a rule 40, would carry out morning rounds where we would talk to the detainee and decide if to be returned to the wing or not depending on their behaviour.

j. Age Dispute Policy (reviewed 13 April 2016) [CJS000726]

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I can't recall whether this was already implemented or not when I first arrived, used by staff and healthcare, meetings would be held for what was best for the detainee.

k. Detention Services Order 03/2015 handling of complaints (Feb 2017 vs) [CJS000727]

I believe this was already In use when I first arrived, used by managers including myself for handling of complaints mainly by detainees

l. Home Office Detention Services Order on Management of Adults at risk (Feb 17) [CJS000731]

I don't recall this policy when I first arrived, I believe this was brought in by the safer community team later on, used mainly by the safer community team and staff on the wings when required.

m. Gatwick IRC's Drug and Alcohol Strategy (2017/18) [CJS006083]

I don't recall this policy when I first arrived, brought in by the security team I believe or senior management

n. Regimes & activities policy [CJS004359]

In use when I first arrived, explained what activities was available to detainees and what we had to supply, used mainly by the activities team.

o. Removal from association policy (august 2016) [CJS004362]

I believe this is the same as question i

p. Detention services order 02/2017 Removal from Association (Detention Centre Rule

40) and Temporary Confinement (Detention Centre Rule 42) [CJS000676]

Again I believe this the same question as previous.

q. Home Office Detention Services Order on care and management of detainees refusing Food & Fluid [CJS000724]

I believe this was in use when I first arrived, used by staff .

19. Please set out the extent to which you were aware of these policies and their contents during

your employment at Brook House. In particular, please explain whether these policies were:

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- a. Drawn to your attention at the beginning of your employment, and
- b. Used by you and/or other staff on a regular basis.

20. Provide your opinion on how useful these policies were and whether they took into account

the realities of working at Brook House. Please explain your answer.

I believe these were useful at Brook House, it help structure the running of Brook House at the same time looking after Detainees needs as well as taking care of vulnerable detainees who were struggling with in detention.

21. Provide your opinion on whether the policies were properly maintained and updated. Please

explain your answer.

I believe the majority of these policies were properly maintained and reviewed annually, as for Detention service order and Detention Centre Rules I'm not sure about

22. Confirmation, if you can recall, of whether these are policies that were operational when you

worked there and if so whether they reflect real-life practice at Brook House. If they do not,

an explanation of what, in fact, happened and any differences between policy/procedure and practice.

Training

General Training

Yes I do believe these reflect real life practices at Brook House. They were all in use at some stage of my time at Brook House

23. The Inquiry understands that DCO recruits undertake an eight-week initial training course

when they start at Brook House [CJS006085]. Please set out if, and when, you attended this

training in relation to the role for which you were employed when you first started working at

Brook House (month and year is fine). If you did not, an explanation of what training you did

attend when you first started at Brook House, including its duration, who provided it, where it

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was provided and what it covered. In particular, explain whether there was any specific training for the role of senior manager as opposed to DCO or DCM (see further questions on managerial training, below).

I was given any specific training for this role, I did shadow various managers for a short period of time and along with some DCMs to learn what they did to help my role, I did attend a one day security training which also included showing me around and carry out a key talk. I did attend silver commander course which is run by the prison service, I can't remember the dates but would have been early in my time at Brook House

24. Reflecting on this training, your opinion on whether it prepared you for your role at Brook House. Please explain your answer. If it did not adequately prepare you, please say what else you believe the training should have covered.

I was a manager from my previous establishment so had knowledge of running a centre on a daily basis and managing staff, dealing with situations etc.

25. Reflecting on your time as a manager at Brook House, reflect on what training you consider

to be necessary in order to fulfil the basic functions of a DCO and/or DCM at Brook House,

and whether the DCO and/or DCM training was appropriate and sufficient.

I believe the eight week training course covered all areas which was important to the role of DCO, some of the main topics which staff needed to have a good understanding of were Detention Centre Rules, Safe Guarding of detainees, ACDT, Suicide and Self Harm, Equality, Diversity and Inclusivity, Communication at all levels(including detainees) roles of other agencies, Inter Personal Skills.

26. Describe your role, if any, within the DCO and/or DCM training and induction process. Did

you attend the training to meet or train the DCOs and/or DCMs? How, where and at what

stage did you first come into contact with a new DCO and/or DCM who would be joining your team?

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We were encouraged by the Centre Director to introduce ourselves to new staff while they were on training and answers any questions they may have, this was an open invitation and could go as many times as we would like. I also delivered a session on residential paperwork, which would be all the paperwork staff would come into contact with while they worked on the wings this would include, Roles and Responsibility of staff, Regime of the wing. At the end of their training those who was joining residential I would give them a small booklet which they had to complete to demonstrate their understanding of their role.

27. Whether you were offered, and attended, refresher training courses. If you did, please provide details of the courses. Was there any other training that you think should have been provided on an annual basis?

I can't recall if I attended any refresher training apart from Control and Restraint, however I did attend refresher training on ACDT and new courses like Bullying, Self Harm, Equality. Supported living, Mental Health Training.

28. Whether there was any training available for staff who were also activities officers. If there was, please provide details. If there was not, please explain how activities staff came to understand their role and how to perform it.

Activities staff would learn their role from the policies and given training/information by their line manager who was already in place when I arrived, he held qualifications which allow him to demonstrate to new detainees on how to use the equipment in the gym and sign them off, later on I managed to get staff on a training course (Level 3) which also allowed them to do the same.

#### Managerial Training

29. A description of the managerial training (if any) that you received when you started working

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as a senior manager. If you had refresher courses, please confirm dates. I believe this was answered in previous questions.

30. Reflecting on your time as a manager at Brook House, what training do you consider to be necessary in order to fulfil your role?

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I believe a shadowing period is needed to understand the role you are undertaking and maybe some time shadowing at another establishment would also help, silver commanders course,

#### Use of Force

31. Whether you had Use of Force training when you joined G4S and the date of the training (month and year will be fine). If you had refresher courses, please confirm dates. I was first trained in Control and Restraint in 1994 and then annually until I left.

32. If you did receive the training, your opinion of the quality of the training – in particular the content and delivery by the trainers. I thought the content and delivery was always good by the trainers and covered the necessary topics as required.

#### The role of a senior manager

33. An explanation of how you engaged with detained individuals. In particular, your approach and/or attitude and whether there were any barriers to your engagement with them (e.g. language) and, if you sought to overcome them, how you did this. In particular, whether you were able to make use of interpreters where necessary and how easy it was to access them.

I like to think I had an open approach with detainees because I couldn't begin to consider or understand what some of them have gone through in their lives to get to England or what they may have witness or why they don't want to return, but I always tried to have a good level of communication with them, if there was a language barrier depending on the subject I would use another member of staff or detainee, but if it was in confidence then I would use language line (big word) which I found very useful

34. Whether any incentives to encourage positive behaviour by detained individuals were available. If they were, an explanation of what was available and how it was used. If they were not, your opinion on whether if they had been available, it would have encouraged positive behaviour.

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Witness Name: [Witnesses full name]

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A policy was brought in by the Deputy Director (Head of Residence) which was the Incentive Scheme, in order for this to work D wing was made the the Incentive wing to make it attractive we put sky in the rooms had microwaves, more soft furnitures and detainees had to behave themselves to get on the wing, it also allow them to cook in the culture kitchen, not all detainees were interested in this and we tried to make it a drug free wing, later this changed because HMIP wasn't happy with this so Sky was put in all rooms and microwaves on the wings and all detainees could apply for the culture kitchen to cook meals.

35. Your understanding of the process in place for preventing drugs from entering Brook House.

Your experience of whether this process was successful. If it was not an explanation of why

not. Confirmation of what happened to detained individuals caught bringing drugs into the centre (staff and/or external).

All detainees would be search on arriving at Brook House along with their property, any parcels which arrived would also be searched drugs, most of the time I believe these processes were successful but not always 100%, Security done a lot of work to prevent drugs coming in but detainees would be looking for new ideals like paper soak in drugs or use bran new electrical equipment to smuggle drugs in. There were was times where visitors attempted to bring drugs in and if caught or we were aware of it we contacted the police and allowed them to deal with the visitor, the detainee would be moved to Removal from Association.

36. An explanation of how you engaged with staff. If you were not based at Brook House, set

out how often you visited it and what you did on these visits.

I like to think I had an open door approach with staff, I would often walk around the wings speaking to detainees and staff, carry out inspections of rooms and the wing, sometimes I would observe lunch being served, I would try to visit each wing three or four times a week including the activities corridor

37. Whether you were ever concerned that financial, commercial or reputational pressures from

G4S impacted on your ability to perform your role and ensure that health, safety and

wellbeing of individuals detained at Brook House.

No I don't believe I had any concerns which impacted my ability to perform my role, I had to work within my financial limits which was achieved annually. When

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G4s was in the media externally detainees would often question staff about it but soon realised it didn't apply to our part of the business. I like to think I always strived to do my best to meet the needs and demands of detainees and their well-being.

38. Whether there were any barriers to you performing your role. Please explain your answer.

No I don't believe there were any barriers to me performing my role, I had support of my line manager (Deputy Director/Head of Residence) to carry out my role (tasks)

#### Managerial Oversight

The following questions relate to the management of staff at Brook House.

39. Whether you experienced or were aware of any racist attitudes or behaviours amongst staff.

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If you were, please set out the name of the individuals and provide any examples that

demonstrate (in your opinion) these attitudes. Please include an explanation of what

happened (including names of those involved) and the outcome.

I can't recall if I witness or experienced any racist attitudes or behaviours amongst staff.

40. Whether you were aware of any homophobic and/or misogynistic attitudes or behaviours amongst staff. If you were, confirm the name of the individuals and provide any

examples that demonstrate (in your opinion) these attitudes. Please an explanation of what

happened (including names of those involved) and the outcome.

Again I don't recall of any homophobic/misogynistic attitudes or behaviours amongst staff

41. Whether you were aware of staff bringing drugs into Brook House for use by detained

persons . If you were, provide details including names, details and what action (if any) was

taken if/when this was discovered.

No I was not aware of any staff brining drugs into Brook House.

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42. Whether you experienced bullying by any other staff at Brook House. Please provide details.

If you took any action, please provide the outcome.

Not to my knowledge did I experience any bullying by staff

43. Whether you ever had concerns about other staff being bullied and/or had to deal with a staff

complaint regarding bullying. Please provide details and the outcome.

During my time at Brook House I may have investigated a complaint by a member of staff about bullying but I can't recall any details, but if I did I would of investigated the complaint and pass my report on to Senior Management.

Senior Management Team

44. An explanation of the management committee system and the role of senior managers and

DCMs at these meetings. In particular, frequency of meetings, what was discussed, action

points and what were the outcomes of the meetings. Did you consider these meetings to be

effective? If not, why not and what could be improved.

There were several meetings where DCMs and Managers attended,

Morning Meetings where what had happened in the centre in the last 24hrs was discussed, these were attended by, Senior Management, DCMs, Home Office and Healthcare.

Security Meetings held monthly where a break down of all security issues were discussed including a break down of what has happened across both centres in the last month, these were attended by Security DCMs, some Senior Management including Deputy Director/Head of Residence, DCMs from different departments, Home Office, Facilities, Healthcare, Catering Manager and IMB

Detainee Consultative Meetings which were held monthly attended by detainees where issues of the centre were discussed and detainees given the opportunity to have their say and raised any concerns they may have. Mostly chaired by myself, attended by Detainees, Healthcare, IMB, Home Office, DCMs from wings and other departments, Catering Manager.

I believe all of these meetings were effective and had an important role within Brook House

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45. An explanation of the senior management team ("SMT") meetings. In particular, frequency of meetings, what was discussed, action points and what were the outcomes of the meetings.

Did you consider these meetings to be effective? If not, why not and what could be improved

Along with some of the above other meetings which took place were, monthly SMT meeting where the centre as a whole would be discussed with each manger giving a monthly update on their departments.

IMB monthly meetings which was attended by IMB, Home Office and Centre Director or Deputy Director/Head of Residence, monthly running of the centre and their visits and any findings

Home Office Meeting Attended by Deputy Director/Head of Residence and Home Office, I think these were held weekly and the centre and any findings were discussed

Yes I do believe these meeting were effective.

46. The Inquiry understands that use of force incidents should have been reviewed at SMT

meetings. Please set out how often the reviews took place, what was discussed, whether

lessons learned were discussed and, if they were, how these were communicated to staff.

I cant remember how often these took place, but they would have been reviewed first by a Control and Restraint Instructor and any learning issues would be reported at these meetings, Senior Managers would also review these along with use of force paperwork, any issues whether it was a learning issue would be reported back to the C & R instructor if a member of staff needed a refresher training or an investigation would be started if it felt that a member of staff had done something wrong and chat with a member of staff if that was only needed.

47. Your opinion of the quality of the leadership by Senior Managers at Brook House

I believe the quality of leadership was good, you had a wealth of knowledge bought together with experience from all different areas and backgrounds which also Included prison,detention,

Relationship with Senior Managers

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Witness Name: [Witnesses full name]

Statement No: [INSERT]

Exhibits: [INSERT]

48. Explain your experience of being managed at Brook House. Include details of feedback appraisals, working relationship with your direct manager. Provide details of who your direct manager was with dates if recall them.

My line managers were the following however I can't remember the dates.

2009 - Ian Danskin who was the Deputy Director and Head of Residence he had a prison background, he was robust but fair

Duncan Partridge again Deputy Director and Head of Residence, he came from the Home Office but also had some Prison Knowledge, he had a more softer approach and tried to make the centre softer looking.

Steve Skitt his role was also Deputy Director and Head of Residence he came from the Prison service with a wealth of Knowledge, again he was robust but fair I believe Security was his main area in the prison service.

I got on well with all my line manager's, we may not of seen eye to eye on every issue but got on well, Appraisals were always fair and never had the need to feel that I deserved more, we probably had a meeting at least once a week to discuss the centre and given any feedback/findings from the Home Office and IMB when they have had their meetings.

Mark Damien was appointed Head of Residence in late 2017 early 2018 I'm not sure when we both seem to have the same ideals going forward to improve things.

49. Provide details of your experience of working with other senior managers. In particular, whether you felt able to rely on other senior managers to support you in your role.

I believe I had the support and was able to rely on other Senior Managers, there was always a good level of communication between us and when there was an incident we all came together to deal with it using our knowledge and experience.

Relationship with junior staff

50. If you managed DCMs directly, a description of how you managed the DCMs for whom you

were line manager. In particular, how the performance management and appraisal system

operated immediately before, during and immediately following the Relevant Period. If you

are able to recall specific examples, please provide approximate dates, a short description

of the issue, the name of the individual, what you did and the outcome.

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Witness Name: [Witnesses full name]

Statement No: [INSERT]

Exhibits: [INSERT]

Yes I did manage DCMs directly who were in charge of the Wings, Activities and Paid Work. The appraisal was annually with a six month interim catch up, outside of this I would meet or catch up with my DCMs at least once a week to discuss any issues, there was no change to this during the relevant period, after the relevant period I believe there was some changes to my staff,

51. In relation to specific training needs of junior staff, whether you did anything to identify such

needs. If so, a description of what you did and the outcome.

Training needs if any would be discussed at appraisal meetings which would then be passed on to the training department, also DCMs had the opportunity to apply for courses through the training department which would also be discussed at appraisal meeting. This was followed up at around the six monthly period. DCMs would have to attend an annually refresher course as required by the Home Office, which may consisted of if I remember Security, Health & Safety, Safer Custody

Relationship with Healthcare Staff

52. Provide details of your experience of working with Healthcare staff. In particular:

- a. Day to day working with Healthcare team in relation to the welfare of detained persons;
- b. Effectiveness of involvement of Healthcare team in Use of Force incidents;
- c. Communication with Healthcare staff about any detained persons with ongoing medical needs;
- d. Attitude of Healthcare staff towards detained persons (provide any specific examples you are able to recall);

I believe I had a good working relationship with Healthcare, apart from attending meetings as mentioned in previous questions, I found I could always talk to them especially if a detainee had stop me and ask for my help with a question about Healthcare or as medical concerns, they may not have always been able to provide an answer because of medical in confidence, but would give me some information to take back to the detainee.

They would always be present in a planned Use of Force starting at the briefing with information like can whether force can or can't be use on an individual to overseeing the incident to checking on them after the incident.

There may of been times when a detainee is not cooperating with Healthcare like at medication times so staff would be called to remove the detainee from Healthcare, but to my recollection I don't recall having seen Healthcare having a bad attitude towards a detainee.

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Witness Name: [Witnesses full name]

Statement No: [INSERT]

Exhibits: [INSERT]

#### Relationship with the Home Office

53. Explain your working relationship with Home Office staff, including those who worked within Brook House and those who worked externally. Include details of the level of contact that you had with them, the focus of their involvement at Brook House, your opinion on how they balanced immigration removal procedures with individual welfare. Explain your answer and please give specific details of any particular Home Office staff about whom you wish to comment.

I had a good working relationship with Home office staff, they were always approachable and would help there and then if I had been approached by a detainee for answers or had a question, they were also present in meeting as stated previously and was very helpful at Detainee Consultative meetings as they would always get back to the detainee with answers if they didn't have it there and then. Until procedures changed where they now give detainees minimum of 24hrs notice where it is safe to do so I always thought this was unfair as detainees would want to make arrangements for going home or have a visit, this now makes it easier for the detainee.

54. Say whether you attended monthly contract meetings with the Home Office. If you did, please set out what was discussed at these meetings.  
No I didn't attend meeting with the Home Office, this was done by the Deputy Director/Head of Residence.

#### Disciplinary and grievance processes

55. Provide details of any involvement you had in disciplinary investigations, including any investigation: (a) carried out by you as a manager; (b) carried out into your own conduct and/or (c) carried out into another member of staff, for which you were a witness. In relation to each example:

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Witness Name: [Witnesses full name]

Statement No: [INSERT]

Exhibits: [INSERT]



- a. please provide approximate dates;
- b. a description of the issue;
- c. who was subject to the investigation;

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- d. what the investigation involved;
- e. what the outcome of the investigation was;
- f. whether any further action was taken following the disciplinary outcome;
- g. whether there were any 'lessons learned', and if so, how they were disseminated and followed-up.

Yes I would of carried out investigations, these would be given to me by heads of departments (Security, HR, Head of Residence or Centre Director) to investigate which might include viewing of CCTV, reading reports and interviewing staff and any witnesses, once completed my report it would return back to the head of department who would decide whether any action needed to be taken or not, unless a member of staff was moved from one area to another I would not know the outcomes of investigations

I can 't recall any specific details of any investigations I may of carried out

56. Please provide details of any involvement you had in a grievance investigation, including any grievance investigation: (a) carried out by you as a manager; (b) carried out following a grievance raised against you; (c) carried out following a grievance raised by you; and/or (d) carried out into another member of staff, for which you were a witness.

In relation to each example:

- a. please provide approximate dates;
- b. a description of the issue;
- c. who was subject to the grievance;
- d. what the investigation involved;
- e. what the outcome of the investigation was;
- f. whether any further action was taken following the outcome;
- g. whether there were any 'lessons learned', and if so, how they were disseminated and followed-up.

The answer to this question would be the same as the previous question

Witness Name: [Witnesses full name]

Statement No: [INSERT]

Exhibits: [INSERT]

Staffing levels

G4S was contracted to provide 668 hours of DCO time per day. The contract required at least two DCOs on duty on each residential wing throughout the day.

57. In light of the above information about contracted hours and DCOs, provide your opinion on whether the staffing levels at DCO level were adequate to enable staff to perform all of the functions of their role. If they were not, identify why not. Further, whether you ever raised this at the time and if you did to whom, giving details of what happened. If you did not, why not?

To my knowledge there was always 3 DCOs allocated to the wings, how ever this may fall short on weekends due to staff sickness or if we had an emergency escort to go out or had detainees on constant supervision this would then have an impact on staff performing their daily tasks. Issues would be raised at the morning meetings and passed on to centre detail to look into as to why there may of been a shortage or the reasons as stated above.

58. Were you aware of other staff raising concerns over staffing levels? If so, who raised them, what were the concerns and what happened?

I was aware that the union raised concerns of staff shortages to Centre Director or Deputy, when walking around staff may have mentioned it to me and I would ask a DCM to look into it and see if we can get another member of staff from a different department, also in the morning the Oscars would look at staffing and move staff around as and where needed.

59. Whether you had any input into the staffing plan that was in place before September 2017.

If you did not, an explanation of how you came to know about it, your opinion on the levels of staff provided under it and whether you were asked for or provided feedback on it. If you did

not, and thought it was not sufficient, explain why not.

I don't recall having any input into the staffing plan, but we would have been called into the Centre Directors office and shown any plans they want to put in

Witness Name: [Witnesses full name]

Statement No: [INSERT]

Exhibits: [INSERT]

place and would have been asked for our opinions, at the time I would of accepted the plans going forward as I believe it was the best for the centre.

60. Whether you had any input into the September 2017 review of staffing arrangements

[CJS000736]. If you did not, an explanation of how you came to know about it, your opinion on the levels of staff provided under it and whether you were asked for or provided feedback

on it. If you did not, and thought it was not sufficient, explain why you did not provide feedback.

No I had no input into the review of staffing arrangements, but I would have been shown the plans they had going forward at different times, the plans they had provided more staff on the wings at certain times of the of the day when they were most needed

61. Provide your opinion on the impact that any staff shortages (if they existed) had on the care

and treatment of detained persons . In particular, whether staff were unable to offer activities

or services that they would have been able to provide if they were fully staffed.

If there was any staff shortages we always tried to keep activities open like the gym, computer room, library and courtyards as this was the main activities which the detainees like or needed, however this may of had an impact on the wings when staffing may go down to two DCOs

62. Provide your opinion on the impact that any staffing shortages had on staff, including morale and safety (whether perceived or actual).

As mentioned in question 57 emergency escorts or constant supervision may of had an impact on staff morale at times as staff may not of been able to perform their daily tasks.

63. Provide your opinion on the staffing levels of the Healthcare team. If there were shortages,

provide your opinion on the impact that it had on staff morale and safety (whether perceived

or actual). In particular, were detained persons able to access healthcare in order to ensure

that their medical and welfare needs were met in a timely fashion?

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Witness Name: [Witnesses full name]

Statement No: [INSERT]

Exhibits: [INSERT]

I don't believe there were staff shortages in Healthcare, the only time this may have an impact on detainees is when there was a first response on the wings and they had to attend which meant closing Healthcare for that period of time.

64. Provide your opinion on the staffing levels of the activities team. If there were shortages, provide your opinion on the impact that it had on staff and/ or detained persons' morale and behaviour.

As mentioned in previous question if there was a shortage in the activities team we always strived to keep the main activities open.

65. Provide your opinion or experience about whether decisions were made to maintain staffing levels below contractual requirements due to cost savings.  
I am not aware of this.

#### Recruitment

66. Whether you were involved with staff recruitment at Brook House. If you were, please set out a summary of this process, including interviews, and any observations on the number of applications received, quality and any reflections of the success of recruitment exercises.

Yes I was involved in attending staff recruitment, in the early years it was a very long process as candidates had to sit an English and Maths test, role play and interview/security which meant this was a long process, at the end of the day we sat down together and discuss the candidates and decide who were suitable and who wasn't based on those who passed the above processes, those who didn't pass the English and Maths would be asked to leave.

This changed later when candidates had to apply online and take the test online and those who passed were invited to interview and role play, this speeded the process up and reduced the number of candidates to start with.

67. Your opinion as to whether Brook House was able to recruit staff to posts easily. In particular, whether the salary and overall package was attractive and likely to lead and/or led to recruitment of good and experienced candidates.

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Witness Name: [Witnesses full name]

Statement No: [INSERT]

Exhibits: [INSERT]



I believe the candidates recruited were right at the time of recruitment, however there were times we struggle to recruit within the catchment area as the Airport and Overseas escorting offer more pay

68. Your opinion on whether there anything within the recruitment process that would have improved retention rates.

No I believe the recruitment process was good and fair at the time.

Retention

69. Your opinion as to whether Brook House was able to retain staff appropriately. If not, why

not? Is there anything that could have improved retention rates?

As answered in question 67 which meant we had to recruit further a field and the shift patters as staff work long hours, also recruits didn't understand the job they going into so left during training stage or failed their vetting.

70. If, in your experience, Brook House suffered from issues with retention of staff, explain these issues including the roles which had most difficulty retaining staff, the stage at which staff would depart, the reasons which would be provided and (if different) the leaving reasons as

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you understood them.

Long hours was one factor for staff leaving as those on day shift worked 13.5 hours, staff on the wings because of the demands from detainees was none stop, training as mentioned previously. I never carried out leaving interviews but most of the reasons as stated, long hours, shift patters, pay, not what they thought the job was.

71. Whether the introduction of a new contract in early 2017 which required staff to work a 46

hour week consisting of 13.5 hour shifts had an impact (positive or negative) on the retention

of staff and/or staff attendance and/or recruitment. Explain your answer.

Staff were already working a 13.5 hour shift.

72. Your opinion of what should be done to improve retention of staff at Brook House.

I believe I've covered the answers to this question previously

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Witness Name: [Witnesses full name]

Statement No: [INSERT]

Exhibits: [INSERT]

Tinsley House Staff

73. Your opinion in general terms of Tinsley House staff when they were working at Brook House.

In particular, whether they had been given specific training on the differences in working between the two locations and whether they were able to adapt their approach accordingly.

Please explain your answer.

Most areas were the same in processes between the two, however working on the wings was different, we tried different approaches to this as this one one area what was different, we tried shadowing but didn't always work, we tried a booklet finally I had two boards made up and displayed in each office, one consisted of daily roles and responsibilities of staff and the other was daily regime of the wing. I believe this was more successful

Treatment of Detained Persons  
Individuals generally

74. Whether you were involved in the reception process for detained persons. If you were, please provide your opinion on the process by which individuals arrive and leave the centre.

In particular, length of time, food, care whilst waiting.

No I was not involved in the process of new arrivals as this was not my area.

75. The induction policy appears at [CJS006042]. Whether this process was followed during the relevant period. If it was not, an explanation of why not and your opinion on the impact that this had, if any, on the care, health & safety of new and existing individuals.

Activities for Detained Persons

As far as I'm aware this process was followed during the relevant period.

76. Your opinion on the activities programme that was available to detained persons. In particular, whether the number of activities available to detained persons was sufficient to

Witness Name: [Witnesses full name]

Statement No: [INSERT]

Exhibits: [INSERT]

keep them engaged/occupied and whether any lack of activities impacted on atmosphere  
and possibly led to issues/disturbances arising that might not have done so if e.g. courtyards  
staffed, IT room available, football provided etc.

Based on the space provided I believe there was enough space and activities to keep detainees engaged, we had two courtyards where football, basketball, cricket and volleyball was played, a third courtyard which was turned into a garden with chairs and tables, this was especially popular during the summer, majority of activities were always open apart from education and arts and craft on the weekend, the most popular activities inside was the gym, computer room and library so we always made sure these were open, I don't believe any of these areas led to issues or disturbances other than between detainees themselves

77. Your opinion on what activities could be run at Brook House bearing in mind the space  
available to it that might reduce any such issues/disturbances.

We were always looking at new ways of giving detainees more to do or activities to keep them engaged, we had outside agencies come in like church groups, gravitate artist, red cross and look at ways we could do work for the community but also provided work for detainees.

#### Immigration Rule 35 Process

78. Confirmation of your involvement with the Rule 35 process as a senior manager.

Rule 35 covers several areas, which can include ACDTs, which they may raise then placed on a Constant supervision where as managers we would carry out case reviews on the detainee, it can also include where a detainee claims they have been tortured but we may not be given any details of the torture because of medical in confidence but we may be informed if any special measures for looking after them need to be put in place. Also if it's deemed that the detainee is not fit to be detained in detention or require a softer environment like Tinsley House

79. Explain your experience of how detained persons come to be reviewed, how easy it is for  
detained persons to be seen under the Rule 35 process and how swiftly the process moves.

In particular, whether you were aware of any detained persons being refused appointments

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Witness Name: [Witnesses full name]

Statement No: [INSERT]

Exhibits: [INSERT]

after pre-screening by health staff and an indication of the frequency of such refusals.

If a detainee is placed on a ACDT, he is seen by DCM with in the first Hour to set what's need to be done to look after their welfare, they will be assessed by an assessor within the first 24hurs and then a case review will carried out chaired by a senior manager with in the first 24hours.

As we do not get directly involved in a detainee claiming torture I can't say how swiftly the process moves as this is all done through Healthcare and GPs.

#### Use of Force

80. Whether, and if so, how frequently, you were involved in incidents involving the use of force/control and restraint techniques immediately before or during the Relevant Period. If

so, please provide a description of what happened (including who was involved) and the outcome. Further, please set out whether there was a review of the incident/s and any

lessons learned arising from it. If there were, an explanation of what happened and whether any changes were made to the practice.

We would only get directly involved to oversee the planned Use of Force if we were Duty Director for the day (Duty Director is normally once a week unless we are on for the weekend) we would observe from beginning to the end which is when the detainee is seen by Healthcare, unless it was spontaneous.

I believe I have answered the rest of this question previously.

81. Whether you had any concerns about any incidents that you were not directly involved in but became aware of either in your role as a manager of someone involved or more generally.

If so, please provide a description of what happened (including who was involved) and the outcome. Further, please set out whether there was a review of the incident and any lessons

Witness Name: [Witnesses full name]

Statement No: [INSERT]

Exhibits: [INSERT]



learned arising from it. If there were, an explanation of what happened, the nature of the review and who took part, and whether any changes were made to the practice. Other than what I saw on the panorama program I can't recall whether I ever had any concerns along with names, dates etc of incidents, I may have been told to investigate incidents from senior management or following a review but as said previously.

82. Your opinion on the use of control and restraint techniques as a mechanism to control detained persons' behaviour. In particular, whether these were used excessively at Brook House.

Apart from what I said previously in Question 81, I believe they are the right techniques to use in order to control a detainee who may be causing problems, like fighting or damaging property etc.

83. A description of what alternatives to control and restraint techniques exist and what was available for use at Brook House. Your opinion on how effective these techniques were in your experience of caring for detained persons at Brook House. If a technique or approach was not available, an explanation as to why that was and your view on whether it should be used.

The only other thing we had was to try an open up lines of effective two way communication/de-escalation but that depended on the detainee and what the reason was, sometimes this worked but not always. Sometimes depending on the reason we could use language line to try to understand his issues.

#### Detained Persons' Welfare

84. Provide details of any training that you had in relation to the welfare of detained persons, specifically in relation to the mental health of detained persons.

I attended Mental Health Awareness training, along with other training as mentioned before like Suicide and Self Harm

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Witness Name: [Witnesses full name]

Statement No: [INSERT]

Exhibits: [INSERT]

85. To the extent that you were involved, provide details of managing the mental health and wellbeing of detained persons in general (where they did not need involvement of healthcare).

As mentioned before, staff were trained in various policies to help support and manage detainees health and wellbeing along with this staff would be appointed to speak to detainees and record this to note any changes, this would be 24hour check, then once a week followed fortnightly and then monthly.

86. To the extent that you were involved, provide details of managing the mental health and wellbeing of detained persons where they required involvement of the healthcare team.

Please provide your opinion on the sufficiency and availability of the healthcare team for detained persons with mental health needs.

Healthcare always attended and had an input in any ACDTs case reviews and supported living plans reviews, I believe their input was sufficient some more then others and were always available when I needed them.

87. Provide details of the use of drugs by detained persons and whether policies prevented drugs

entering Brook House and/or being used by detained persons. If not, why not?

Provide your

opinion of the impact that the availability of illegal drugs had on detained persons' welfare

and behaviour.

I believe I have answered the first part of this question previously on drugs entering Brook House.

Spice was a concern as detainees were finding all sorts of ways to get it in, it would/could have an immediate impact on the person but would soon recover this kept the staff and busy dealing with detainees, it made detainees behave in all sorts of ways, some were dangerous some were sick others just laid on their beds. It was a very addictive drug.

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88. Provide details on the availability of drug rehabilitation/support at Brook House, who offered it and how effective it was.

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Witness Name: [Witnesses full name]

Statement No: [INSERT]

Exhibits: [INSERT]

This was provided by Healthcare, sometimes they were successful other times they were not, it all depended on the detainee.

89. Your understanding of the role of the Chaplaincy. Whether the Chaplaincy ever raised any concerns regarding detained persons' welfare with you. If they did, what happened and what was the outcome.

The Chaplaincy would visits the wings talk with detainees and hold prayers with the detainees, if they came me to with concerns over a detainees welfare then I would look into it or ask a DCM on the wing to look into it. I can't recall any specific times or concerns.

90. To the extent that you were involved, an explanation of the process that was followed when a detained person self-harmed. In particular, whether this differed from the Policy. Your opinion on whether this was effective or whether an alternative would have been more

effective in monitoring their welfare and supporting them in their recovery. If a detainee had self harm they would be seen or taken to Healthcare for them to clean up or arrange to go to Hospital if needed, ACDT would be opened up and moved to E wing for constant supervision, depending on the reason depended on how long they stayed there as sometimes it was a call for help because of a situation they find themselves in or struggling to cope, support would have been provided by either Healthcare, Chaplaincy, Staff or other departments depending on the needs and reasons for self harming, I believe this was the best we had available at the time in helping a detainee.

91. To the extent that you were involved, an explanation of the process that was followed when a detained person refused to eat the food provided by the centre. In particular, whether this differed from the Policy. Your opinion on whether this was effective and whether an alternative option would have been more effective in monitoring welfare and encouraging them to eat again. Please provide any examples.

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Witness Name: [Witnesses full name]

Statement No: [INSERT]

Exhibits: [INSERT]

Apart from what was laid down in the policy, detainees could still in different ways one reason might be they don't like the food, but they are buying food from the shop which supplied ample food to have a meal and drinking fluids or they might work in the kitchens and take a meal from there, another way detainees ate was making their own food in the culture kitchen, if the detainee wasn't eating anything then staff would followed what is laid down in the policy, as senior managers we would only get involved if the detainee was moved to E wing and along with staff and other departments we would encourage the detainee to eat/drink.

I don't believe there was a different or more effective way that I'm aware of to help/encourage them.

Detained persons as time served foreign national offenders (TSFNO)

92. Whether you were involved in the reception process for TSFNO. If you were, set out your experience of this process and the information provided when they arrived and impact that any missing information had on the ability to risk assess where they should go and whether this caused any delays.  
I was not involved in this process

93. To the extent that you were involved, your experience of caring for TSFNs at Brook House.

If your approach differed from your approach to non-TSFNOs, please explain why.

I treated all the residents the same, to me they were no difference to any other detained resident.

94. Your opinion on whether the co-location of TSFNs with other detained persons caused difficulties in managing the welfare and/or behaviour of detained persons . Please explain your answer.

In my opinion it didn't cause any concerns

Abuse of Detained Persons

Witness Name: [Witnesses full name]

Statement No: [INSERT]

Exhibits: [INSERT]



95. Did you have any specific concerns about the abuse (verbal or physical) of detained persons (either individually or collectively) whilst working at Brook House by staff. Please set out or describe how you came to have those concern, the role that you played and what happened. Please name any other individual who you think played an important role or who might be able to provide further evidence about it. As I mention earlier apart from what I saw on the panorama program, I don't recall any specific incidents where I might have concerns about the abuse either (verbal or physical) towards a detainee by staff. During my time at Brook House I may have investigated such concerns but can't recall any.

96. Did you have any specific concerns about the abuse (verbal or physical) of detained persons (either individually or collectively) whilst working at Brook House by other detained persons. Please set out or describe how you came to have those concern, the role that you played and what happened. Please name any other individual who you think played an important role or who might be able to provide further evidence about it. Again I don't recall any specific incidents where I might have concerns about the abuse either (verbal or physical) towards a detainee by another detainee/detainees. During my time at Brook House I may have investigated such concerns but can't recall any.

#### Complaints

97. Explain your understanding of the complaints process for detained persons or others making a complaint relating to mistreatment (such as verbal insults or physical assaults) of detained persons by:  
a) Staff; or  
b) Other detained persons.  
Please specifically address your understanding of the process for: (a) internal investigations

Witness Name: [Witnesses full name]

Statement No: [INSERT]

Exhibits: [INSERT]

conducted by G4S; and (b) investigations carried out by the Professional Standards Unit.

If and when a detainee made a complaint it would go to our complaints department, depending on what area/department the detainee was complaining about it would go to the manager of that area, this will be investigated by the manager of that department or it may then be distributed to the DCM of that area to investigate depending on the serious or nature of the complaint. You would be given a period of time to carry out your complaint, this may involve interviewing staff or detainees, any witnesses, viewing of CCTV if available and reading any reports and interviewing the complainant. Once completed the report would be returned to the complaints department with the outcome. A letter would be sent to the detainee of the outcome and if the outcome was not in favour of the complainant a leaflet for the ombudsman (Professional Standards) would be enclosed explaining how they can apply to them to investigate their complaint if they were not happy.

Professional Standards would send a letter acknowledging their letter and tell them whether they were going to investigate the complaint or not and I believe they would go through the same process of investigating as above. I believe leaflets were available in the library if the detainee wished to send them their complaint directly.

98. Explain your experience of the complaints process, including in particular:

- a. Any examples in which you received a complaint and referred it on for investigation;
- b. Any examples in which you were involved in an investigation, either conducted by G4S or the Professional Standards Unit, in relation to a complaint made against you or another member of staff.
- c. Any examples in which you were involved in a decision to appeal the outcome of a complaint investigated by the Professional Standards Unit.

Please include what happened, any investigation process, the outcome and any lessons learned. If there were lessons learned, whether they were implemented and effective.

I can't recall any particular examples where I might have been involved in to investigate.

99. Your opinion on whether the processes could be improved and, if so, how.

I believe the process was fair and honest

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Witness Name: [Witnesses full name]

Statement No: [INSERT]

Exhibits: [INSERT]

100. Your understanding of the process for detained persons who wished to make complaints about any other matters, including healthcare.  
I believe I have answered that question as above

#### The Panorama Programme

The Inquiry's website has a link to a YouTube channel which has a BBC Panorama programme available to view for free (BBC Panorama - "Undercover: Britains Immigration Secrets" - YouTube).  
If you have not already watched the programme, the Inquiry would ask that you do so and consider the following.

101. Confirmation as to whether you worked with Callum Tulley (the BBC undercover reporter). If you did, please set out details of when you worked with him.  
Callum Tulley worked in Activities, I didn't manage him directly as he was managed by the DCM for that area, but I did manage that area.

102. Whether you appear in the programme. If you do, please confirm the timings on the footage where you appear. It would be helpful if you are able to provide a photograph or description of yourself so that the Inquiry is able to easily identify you.  
I didn't appear in the programme.

103. Your opinion on the impact that the Panorama programme (which aired on 4 September 2017) had on staff morale.  
I believe I answered this in question 8

104. To the extent that you are aware of detained persons seeing or become aware of the Panorama programme (e.g. the media), your opinion on the impact that the Panorama programme had on detained persons.  
I believe I also answered this earlier in question 8

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Witness Name: [Witnesses full name]

Statement No: [INSERT]

Exhibits: [INSERT]

105. During the programme, one detained person says that they are under age for detention. Whether you were involved in this (or any other age dispute) case. An explanation of the process to be followed.

I don't recall whether I was involved with this particular detainee, however if a detainee claims they are under age we would speak with the Home Office and Healthcare to see if he has reported it to then, Social Services would be contacted to follow out an assessment and a Merton report would follow this assessment, in the meantime the detainee could be move to either B/E wing for their own safety and where they feel safe or could even be moved to Tinsley House and placed in the Family suite.

106. Whether there were any changes at Brook House following the Panorama programme and your opinion on whether they were effective. If they were not, your opinion on what should have been done to create effective change.  
I can't recall if changes were made or not.

#### Specific Individuals

107. The following individuals were either investigated, disciplined, dismissed or left following the Panorama programme:

a. Nathan Ring

Nathan Ring mainly work in reception which was not my area, so had very little dealings with him, the times I did work with him I had no concerns at that time

b. Steve Webb

Steve Webb worked on induction and E wing, he came to us from Family part of the buisness, Steve was a one of my DCM which I managed he never gave me any cause for concern in the way he behaved with detainees nor do I recall him talking or making any remarks to detainees

c. Chris Donnelly

Chris Donnelly was not in my department, the only time I would work with him is when I was the duty director for the day or weekend Chris never gave any cause for concern in his behaviour or the way he talked to detainees

d. Calvin Sanders

I can't recall to much about Calvin Sanders

e. Derek Murphy

Derek worked mainly on B and E wing at the times I visited these areas he never gave me any cause for concerns with his behaviour

Witness Name: [Witnesses full name]

Statement No: [INSERT]

Exhibits: [INSERT]



f. John Connolly  
I didn't work with John directly

g. Dave Webb  
Dave worked mainly on E wing

h. Clayton Fraser  
I can't recall to much about Clayton, certainly nothing to cause me any concern at the times I spoke or seen him

i. Charles Frances  
Charles worked mainly on E wing, he was managed by DCM, I found Charles to be professional and never had any cause for concern in his work or the way he talked/behaved towards detainees

j. Aaron Stokes  
I can't recall to much about Aaron Stokes

k. Mark Earl  
Again I can't to much about Mark Earl

l. Slim Bassoud  
I didn't Manage Slim Bassoud, nor can I recall any instances where I may have baan concerned about him

m. Sean Sayers  
I don't recall much about Sean

n. Ryan Bromley  
Ryan worked mainly on D wing, I never had any cause for concern or the way he talked to detainees

o. Daniel Small  
Daniel worked in Activities managed by a DCM when visiting this area he never gave me any cause for concern for his behaviour or the way he talked with detainees

p. Yan Paschali  
Yan worked mainly E wing, at the times I visited this area I don't recall any cause for concern with the way he talked or behave towards detainees

q. Daniel Lake  
Daniel worked in Activities managed by a DCM when visiting this area he never gave me any cause for concern for his behaviour or the way he talked with detainees

r. Babatunde Fagbo  
Babatunde worked mainly on D wing he never cause me any concerns when I was visiting the wing

s. Shane Munro / Munroe  
Shane worked on C wing, I don't know to much about Shane or recall any concerns when I visited this area

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Witness Name: [Witnesses full name]

Statement No: [INSERT]

Exhibits: [INSERT]

t. Nurse Jo Buss

Jo Buss worked mainly at Tinsley had very little to do with her, apart from when I visited Tinsley where I would carry out my rounds, never had any concerns at time of visit

In relation to each of these individuals, set out the following:

i. Whether you worked with these individuals. If so, provide details of when you worked

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together, your working relationship and your opinion of them in a professional capacity. If you had concerns about their personal views/behaviours and that this impacted on their care of detained persons please set these out.

ii. Whether you witnessed them use derogatory, offensive and insensitive remarks about detained persons. If so, details of what they said, the reaction of the detained person, what you did (if anything) and the outcome.

iii. Whether you witnessed any incidents of verbal abuse. If so, details of what they said,

the reaction of the detained person, what you did (if anything) and the outcome.

iv. Whether you witnesses any incidents of physical abuse. If so, details of what they

said, the reaction of the detained person, what you did (if anything) and the outcome.

#### Suggestions for Improvements

Part of the Inquiry's remit is to identify learning and make recommendations that would help to

prevent the recurrence of such events in the future.

108. Where not specifically covered above, set out your opinion of what could be changed

or improved at Brook House in order to improve the health, safety and welfare of detained persons.

#### Any other Concerns

109. To the extent not covered by the above, please mention or explain any other matter

which relates to the culture of G4S at Brook House, the treatment of detained persons which

you consider may be relevant to the Inquiry.

As I have mention earlier, I don't believe there is anything I could add or mention/ explain which is relevant to the Inquiry.

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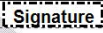
Witness Name: [Witnesses full name]

Statement No: [INSERT]

Exhibits: [INSERT]

110. A list of names of individuals working at Brook House who you believe are knowledgeable about the matters that you have mentioned in your statement.  
As I moved on in 2018 I don't know who still works at Brook House.

111. Any further matters which you consider relevant to the Inquiry's work.  
The topics identified above are not intended to be an exhaustive list and if there are other matters relevant to the Inquiry on which the you wish to provide evidence then you should do so.  
There is nothing more I wish to add which I consider would be relevant to the Inquiry.

<b>Statement of Truth</b>	
I believe that the facts stated in this witness statement are true. I understand that proceedings for contempt of court may be brought against anyone who makes, or causes to be made, a false statement in a document verified by a statement of truth without an honest belief in its truth.	
I am content for this witness statement to form part of the evidence before the Brook House Inquiry and to be published on the Inquiry's website.	
Name	Julian Williams
Signature	
Date	7 <sup>th</sup> March 2022

**Commented [A3]:** Witness statements should be provided to the Inquiry in draft format before they are signed.

Please await confirmation from the Inquiry before you sign the final copy of your witness statement.

Witness Name: [Witnesses full name]  
Statement No: [INSERT]  
Exhibits: [INSERT]