

Rule 9 of the Inquiry Rules 2006 Request

Name: Scott Hamilton

Address:

Role: Detainee Operations Manager ('DOM')

Dates of Employment: March 2008 - Present

I confirm that the facts set out in this questionnaire are true. I understand that proceedings for contempt of court may be brought against me if I make, or cause to be made, a false statement in a document verified by a statement of truth without an honest belief in its truth.

Signed:

Signature

Dated:

20/12/21

	Area to Address	Response
1.	A summary of your career (which explains any professional qualifications which you have and the roles which you have held in your professional capacity).	I commenced employment at Gatwick IRC in March 2008 as a DCO at Tinsley House. In March 2009, I moved to Brook House as a DCO and then I was promoted to a DOM in May 2009. In approximately 2015, I moved back to Tinsley House as a DOM. I may have worked the odd shift at Brook House after this date, but I really cannot remember.

Culture at Brook House	
2.	<p>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 and in either event what that culture was; and if there was an identifiable culture, whether it changed over time.</p>
3.	<p>Whether you had any particular concerns about how the values of G4S or its culture impacted upon the following:</p> <ul style="list-style-type: none"> a. The general protection of those who were detained at Brook House; b. The management of staff; c. The protection of especially vulnerable individuals (e.g. those with mental health issues).
4.	<p>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.</p>

When I was working as a Manager at Brook House prior to 2015, I was predominantly working in the Detainee Reception area. In this area there was a good atmosphere. There was nothing untoward when residents were admitted, or on any other occasion. There was good bonding and a good structure between the Detainee Reception Team.

I had no Concerns at all in relation to a, b or c. However, it is my personal opinion that G4S focussed on how they could make lots of profit and less about spending money to care for their staff.

I think that a few of the Senior Managers could have been more approachable and in touch with what was happening with staff and Managers at the centre. However, this only relates to three individuals that I can think of: Ben Saunders, Duncan Partridge and Nathan Ward who all appeared (in my opinion) not to be interested in anything other than themselves.

Ben Saunders (in my opinion) was not in touch with anything at all in the centre. It is my understanding that no one really saw him around and it was quite clear that he did not know what was going on in Brook House or Tinsley House.

The only thing I recall regarding Duncan Partridge was an occasion where a gay resident had to be moved to another house because he was attracted to me. Duncan laughed at the situation (nothing to do with the fact the resident was gay). I did not perceive this to be a homophobic comment, but I found it a little off-putting (which I don't believe was intentional). I feel similar comments would have been made even if the detainee who had these feelings was female.

		In my opinion Nathan Ward did not know how to manage people. He had the best interests of the residents in his mind at all times, but this could be to the detriment of the safety of staff.
Training		
5.	The Inquiry understands that DCO recruits undertake an eight-week initial training course when they start at Brook House. 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 do so, an explanation of what training you did attend when you first started at Brook House, including its duration, who provided it, where it was provided and what it covered.	When I initially started working at Gatwick IRC, I think the contract was ran by a company called GSL and so I did not do my initial training with G4S, I did it with GSL. Brook House had not even been built when I started working at Gatwick IRC. The initial training I did was a long time ago and I cannot remember the specifics of it.
6.	Reflecting on training that you received for your role (including any refresher training) your opinion about whether it enabled you to perform your role at Brook House. Please explain your answer. If it did not do so, please say what else you believe the training should have covered.	<p>I moved to Brook House when it opened. At this time, myself and a few others were the only staff members with experience of dealing with residents – none of the other Managers could do it. I did not get any training on how to be a manager when I was promoted, and I believe that this training would have been beneficial.</p> <p>I think I, and other Managers, would have benefitted from training on how to manage the staff on the floor who see the residents every day. I also think it would have been beneficial to receive some mental health training but to be honest, I have no idea what type of training could be provided to deal with that. I also think it would be beneficial for Managers to have training on how to deal with staff members in difficult situations.</p>
7.	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 completed C&R training in my initial training course when I started with GSL and when G4S took over I have always had yearly refreshers. I could not tell you the dates that I had these training sessions as I have had many over the years. I continue to have yearly refreshers under Serco.
Staff Behaviour		
8.	Whether you experienced or were aware of any racist attitudes or behaviours amongst staff. If you were, please set out the name of the	Not in my experience that I can remember.

	individuals involved 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.	
9.	Whether you experienced or were aware of any homophobic and/or misogynistic attitudes or behaviours amongst staff. If you were, confirm the name of the individuals involved 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.	Not in my experience that I can remember.
10.	Whether you were aware of staff bringing drugs into Brook House for use by individuals. If you were aware of it, provide details including names, details and what action (if any) was taken if/when this was discovered.	Not in my experience that I can remember. If I had ever seen anything like this, I would have reported it straight away through the correct channels.
11.	Whether you experienced bullying by any other staff at Brook House. Please provide details. If you took any action, please provide the outcome.	Not in my experience that I can remember.
12.	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.	Not in my experience that I can remember.
Disciplinary and Grievance Process		
13.	Provide details of any involvement you had in disciplinary and/or grievance 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: a. please provide approximate dates; b. a description of the issue; c. who was subject to the investigation; d. what the investigation involved;	<p>In November 2009, I made a mistake and was given a warning for failing to open an ACDT (Assessment Care, Detention and Teamwork – an orange book that gets opened if someone tried to kill themselves or self-harms. Its purpose is to support the individual to help them recover). Other Managers were given the same as me. I have never failed to open an ACDT since when the need arises.</p> <p>I do not recall being involved in any other disciplinary or grievance procedure.</p> <p>I have never had any warnings on my personnel record during the time period the Inquiry is investigating. I have never had any disciplinaries in the timeframe the Inquiry is focused upon.</p>

	<p>e. what the outcome of the investigation was;</p> <p>f. whether any further action was taken following the disciplinary outcome;</p> <p>g. whether there were any 'lessons learned', and if so, how they were disseminated and followed-up.</p>	
Staffing Levels		
14.	<p>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. 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.</p> <p>Provide your opinion on the impact that any staffing shortages had on staff, including morale and safety (whether perceived or actual).</p>	<p>In my opinion two DCOs would not be enough personnel to try and deal/care for 120 residents who could be, at times, extremely violent. I also think this about the number of managers as you would often only have two managers to run four wings and reception.</p> <p>Staffing shortages, in my opinion, caused morale to be very low amongst staff and a concern over safety. I can only speak from a personal perspective and that it did not affect my professionalism with residents care and welfare.</p>
Treatment of Detained Individuals		
15.	<p>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 (1 April 2017 – 31 August 2017). 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.</p>	<p>I honestly cannot recall if I was involved in any such incidents because I was predominantly based at Tinsley House post 2015 which had a totally different set up and was a lot more relaxed. During the period in question I spent a lot of time at Tinsley to help mobilise the centre after its refurbishment.</p> <p>I do not remember being involved in any C&R incidents during this time.</p>
16.	<p>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 learned arising from it. If there were, an explanation of what happened, the nature of the review and who took part,</p>	<p>I am not aware of any incidents that caused me concern. If I thought something was wrong and I was witness to it, I am the sort of person who would challenge it straight away.</p>

	and whether any changes were made to the practice.	
17.	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 individuals 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.	<p>From a personal perspective, I believe that every avenue was explored on each occasion that I can remember before C&R was used. These other avenues include de-escalation and the use of interpersonal skills.</p> <p>You can generally always try to diffuse a situation, but it only really works if you are familiar with the detainee and get on with them because this allows you to use deflection tactics. If you are aware of a staff member who knows the individual, it is always an idea to ask them to attend the situation to speak to the individual to try and calm the situation.</p> <p>Sometimes it is not possible to use de-escalation tactics, for example if the detainee needs to be on a plane at a certain time and they have made it very clear that they will not go.</p> <p>The last thing I ever want to do is put my hands on someone, I would always rather talk to them to try and calm them down.</p>
18.	Provide details of managing the mental health and wellbeing of detained individuals in general (whether or not they needed involvement of healthcare).	<p>As far as I am aware, Healthcare were always involved where residents have mental health issues.</p> <p>The general staff at Brook House, such as DCOs and DOMs are not doctors and so they would not be able to assess someone's mental health. Staff always do the best they can to provide support, but mental health can often be subjective, and so healthcare are/were best placed to deal with these individuals.</p> <p>If there was a particular individual who was struggling, normally what would happen is that the detainee would be moved to a different wing with less residents on it.</p> <p>If a situation arose on the wing involving a detainee with mental health issues, healthcare would always be there.</p>
19.	<p>Your experience of caring for time served foreign national offenders (TSFNOs) at Brook House. If your approach differed from your approach to non-TSFNOs, please explain why.</p> <p>Your opinion about whether the co-location of TSFNOs with other</p>	<p>I treated everyone exactly the same. I think that the mixing did cause some issues with some residents, but this was not due to the whether they were an offender or not, it was more to do with personal attitudes or personality clashes, for example, certain offenders might try to be more dominant because of their history.</p>

	detained persons caused difficulties in managing the welfare and/or behaviour of individuals. Please explain your answer.	<p>I understand that it is hard to manage some of the TSFNOs because they are very dangerous and should not be detained with certain people, but it is the decision of the Home Office to decide who comes into the immigration centre so we do not have much say over it.</p> <p>I do have to say that I would not have wanted to work on the time served wing.</p> <p>I have also never noticed any other staff member treating TSFNOs and non-TSFNOs differently.</p>
20.	Did you have any specific concerns about the abuse (verbal or physical) of detained persons by staff (either individually or collectively) whilst working at Brook House. Please set out or describe how you came to have those concerns, 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.	I never had concerns about anyone's behaviour in relation to this. I cannot recall ever seeing another staff member act in this way towards a resident.
21.	Did you have any specific concerns about the abuse (verbal or physical) of detained persons by other detained persons (either individually or collectively) whilst working at Brook House. Please set out or describe how you came to have those concerns, 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.	<p>I cannot recall ever having any specific concerns in relation to this. There would always be disagreements that took place from time to time and sometimes this was because some nationalities just did not seem to get along with each other.</p> <p>I do think that additional staff could have helped with these frictions because when you only have two people on a wing they have enough to be doing and do not always have time to walk around doing floor checks. A DCO just being on the wing can help as a detainee may think twice before doing certain actions. A shortage of staff on the wings means that there is not enough staff presence.</p>
22.	<p>Explain your experience of the complaints process, including in particular:</p> <p>a. Any examples in which you received a complaint and referred it on for investigation;</p> <p>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.</p> <p>Please include what happened, any investigation process, the outcome</p>	<p>I have been investigated by the PSU on a few occasions, but this was a long time before the time period the Inquiry is looking into. I honestly cannot remember what they were about, but I know that every time I was cleared of any wrongdoing. Unfortunately, a lot of the residents think that making a complaint will help their case (even if the complaints are nonsense).</p> <p>I do have experience in investigating some complaints from detainees, I could not provide details or dates, but they usually related to missing property. I cannot recall ever seeing, or dealing with, a complaint regarding bullying or assault.</p>

	and any lessons learned. If there were lessons learned, whether they were implemented and effective.	
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: Britain's Immigration Secrets" - YouTube). If you have not already watched the programme, the Inquiry would ask that you do so and consider the following.		
23.	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 easily to identify you.	I do not appear in the programme.
24.	Your opinion on the impact that the Panorama programme (which aired on 4 September 2017) had on staff morale.	<p>When I saw the programme it hit me extremely hard. I was completely shocked at what was portrayed on the programme. I think after the programme aired, there was a severe lack of trust between all colleagues, not just at Brook House, but also at Tinsley.</p> <p>I was not worried because I knew that I had not done anything wrong but even I was scared to talk to other colleagues for quite a while just in case.</p> <p>I do feel that the programme was very one sided and I noted that it did not show you any context about what went on before the incident shown. I want to make it clear that I am not in any way condoning any of the behaviours shown, but I do feel that the programme should also have shown more context and a more rounded view of the circumstances as a whole. It was really upsetting that the programme portrayed every staff member in the same way because some people at Brook House do really good work. It was clear that the programme wanted to attract as many viewers as possible.</p> <p>The programme caused great officers, and great people to leave because they did not want to be accused of similar behaviours when in fact, they always did a great job. This was really unfortunate.</p>
25.	Whether there were any changes at Brook House following the Panorama programme and your opinion about whether they were effective. If they were not, your opinion about what should have been done to create effective change.	I believe that there were a lot of changes for the better. Staffing levels increased and hours changed. The structure of the SMT also seemed to improve a great deal. I know this even though I barely ever worked at Brook House because I was/am a Manager and so have an overview what changes may be happening at both centres.

26.	<p>The following individuals who worked at Brook House were either investigated, disciplined, dismissed or left following the Panorama programme:</p> <ul style="list-style-type: none"> a. Nathan Ring b. Steve Webb c. Chris Donnelly d. Calvin Sanders e. Derek Murphy f. John Connolly g. Dave Webb h. Clayton Fraser i. Charles Frances j. Aaron Stokes k. Mark Earl l. Slim Bassoud m. Sean Sayers n. Ryan Bromley o. Daniel Small p. Yan Paschali q. Daniel Lake r. Babatunde Fagbo s. Shayne Munro / Munroe t. Nurse Jo Buss <p>In relation to each of these individuals, set out the following:</p> <ul style="list-style-type: none"> i. Whether you worked with these individuals. If so, provide details of when you worked 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/or insensitive remarks about individuals. If so, provide details of what they said, the reaction of the individual, what you did (if anything) and the outcome. iii. Whether you witnessed any incidents of verbal abuse. If so, 	<p>I have worked with all of these individuals at some point throughout my career and I have never seen them do anything as described in ii., iii., or iv.</p>
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	<p>provide details of what they said, the reaction of the individual, what you did (if anything) and the outcome.</p> <p>iv. Whether you witnessed any incidents of physical abuse. If so, provide details of what they said, the reaction of the individual, what you did (if anything) and the outcome.</p>	
Other Matters		
27.	Where not specifically covered above, set out your opinion of what could be changed or improved at Brook House in order to improve individual health, safety and welfare.	I think a lot has changed for the better since the programme aired. Phil Wragg was appointed as Director after the programme aired and he was very in touch with all staff members and the processes. You would always see him on the floor, he knew exactly what was going on and was brilliant. This really helped to improve the morale.