

<p>1 Thursday, 2 July 2020 2 (10.30 am) 3 THE CHAIR: Good morning, everyone, and welcome to Day 4 of 4 this public hearing. Ms Langdale? 5 MS LANGDALE: Good morning, chair. May I call, please, 6 Ms Hudson, and invite Ms Smith to swear her in. 7 MS ANNIE HUDSON (affirmed) 8 Examination by MS LANGDALE 9 MS LANGDALE: Can you give us your name, please, and 10 qualifications? 11 A. My name is Annie Hudson. I have a BSc in Social 12 Sciences and I have a Masters in Social Work, which 13 gives me the qualification of social work. 14 Q. What is your current role? 15 A. Until March 31 this year, I was the Statutory Director 16 of Children's Services for Lambeth Borough Council, 17 known as the strategic director. I stepped down from 18 that role, but have continued to be the formal corporate 19 witness for Lambeth Council for the purposes of this 20 inquiry. 21 Q. You have prepared, along with others, a corporate 22 witness statement dated 9 December 2019? 23 A. I have. 24 Q. Can you tell us if the contents are true and accurate, 25 as far as you're concerned?</p> <p style="text-align: center;">Page 1</p>	<p>1 A. I can confirm that they are truthful and accurate. 2 Q. In terms of the IICSA process for preparing that 3 document, how was that put together? 4 A. It was put together over a considerable period of time, 5 working with the legal team, but also with professional 6 officers within children's services to make sure that we 7 gathered all the information that was needed. 8 It was also discussed and approved with the chief 9 executive and the then -- and the leader of the council. 10 Q. You have also furnished case study statements relating 11 to Shirley Oaks, Southvale, Angell Road and Ivy House 12 and Monkton Street? 13 A. We have, yes. I have. 14 Q. In terms of today's evidence, we are hoping to touch 15 upon the Ivy House and Monkton Street statements. Aside 16 from a short paragraph dealing with a reference provided 17 to F12, are you confident that the statements are true 18 and accurate for Ivy House and Monkton Street? 19 A. I am confident that they are true and accurate. 20 Q. You are coming back to give evidence for a day on Day 12 21 of the hearing in relation to Shirley Oaks, Southvale, 22 Angell Road, fostering and adoption -- 23 A. That's correct, yes. 24 Q. -- when you will be asked questions about individual 25 case studies and individual children's histories in</p> <p style="text-align: center;">Page 2</p>
<p>1 care? 2 A. Yes. 3 Q. We understand, Ms Hudson, you would like to begin your 4 evidence with an apology, so may I invite you to say 5 what you would like to say on that? 6 A. Thank you very much. I am very mindful that the council 7 has, in a number of places, made a formal apology to 8 survivors of abuse in Lambeth children's homes, but it's 9 very important for me, particularly as somebody who has 10 been in social work for 40 years, to make a personal 11 apology as well. 12 It's my absolute belief that children in care are 13 entitled, as all children are, to a life where they can 14 grow up happy, in loving homes, free from any worry or 15 fear of, or reality of, harm; where they can pursue 16 their dreams and ambitions. It is clear to me that 17 a very, very great number of children effectively had 18 their childhoods stolen as a consequence of the abuse, 19 the racist abuse, the emotional abuse, the sexual abuse, 20 the physical abuse and the general neglect of them and 21 their lives during a very long period of time. 22 I am really, really sorry for what happened to those 23 children. I recognise that Lambeth's betrayal of them 24 is very profound and was very prolonged, and the 25 failures are on many different levels. There was</p> <p style="text-align: center;">Page 3</p>	<p>1 clearly an absolute failure to make sure that the 2 conditions in which they were growing up enabled them to 3 be safe and feel safe from harm. Instead, the council 4 created and oversaw conditions in care where appalling 5 and absolutely shocking and horrendous abuse was 6 perpetrated. So that, rather than living in safe homes, 7 safe environments, children were placed in toxic 8 environments where they lived in constant fear, and they 9 could not have the ordinary life that every child 10 needs -- the right to a good education, the right to 11 have contact with families, brothers and sisters. 12 Even when they did speak out, and when concerns were 13 expressed, they were disbelieved, their voices were 14 silenced, there was distraction from what they were 15 saying. 16 Then we failed also to give them the support and 17 help that children and adults need to recover from the 18 trauma of abuse, and that, too, I think, was a very 19 profound dereliction of our responsibilities to you, to 20 the survivors. 21 Finally, and very importantly, people in power and 22 authority were just not vigilant. They weren't 23 sufficiently vigilant about what was happening in 24 children's homes, and they didn't take responsibility 25 for making sure that, even when concerns and issues were</p> <p style="text-align: center;">Page 4</p>

<p>1 highlighted, there was deep-seated change that was 2 required.</p> <p>3 I have been proud to be a social worker for 4 40 years, but I feel an enormous sense of shame about 5 what happened in Lambeth to so very, very many children, 6 and the learning for me, and for Lambeth, has been, and 7 will be, hard, but I think it's really important that 8 this inquiry provides the opportunity for the truth of 9 what happened to be told and for some measure of 10 justice.</p> <p>11 So I really, truly and very deeply apologise to 12 survivors and to families. What they experienced and 13 endured and carried throughout their lives can't be 14 un-lived, and it may be that I can never fully appreciate 15 the depth of the pain and what they endured. But I do 16 want to say sorry. It's so palpably clear to me that 17 what happened was that the council and others lost sight 18 of a very large group of children, lost sight of what 19 was happening in their lives, and that was at enormous, 20 huge cost to those individuals and their families and 21 friends, and for that I am really very, very sorry.</p> <p>22 Q. When you say you are sorry, Ms Hudson, are you saying 23 that on behalf of corporate parenting now in Lambeth, on 24 behalf of the leaders of the council, councillors, or is 25 this your apology?</p> <p style="text-align: center;">Page 5</p>	<p>1 A. I think it is both. The council has -- as you will be 2 aware, the previous leader, Councillor Lib Peck, and 3 then, more recently, Councillor Jack Hopkins, the two 4 most recent leaders, have given very public and very 5 clear apologies for what happened, and I do believe that 6 the current leadership in the council, both political 7 leadership and the managerial leadership, have a real 8 sense of sorrow and sense of responsibility about what 9 happened.</p> <p>10 But I think it's also important for me, as the 11 outgoing Director of Children's Services, to convey that 12 apology for myself, because I do feel that very 13 strongly, and, as I say, because I've been in social 14 work for a very long time, and I have been profoundly 15 shocked by what I have learnt over the last year or so 16 from the testimonies, from looking at the evidence and, 17 indeed, just in the last 24 hours from listening to the 18 testimonies of survivors.</p> <p>19 Q. In terms of survivors and their courage, of course, as 20 you say, some came forward before, didn't they -- some 21 when they were children, some to CHILE and Middleton, 22 some have spoken before and publicly about what they 23 endured. So from Lambeth's perspective, what is 24 different now? Clearly, we are in this inquiry, but 25 what is different, listening now? You have been able to</p> <p style="text-align: center;">Page 6</p>
<p>1 hear before what children, as adults, have said?</p> <p>2 A. I think there are a number of factors. I think that 3 the -- I certainly would not say that the system in 4 Lambeth or possibly elsewhere is where it should be, and 5 indeed, I think I've said in my statement that Lambeth 6 is still very much on an improvement journey after some 7 singular failures, you know, not that long ago. But 8 I think there are a number of factors which make the 9 current situation different, though I always would have 10 that caveat about never been complacent. The first is 11 that I think there is much greater emphasis in 12 everything we do on listening to children, on 13 developing -- for example, social workers having good, 14 engaged human relationships with children so that they 15 can develop that sense of trust, and that sometimes, 16 I recognise, is difficult. So that's important.</p> <p>17 There are a range of vehicles or arrangements in 18 place to enable children to speak out, to make 19 complaints, to have people -- have access to people who 20 are independent of the authority. There is kind of 21 a range of policies and practices in place around the 22 emphasis on corporate parenting, I think going back to 23 sort of late 1990s, where that notion about corporate 24 parenting being everybody's business, and that's 25 certainly been something we have emphasised, for</p> <p style="text-align: center;">Page 7</p>	<p>1 example, when new elected members -- when there's a new 2 council, we very clearly remind them that they are 3 responsible for children looked after, so that that's 4 a shared responsibility.</p> <p>5 So I think there are absolutely some real changes 6 that have been secured, but -- and I'm sure the inquiry 7 will point to, and I am happy to talk about, there are 8 things that I don't think we have yet got to the place 9 where we can feel that level -- I don't think we can 10 ever feel confident, because we know how abuse happens, 11 and it will happen, but what we have a responsibility to 12 do is to absolutely minimise that potential, and to make 13 sure that children feel empowered to speak and to speak 14 out about what's happened to them.</p> <p>15 Q. There's also a huge responsibility on Lambeth, as with 16 any other institution, to be full and frank and open and 17 transparent, isn't there?</p> <p>18 A. Absolutely.</p> <p>19 Q. You say you're keen to talk about it. Is it your 20 starting point that Lambeth is being open about its 21 failings and open to discussion about the future?</p> <p>22 A. I would very much hope so. I think certainly in the 23 period since 2015, when Lambeth, as you know, was judged 24 "inadequate" by Ofsted, certainly my emphasis -- and I'm 25 sure that will be true of my successor in giving this</p> <p style="text-align: center;">Page 8</p>

<p>1 message to other leaders -- is that we absolutely have</p> <p>2 to recognise when we have not delivered the high</p> <p>3 standards of practice that we have. We need to learn</p> <p>4 from that and to make -- secure the necessary changes.</p> <p>5 Q. The 2015 failings, summarise those for us? What were</p> <p>6 the weaknesses in 2015 for Lambeth?</p> <p>7 A. I think that there was a failure of governance and</p> <p>8 leadership, inasmuch as there was a real disconnect,</p> <p>9 I think, revealed by the inspection report between what</p> <p>10 leaders believed to be the case, or certainly how it was</p> <p>11 articulated, for example, in the self-assessment that we</p> <p>12 provide when we're being inspected, and what the reality</p> <p>13 of the quality of practice on the ground was. So</p> <p>14 I think that was an absolute failure.</p> <p>15 There was -- the report details this -- myriad ways</p> <p>16 in which some of the bare -- if you like, the basics of</p> <p>17 good practice in work with children, whether that was</p> <p>18 children living with their families or children in care,</p> <p>19 and indeed with care leavers --</p> <p>20 Q. Just pause there. There was a particular area, wasn't</p> <p>21 there, where the pathway plans were too variable and the</p> <p>22 educational component was criticised, wasn't it?</p> <p>23 A. That's right, yes.</p> <p>24 Q. And care leavers needing help to develop skills to live</p> <p>25 independently, et cetera, that was also an area of</p> <p style="text-align: center;">Page 9</p>	<p>1 focus. It is an important area, isn't it, how people</p> <p>2 leaving care make transitions to life, as adults?</p> <p>3 A. Indeed, absolutely. You've just read out the critique</p> <p>4 in Ofsted, which I think was very fair and justified,</p> <p>5 because we -- corporate parenting and having that sense</p> <p>6 of real responsibility for children looked after --</p> <p>7 well, it doesn't, in terms of the legislation, but</p> <p>8 I think it is a moral responsibility that when children</p> <p>9 leave care, you know, as they grow up and enter adult</p> <p>10 lives, that they are given every possible support to</p> <p>11 make, you know, good transitions in the way that we want</p> <p>12 every child to have.</p> <p>13 Q. Has that virtual school that's referred to, recently</p> <p>14 appointing a teaching and learning consultant to take</p> <p>15 responsibility for monitoring the educational progress</p> <p>16 and destination of care leavers, been implemented? Is</p> <p>17 that effective now?</p> <p>18 A. Yes. It was in the 2018 inspection. You will find,</p> <p>19 I think, they could see that that was a generally</p> <p>20 well-functioning service that had very much a focus on</p> <p>21 enabling children in Lambeth to do well in schools,</p> <p>22 wherever those schools were.</p> <p>23 Q. Going back to Lambeth children who suffered child sexual</p> <p>24 abuse, you say at the beginning of your statement, at</p> <p>25 paragraph 13, that since September 2015, the council has</p> <p style="text-align: center;">Page 10</p>
<p>1 provided a free and independent counselling service</p> <p>2 which can be accessed by any former resident of</p> <p>3 a Lambeth children's home. Can that be accessed in any</p> <p>4 part of the country, wherever somebody lives now?</p> <p>5 Because, of course, Lambeth children may choose to leave</p> <p>6 the area of Lambeth, mightn't they, given the situation</p> <p>7 of their past. Do they get the facilities of those</p> <p>8 services wherever they are?</p> <p>9 A. Yes, they can access it. I don't have the absolute</p> <p>10 details with me now, but there is a service that's</p> <p>11 provided relatively locally and can provide to people</p> <p>12 living in south London, but if somebody is living</p> <p>13 elsewhere, then my understanding is that there is</p> <p>14 provision to make sure that they can access the</p> <p>15 counselling they need if they live in another part of</p> <p>16 the country.</p> <p>17 Q. As you said earlier, it destroys lives, doesn't it,</p> <p>18 child sexual abuse? We heard powerful evidence of it</p> <p>19 yesterday and, as I said, people have come forward</p> <p>20 before to say how it's destroyed lives. In terms of</p> <p>21 adult support, is it different for those within Lambeth,</p> <p>22 again, from those adults who live out of Lambeth, in</p> <p>23 terms of how they can be helped to deal with their past</p> <p>24 now?</p> <p>25 A. In terms of the counselling or other forms of support?</p> <p style="text-align: center;">Page 11</p>	<p>1 Q. Housing assistance, any other assistance that they may</p> <p>2 need as adults who have been severely affected by this?</p> <p>3 A. My understanding is that they would be -- if somebody</p> <p>4 had some issues that were not related to housing, we</p> <p>5 would do what we could to enable that. Quite the extent</p> <p>6 of that, I would need to discuss with my colleagues who</p> <p>7 provide that service.</p> <p>8 Q. What service is that? Is that adult services? How is</p> <p>9 that dealt with?</p> <p>10 A. Yes, the adult -- the kind of -- the lead for the work</p> <p>11 on the redress scheme and the counselling and all that</p> <p>12 side of things has been within adult services, and</p> <p>13 that -- I think the decision, as I recall, was because</p> <p>14 it was felt it was quite important for it to be outside</p> <p>15 of children's services.</p> <p>16 Q. Can we go, then, to section 4 of your statement,</p> <p>17 "Governance and Culture". So if you turn to page 19, it</p> <p>18 is paragraph 4.1. You say:</p> <p>19 "In order to understand the scope and scale of</p> <p>20 institutional failings and the difficulties in</p> <p>21 implementing effective change at Lambeth, it is</p> <p>22 important to understand the context and history of</p> <p>23 the organisation, how it was structured and managed from</p> <p>24 1965 onwards. Linked to this is the political and</p> <p>25 corporate culture which would have influenced all</p> <p style="text-align: center;">Page 12</p>

<p>1 aspects of council functions and decision making, 2 including how the council discharged its 3 responsibilities towards children in its care." 4 Over the page, at page 21, you set out senior 5 political and officer roles. I would like to ask you 6 some questions about those so that people can understand 7 how does the council say it's working -- its members, 8 elected roles, et cetera. If we look at 4.14: 9 "Elected members include the chairman or leader of 10 the council", you say, "a chair of Children's Committee 11 or Social Services Committee and lead member for 12 children's services post 2004." 13 We are examining, of course, the huge period between 14 the '60s and onwards, to the present day. What's the 15 role of the chair or the leader of the council and how 16 has that changed over time? 17 A. In general terms, the leader of the council -- and you 18 will appreciate, in terms of being in Lambeth, I've been 19 obviously here with the leader. The leader of 20 the council would be the leader of the ruling political 21 group, and they would have, I suppose, ultimate 22 responsibility and accountability for decisions. 23 Now, it operated differently with the committee 24 system. The chairman had a different kind of role to 25 the leader. The leader in the new system has very</p> <p style="text-align: center;">Page 13</p>	<p>1 considerable powers and responsibilities working with 2 and through a cabinet, whereas the chairman, as 3 I recall, would have had similar roles but working 4 through the committee system, and the committees had -- 5 certainly in my experience in another place, not in 6 Lambeth, the committee system gave quite a lot of power 7 to the committees and to the chairs of the committees 8 before we moved into a cabinet system. 9 Q. Pausing there, the chair of Children's Committee or 10 Social Services Committee, that's how it operated in 11 Lambeth, they would be an elected member with the role 12 of chairing that committee responsible for the oversight 13 of children's services? 14 A. Yes, or it would have been Social Services in those 15 days, which included children's services, absolutely. 16 Yes. 17 Q. When it was Social Services, that was obviously more 18 generalised, was it; not simply children. What other 19 categories would have been included when it was 20 Social Services, as opposed to a Children's Committee? 21 A. So Social Services, that is from the 1970s, 1971 Act. 22 So Social Services brought together children's services, 23 mental health services for adults and services for older 24 people and people with physical disabilities. So it 25 would be all of what we now define as "social care", not</p> <p style="text-align: center;">Page 14</p>
<p>1 just children's services. 2 Q. Those Social Services or Children's Committees would 3 have elected members and officers present, would they, 4 at their meetings? 5 A. It would be composed of elected members who would -- 6 I can't remember how big the committee was here in 7 Lambeth, but probably about 10/12/15 people, it probably 8 varied. They would be the elected members. Officers 9 would not be members of that committee; they would be 10 there ex officio, so, in my experience, not in Lambeth, 11 it would be attended routinely by the Director of Social 12 Services and probably the Assistant Directors of 13 Social Services, and then particular lead officers, 14 depending on the agenda item. 15 Q. When you say "not in Lambeth", how was it in Lambeth? 16 A. Well, my understanding is that it operated in that way. 17 I don't have that direct experience of that. 18 Q. But there were officers. You would expect officers to 19 be there ex officio, because, otherwise, how does the 20 committee get its information? 21 A. Yes. 22 Q. The principle is that the committee, or the elected 23 members, are holding the officers to account in their 24 decision making and their execution of strategy, as far 25 as children's services are concerned; is that right?</p> <p style="text-align: center;">Page 15</p>	<p>1 A. Holding them to account, but also setting -- I suppose 2 setting the policy framework within which the 3 operational work was -- services were delivered, and 4 then holding those officers to account. 5 Q. So what were the skills that were required -- I'm 6 dealing still with elected members -- to do that, and 7 I'm focusing entirely on children's services, in order 8 to be able to consider the strategy and how it was being 9 implemented, what skills would you expect of those 10 elected members? 11 A. I would expect them to have a sort of good -- I suppose 12 a kind of layperson's understanding about the issues, 13 about the need to understand the legal responsibilities, 14 the statutory responsibilities, which were being 15 invested in them. I would expect them to have an 16 ability to, you know, hold to account, so to provide 17 scrutiny and oversight, to provide challenge as 18 appropriate; and to -- I suppose to make sure that the 19 policies that were being delivered through services in 20 their name, in the name of the council, were being 21 delivered to a satisfactory standard. So there's a kind 22 of -- I mean, I'm using this word -- it is not 23 necessarily the word in the legislation, but providing 24 some kind of quality -- assuring the quality of 25 the services, and absolutely keeping at the forefront of</p> <p style="text-align: center;">Page 16</p>

1 **the mind the beneficiaries of those services, so**
 2 **children --**
 3 Q. They were part time, voluntary, paid, unpaid? How has
 4 that changed over time for those members?
 5 **A. My understanding is that they were unpaid. I think the**
 6 **introduction of payments beyond expenses only came about**
 7 **through the Cabinet system, which is obviously much more**
 8 **recent. So they would be working in a voluntary**
 9 **capacity. I can't remember what the kind of expenses**
 10 **would have been, but primarily, they're elected members**
 11 **or volunteers and selected to be on different committees**
 12 **according to their interests and their expertise,**
 13 **I suppose.**
 14 Q. Senior officers, then. You list at 4.15 senior
 15 officers: town clerk or chief executive at one point,
 16 assistant chief executive or deputy chief executive and
 17 then children's officer or Director of Social Services.
 18 Again, with the children's officer or Director of Social
 19 Services, how generic would the person occupying that
 20 role be required to be? Would they know just about
 21 children's services or all aspects of Social Services?
 22 **A. So the children's officers, I think, were very much**
 23 **obviously expert -- they were -- this is before my time.**
 24 **I mean, they were specialist children's people.**
 25 **Director of Social Services were -- could come from**

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1 **specialist background in children's services, sometimes**
 2 **as happened in Lambeth, certain points in residential**
 3 **and daycare, or in adult services, mental health**
 4 **services, or whatever.**
 5 Q. The town clerk or chief executive. That's the role
 6 particularly of the chief executive? What does that
 7 communicate? What should that person be doing?
 8 **A. Well, I think the way in which that role has been**
 9 **undertaken has changed a lot, would be my observation.**
 10 **The chief executive is the -- I suppose is the chief**
 11 **chief officer, so Director of Children's Services would**
 12 **have been defined as the chief officer for that service.**
 13 **So this is the person who has responsibility for making**
 14 **sure that across the council, you know, policy was being**
 15 **implemented, statutory duties were being executed, and**
 16 **that the -- you know, the overall quality of service**
 17 **performance was of the standards.**
 18 **They also would be the very key person who would**
 19 **connect with the leader or the chairman of the -- or**
 20 **chairperson of the council.**
 21 Q. Over the page, committee decision-making structures,
 22 paragraph 4.21. You explain:
 23 "Between 1965 and 1970, decision making in relation
 24 to children's homes was shared between the Home Office
 25 and local authorities."

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1 **adult services, or they could come from children's**
 2 **services. I think it varies. Some people will have**
 3 **worked in both, some people might have had, by the time**
 4 **they got into that very senior position, they could have**
 5 **had a mixture or they could have been specialist.**
 6 **Sometimes, in my recollection, some directors of**
 7 **Social Services came from a financial background. My**
 8 **recollection is that there wasn't a professional**
 9 **qualification requirement. But the general thing was**
 10 **that people came from a social care background of one**
 11 **kind or another.**
 12 Q. But it means, because it was "one kind or another", what
 13 they knew about understanding risk and child protection
 14 may vary considerably between the people occupying that
 15 senior position?
 16 **A. It might well have varied in terms of their direct**
 17 **experience. One would hope, or expect, reasonably,**
 18 **I think, that anybody in that very critical role would**
 19 **have an understanding of risk for all groups of people**
 20 **who were using the services.**
 21 Q. If they didn't, they would have somebody to turn to
 22 make sure they were --
 23 **A. Absolutely, yes, having, you know, so the assistant**
 24 **directors, which normally would be, and I believe this**
 25 **was the case in Lambeth, would have more of a kind of**

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1 It was the Home Office, wasn't it, that was
 2 responsible for inspecting children's homes during this
 3 period?
 4 **A. Yes, it was, yes.**
 5 Q. It also provided centralised guidance, didn't it, to
 6 assist local authorities nationally?
 7 **A. Yes, it did.**
 8 Q. Can I ask, Mr Hyde, if we can put onto the screen
 9 LAM028544_001. If it is possible, Mr Hyde, to put
 10 pages 1 and 2 up at the same time, side by side.
 11 While that is being done, Ms Hudson, it is a piece
 12 of guidance or a memorandum by the Home Office on the
 13 conduct of children's homes issued as far back as 1952.
 14 So centralised guidance talking about children's homes.
 15 I will repeat the reference: LAM028544_001.
 16 I don't know if you have a copy of the document,
 17 Ms Hudson. It is coming up now anyway?
 18 **A. Yes, I have a copy.**
 19 Q. It is really small print. Thank you, Mr Hyde, if you
 20 could make that as large as possible. We have got
 21 page 1 on there and we need page 2 as well next to it.
 22 Is it possible to make it slightly larger? Maybe others
 23 reading it can do better than me. That's really
 24 helpful, thank you.
 25 Ms Hudson, we will see, and others can see, that on

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<p>1 the screen, this is a memorandum on the conduct of 2 children's homes. We see at paragraph 2 reference to 3 the Curtis Committee stating the main requirements for 4 the substitute home in the following words: 5 "If the substitute home is to give the child what he 6 gets from a good normal home, it must supply: 7 "(i) affection and personal interest: understanding 8 of his defects; care for his future; respect for his 9 personality and regard for his self-esteem." 10 The document we see speaks of stability, it speaks 11 of opportunity, "of making the best of his ability and 12 aptitudes, whatever they may be" and "a share in the 13 common life of a small group of people in a homely 14 environment". If we look at paragraph 3, a bit further 15 down, please, Mr Hyde, we see the aim, when providing 16 new homes for children in long-term care, is "to enable 17 each child to live as a member of a small group". It 18 talks about if the home is a house in a street, perhaps 19 a villa-type house or two semi-detached houses, suitably 20 adapted, "the children gain by living as members of 21 the local community and by taking a full part in its 22 social activities as do children living with their own 23 parents." 24 It goes on to speak about every children's home 25 shall have a garden, children shall be encouraged to</p> <p style="text-align: center;">Page 21</p>	<p>1 join with others in outside play and in the family group 2 home the age range should be wide, say from 3 to 3 15 years, boys and girls growing up together. They say 4 it is sometimes desirable to include children under the 5 age of 3, to keep siblings together, in effect. 6 Do we see, Ms Hudson, the aim was to provide 7 a homely environment -- yes? You nod? 8 A. I totally agree, yes. 9 Q. And also to have interaction with others outside the 10 home? 11 A. Yes, it is very clear. 12 Q. Part of a community, and, crucially, keeping siblings 13 together, where possible? 14 A. Yes. 15 Q. If we look at the second page, crucially, perhaps, 16 paragraph 5: 17 "The standard of care provided in a home will be 18 determined by the success with which the staff are able 19 to take the place of parents and to meet the children's 20 individual need for interest and affection." 21 It speaks about: 22 "It is essential that conditions offered to staff 23 should be such as to attract and keep men and women of 24 the high quality needed for this work." 25 There was a recognition, wasn't there, that the</p> <p style="text-align: center;">Page 22</p>
<p>1 quality of the staff who were described as house mothers 2 and house fathers in job titles was critically important 3 to the success of this very concept? 4 A. Yes, absolutely. I think it is very striking, reading 5 such a document that's nearly 70 years old, how those -- 6 the kind of central tenets absolutely, you know, live 7 true and ring true today. It's very clear about that. 8 Q. We don't need the document, Mr Hyde. Thank you for 9 taking it down. But at paragraph 20, it actually says 10 this as well: 11 "Each child should feel at bedtime that he is 12 specially wanted and cared for. In many homes, 13 a bedtime story is told to the group. Whether or not 14 this is done, it is important that the house mother 15 should find time to talk with each child as she says 16 good night to him. In this way, she will often hear the 17 worries of the older children and will be able to give 18 to each child the individual interest which he needs." 19 So the system predicated on a good relationship 20 between that person occupying that role with the child? 21 A. Absolutely. It is really clear throughout about that 22 need for, you know, a kind of homely environment for 23 good-quality relationships, and for people who are 24 trained to do that and to deliver that quality of care 25 so that children can have good lives. I think it is</p> <p style="text-align: center;">Page 23</p>	<p>1 a very interesting document because, so long ago, it was 2 saying something that's true now. 3 Q. It may be dated, the language, but look at what it says 4 about education. I can read it: 5 "Local authorities and voluntary organisations 6 should do all that interested parents would do to enable 7 a child to obtain and take advantage of opportunities of 8 education and training suited to his ability. In the 9 children's interest, the staff of the home should keep 10 in close touch with the school and watch each child's 11 progress there." 12 When we hear what happened in Shirley Oaks, from the 13 evidence you heard yesterday, education and generally, 14 it is so, so outside what was ever contemplated right 15 from the beginning, isn't it? 16 A. It absolutely is, yes. 17 Q. Going back to your statement, paragraph 4.24, you set 18 out the terms of reference for the Children's Committee. 19 Do you want to tell us what they were? You summarise 20 them at 4.24? 21 A. Covering matters in relation to promoting the welfare of 22 children and ensuring advice, guidance and assistance 23 were made available to promote the welfare of children; 24 that allegations regarding the need of children for care 25 or protection were investigated; and provision made for</p> <p style="text-align: center;">Page 24</p>

<p>1 the committee to assume parental rights for some</p> <p>2 children in care.</p> <p>3 Q. Again, even at that stage, there is reference to need of</p> <p>4 children for care or protection and investigating</p> <p>5 allegations, isn't there?</p> <p>6 A. There absolutely is, yes.</p> <p>7 Q. So it wasn't just about promoting welfare and assuming</p> <p>8 everyone was safe, just as no parent would just assume</p> <p>9 every child was safe. There was a clear recognition</p> <p>10 that there may be allegations, however one breaks down</p> <p>11 what that means. There was a recognition that that</p> <p>12 would be the case?</p> <p>13 A. Yes, it was very clear recognition of that.</p> <p>14 Q. I think it would be helpful, at this point, to look at</p> <p>15 some of those Children's Committee minutes or reports to</p> <p>16 see what was coming before the Children's Committee at</p> <p>17 that time. If I can ask you, Mr Hyde, could we go,</p> <p>18 please, to LAM006655_001. Again, it would be really</p> <p>19 helpful, Mr Hyde, if you did as you did before, and have</p> <p>20 pages 1 and 2 on the screen at the same time so readers</p> <p>21 can scan across both. It is also in very small type and</p> <p>22 it may be helpful to do what you did before with the</p> <p>23 document. Thank you.</p> <p>24 Ms Hudson, this is a document dated</p> <p>25 18 September 1967, and it looks as though, within this</p> <p style="text-align: center;">Page 25</p>	<p>1 Children's Committee, the committee were considering the</p> <p>2 Williams Committee's recommendations -- this was an</p> <p>3 inquiry, the Williams Committee -- looking at the</p> <p>4 staffing of residential homes. So these things were</p> <p>5 thought about, weren't they? This was a committee set</p> <p>6 up a long time ago to think about staffing them and</p> <p>7 looking at what was required: conditions of work,</p> <p>8 residential work as a career, and training. I'd like us</p> <p>9 to look at page 2 under "Training". Thank you, Mr Hyde,</p> <p>10 just where you've highlighted is perfect. So training</p> <p>11 for all forms of residential care is essential:</p> <p>12 "The accepted pattern of training for those who wish</p> <p>13 to take up residential work as a career should be</p> <p>14 a two-year course providing a common content of study</p> <p>15 for all students, with special sections enabling the</p> <p>16 student to concentrate on his main fields of interest.</p> <p>17 "For some older and experienced students, a one-year</p> <p>18 course of a specialised nature should be set up, in the</p> <p>19 first instance for an experimental period of five years.</p> <p>20 "Students who successfully complete a two-year</p> <p>21 course or a one-year course should receive a nationally</p> <p>22 recognised certificate in residential care."</p> <p>23 Pausing there, Ms Hudson, that's different from</p> <p>24 a CQSW, isn't it? It is a different certificate?</p> <p>25 A. Yes, it is, yes.</p> <p style="text-align: center;">Page 26</p>
<p>1 Q. But it is a suggestion, still, that it should be</p> <p>2 a two-year or one-year course: substantial training,</p> <p>3 isn't it?</p> <p>4 A. It certainly is, yes.</p> <p>5 Q. It says:</p> <p>6 "Appropriate training of some type should be</p> <p>7 available to all staff having the care of residents."</p> <p>8 A. Yes.</p> <p>9 Q. And we see a recognition that the Children's Committee</p> <p>10 could only have been crystal clear about the</p> <p>11 recommendations surrounding training at that time,</p> <p>12 couldn't they, that committee having been brought to it?</p> <p>13 A. I think that's an absolute fair assumption, and that was</p> <p>14 reflecting wider national conversations and policy</p> <p>15 discussions about the need for residential staff to have</p> <p>16 good and appropriate training.</p> <p>17 Q. Let's have a look at another document and see where</p> <p>18 that -- or how that's diluted in Lambeth.</p> <p>19 LAM006756_001. That's a one-page document, if we can</p> <p>20 make that larger.</p> <p>21 If we look at this, Ms Hudson, it is referenced to</p> <p>22 the committee having had before it the circular setting</p> <p>23 out the scheme for preliminary study to be undertaken by</p> <p>24 unqualified residential staff. If we have a look at the</p> <p>25 second paragraph, we see what's being described here:</p> <p style="text-align: center;">Page 27</p>	<p>1 "The pattern of the two-month preliminary training</p> <p>2 for assistant house mothers at Shirley Oaks is not</p> <p>3 immutable and may well change substantially during the</p> <p>4 next few months, with consequent repercussions on the</p> <p>5 work of the present staff warden. However, there was no</p> <p>6 doubt in our minds that there was an immediate need for</p> <p>7 an additional officer to organise courses of in-service</p> <p>8 training along the lines suggested by the Central</p> <p>9 Training Council and possibly in other directions as</p> <p>10 well. The establishment officer and I considered that</p> <p>11 such an appointment should be called the residential</p> <p>12 training officer, though much of his (or her) duties</p> <p>13 will correspond to those of the study supervisor</p> <p>14 suggested by the Home Office. It was also essential, in</p> <p>15 our view, that such a person should be qualified in</p> <p>16 residential childcare and have had substantial</p> <p>17 experience of that branch of the work as well as</p> <p>18 possessing the quality of mind and interests necessary</p> <p>19 to the post."</p> <p>20 What do you think it looks like? What's happening</p> <p>21 here in terms of how people are going to be trained in</p> <p>22 working in the home?</p> <p>23 A. I guess what it's suggesting is that there's already</p> <p>24 a kind of reduction in what people are believing is</p> <p>25 going to be necessary. So from a kind of position of</p> <p style="text-align: center;">Page 28</p>

<p>1 saying, as you've quoted in the previous committee 2 report, talking about two-year trainings, already it's 3 coming down to being, you know, two months' preliminary 4 training and not the clear kind of training pathway that 5 I think was envisaged nationally and indeed earlier on 6 in Lambeth. 7 So I think what -- you know, what, in a way, this is 8 speaking to is how, from the outset in Lambeth, and my 9 sort of history, historical knowledge, is not that 10 great, but my understanding is that this was probably 11 not completely unusual, but already, very quickly, 12 you're getting a kind of reduction in terms of the kind 13 of expectations about training and the training 14 requirements for people working in residential 15 children's care. 16 Q. If we can take that document down, Mr Hyde, and go to 17 LAM007940_001. Again, that is a three-page document. 18 If we could have two pages on the screen, that would be 19 helpful. 20 In the Home Office centralised guidance, there is 21 plenty of references to children's needs, isn't there? 22 It is a child-centric analysis of what this home should 23 look like for the child. I'm going to suggest with the 24 last document in this, please have a look and see 25 whether you think the perspective is from a completely</p> <p style="text-align: center;">Page 29</p>	<p>1 different angle? We don't hear what it is like for 2 children; we hear what it is like for the adults working 3 in the home. Not much reflection on how this impacted 4 on the children -- not any reflection, arguably. 5 If we look at this document, on the first page, 6 "Head office and social worker staff": 7 "During the past 3 years, very few advertisements 8 have been necessary for head office staff. 9 Administrative and clerical vacancies in the department 10 have been filled mainly by promotion from applicants 11 within the council's service and the occasional 12 advertisement in the local press for a clerk or 13 a shorthand typist has had a good response at small 14 cost." 15 That is a theme of nepotism throughout, isn't it? 16 People could get jobs by virtue of who they knew. Is 17 that basically what we are learning here? 18 A. Well, yes. I mean, I think kind of recruitment, you 19 know, processes were clearly, you know, assumed to be 20 done by word of mouth rather than through proper equal 21 opportunities kind of approaches. So you wouldn't 22 necessarily be getting the best and right people for 23 those roles. 24 Q. The explanation for that, if we look at paragraph 5 of 25 the document:</p> <p style="text-align: center;">Page 30</p>
<p>1 "The problem that the council is faced with, when 2 advertising for social worker staff, is of attracting 3 applications from a very small market of qualified 4 people." 5 Pausing there, it doesn't look as though they were 6 particularly qualified anyway, does it, in terms of 7 looking elsewhere, so qualifications alone couldn't have 8 been the bar to outside recruitment? 9 A. I think what they're referring to here, my reading, so 10 they're talking about qualified social workers, 11 presumably. But you're right that they're not kind of, 12 you know, in a sense, going to a kind of open market to 13 see who they can get, make sure they get the very best 14 candidates. 15 Q. It says: 16 "Although at the time following reorganisation, it 17 was necessary to advertise widely to fill up the 18 establishment, the majority of applicants now come by 19 personal approach or due to close contacts developed 20 with universities and colleges running social work and 21 specific childcare courses, primarily through 22 participation in the practical training of students on 23 these courses. As a result of this, there are 24 sufficient applicants to fill most basic grade 25 vacancies."</p> <p style="text-align: center;">Page 31</p>	<p>1 Under "Training" at paragraph 7, there is reference 2 to featuring careers in residential childcare being used 3 in various publications to advertise our outstanding 4 vacancies, but the resulting response was negligible." 5 Over the page, likewise. You see the descriptions 6 at paragraphs 8 and 9, the difficulties of advertising 7 and getting people in? 8 A. Yes. That's very clearly articulated, yes. 9 Q. Again, at paragraph 15 of the document, which is page 3: 10 "The main problem in the recruitment of residential 11 staff. Only a limited number of people are attracted to 12 the residential childcare service due to the ties of 13 this kind of work, particularly on one's private life. 14 Many of our young recruits become discouraged with the 15 restrictions imposed on them in this work and go into 16 commerce." 17 As you say, that may have reflected a national 18 picture at the time, that there was difficulty? 19 A. Yes. I mean, my understanding is that this was not 20 peculiar to Lambeth, but it obviously impacted on 21 Lambeth and on the quality of provision in Lambeth. 22 Q. With the express recognition that only a limited number 23 of people were attracted to this type of work, there 24 doesn't seem to be an analysis from a child's 25 perspective of what type of people might be attracted to</p> <p style="text-align: center;">Page 32</p>

<p>1 that work. It seems very obvious, doesn't it, who you 2 were getting? The document can go down now, thank you, 3 Mr Hyde. 4 A. Yes, I think it's -- as you pointed out earlier on, the 5 document doesn't start with what we need in children's 6 homes to meet the needs of children; it starts -- it 7 comes very much at the point of recruitment and 8 retention to some extent, and seeing it as a problem, 9 rather than, actually, what kind of people do we need to 10 be working in our children's homes, and thinking 11 imaginatively about how you secure and recruit those 12 people. 13 You know, the references to personal approaches and 14 so on implies -- well, suggests to me that there was not 15 a kind of open way of making sure that the best and the 16 right people were being recruited. 17 Q. It permits infiltration, doesn't it, by people who are 18 absolutely the wrong people to be with children and have 19 completely the wrong interest in children? 20 A. Well, I suppose it -- I mean, it doesn't specify that. 21 I mean, you know, residential childcare for some people 22 was a kind of stepping stone, perhaps into -- going on 23 to professional qualification in social work or allied 24 professions. But by not being clear about the kinds of 25 people that you want and the criteria, the aptitudes and</p> <p style="text-align: center;">Page 33</p>	<p>1 the skills that you need, which I don't think are 2 spelled out here, you are opening up the potential for 3 people who you absolutely shouldn't be having working 4 with children coming into work there. So not being 5 clear about, as I say, the capabilities, the skills, the 6 kind of people you want working in children's homes. 7 Q. And what the children need, putting that first? 8 A. To meet the needs of children, yes. 9 Q. If you look, please, at 4.27 of your statement, going 10 back to page 23 of your statement, you were speaking of 11 the terms of reference of each of the subcommittees, and 12 you remind us that the visiting requirements -- well, 13 tell us what the visiting requirements were for members? 14 A. So, yes. One of the terms of reference, item (c), was 15 "Arrange for the visiting not less frequently than 16 monthly of each establishment under its control by one 17 or more of their members, who shall report the result of 18 such visit to the subcommittee". 19 Q. Can we agree that Lambeth failed to consistently adhere 20 to both statutory guidance and its own policies in 21 relation to visits to children's homes? 22 A. Yes. There is very considerable evidence in relation to 23 that very particular requirement that Lambeth did not 24 adhere properly, over quite a considerable period of 25 time, to that requirement.</p> <p style="text-align: center;">Page 34</p>
<p>1 Q. That made its decision making entirely ineffective, 2 really, didn't it? Because it's paper-based decision 3 making if you are not out there and knowing what's going 4 on in homes? 5 A. Yes. I think the -- you know, what you would expect 6 from that kind of visiting kind of element of the terms 7 of reference is that members would be going out and 8 finding out, talking to children, talking to staff, and 9 not just senior staff, but, you know, staff who were 10 perhaps more involved in the day-to-day work with 11 children, that they would be finding out what the homes 12 were like, what life was like for children in those 13 homes, and then they would bring back -- they should be 14 bringing back, so it is about providing that scrutiny, 15 bringing back issues and concerns and, in a sense, 16 holding to account officers around the quality of 17 provision. That is certainly something not at that 18 period of time, but certainly at a subsequent period of 19 time in another place I had experience with members 20 providing that challenge of what was happening in 21 children's homes. 22 Q. The effect of the failure was to make children at 23 greater risk of abuse, wasn't it? 24 A. It very definitely was, because it meant that -- I mean, 25 it's not -- it is about having lots of checks and</p> <p style="text-align: center;">Page 35</p>	<p>1 balances in any kind of system around managing and being 2 aware of risk, because it would have meant that, you 3 know, things like -- for example, looking at visitors 4 books, logbooks, finding out what had been going on, so 5 I can -- you know, they might have picked up on 6 instances where there had been -- you know, instances 7 where a child had been held, restrained, about visitors 8 to the home, concerns that children might be wanting to 9 raise with them, things like the quality of the food, 10 the general quality of the environment, which we know 11 was a big issue in some of the homes at certain periods 12 of time. 13 So they would be seeing and feeling and hearing 14 about what the quality of life of the home was like and, 15 therefore, getting some sense, you know, of what life 16 was like for children. 17 Q. Picking up on the logbook, members were entitled to make 18 visits with or without giving notice and should view the 19 logbook of the homes, shouldn't they? 20 A. They absolutely should, yes, and they had a right to 21 visit unannounced and, again, I think, in 22 a well-functioning system, that should, and would, have 23 happened. 24 Q. Indeed, from 1965, they were often referred to as rota 25 visits, weren't they, elsewhere, rota visits that people</p> <p style="text-align: center;">Page 36</p>

1 undertook?

2 **A. Yes. I think what -- you know, probably what happened,**

3 **from reading the reports and knowing what would happen**

4 **generally, is that you might have on your**

5 **Social Services Committee -- say you have ten members,**

6 **and, you know, they might allocate different homes and**

7 **who was going to visit on a certain month. So that's**

8 **why you would get the rota, and the idea being, I think,**

9 **that you would have different members having contact**

10 **with children's homes.**

11 Q. Paragraph 4.34 of your statement, and linking to it

12 paragraph 4.37. You refer to the fact that all

13 committees had to reflect the political balance of

14 the council, committee meetings and minutes were open to

15 the public with the exception of consideration of

16 sensitive matters. At 4.37, you refer to the council

17 administration being hung in 1994 and 1998 with no

18 overall control exercised by any party. How would that

19 have hampered effective decision making in terms of

20 children's services generally? I see the politics of

21 that, but I'm trying to understand from your paragraph,

22 in terms of children's services, how does political

23 discord, if you like, impact on the decisions that need

24 to be made around that?

25 **A. Sorry, which was the paragraph about the hung council?**

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1 Q. Because keeping children safe and promoting their

2 welfare should cross party political lines, shouldn't

3 it? It should be a priority for all members, however

4 they're elected or in what capacity?

5 **A. Absolutely, and I -- you know, I don't think people**

6 **would now -- and probably not then -- have disputed**

7 **that. I think I'm talking about what happens in**

8 **practice, when people are distracted by what can happen**

9 **when you have a hung council and there is no overall**

10 **control, that the eye gets taken off the really**

11 **important balls of, you know, children's services.**

12 MS LANGDALE: Thank you, Ms Hudson. Chair, I note the time.

13 I think is probably time for our morning break.

14 THE CHAIR: Yes, Ms Langdale. We will return at 11.45 am.

15 Thank you.

16 (11.28 am)

17 (A short break)

18 (11.45 am)

19 MS LANGDALE: Ms Hudson, can we go to paragraph 4.40 of your

20 statement, page 26. You're setting out there the seeds

21 of malaise about rate capping, et cetera. A short point

22 or question, really: the financial backdrop of Lambeth

23 we have to see in the context of also what was actually

24 being spent on children's services, don't we? In 1993,

25 as we cited in our opening, we see, according to the SSI

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1 Q. 4.37, page 25. Your paragraph 4.37, page 25. You talk

2 about "hampered effective decision making". I really

3 want to focus on children making -- decisions for

4 children, rather?

5 **A. That would, I suppose, be particularly manifest in, you**

6 **know, policy -- discussions about policy would**

7 **potentially have been much more protracted, more**

8 **complex, because there wasn't a particular ruling party.**

9 **How much that would have directly affected the sort**

10 **of oversight and scrutiny of children's homes I think is**

11 **less -- is more difficult to actually kind of measure,**

12 **but my kind of guess is that when you have an**

13 **environment where the politicians -- you know, there is**

14 **a lot of manoeuvring around the politics and about**

15 **policy and money and the budget and, you know, whose**

16 **views are going to kind of hold sway, that actually it**

17 **is about the eye moving off from the kind of essential**

18 **focus on the quality of services to the public,**

19 **including, you know, the quality of care in our**

20 **children's homes.**

21 **That's how I think it would happen. It would be --**

22 **it wouldn't probably just be children's homes, but it**

23 **would be because people would be so preoccupied by that**

24 **they lost sight of and their eye would be taken off the**

25 **ball.**

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1 report, gross spending on children's services to be the

2 highest in London. So it is not a generalised excuse,

3 is it, for the provision or quality of services,

4 because, again, it would appear that funding was

5 available, and made available, for spending on services?

6 **A. I think that is the case. That was, I think, a pattern**

7 **over a considerable number of years, in terms of how**

8 **Lambeth spent compared to other parts of London in**

9 **particular.**

10 **What I think I was speaking to in this paragraph was**

11 **that the -- the whole kind of issue around rate capping**

12 **and the surcharging in 1986, et cetera, et cetera, meant**

13 **I think, again, that there was enormous distraction from**

14 **what was happening in children's homes and in children's**

15 **services generally; not that it meant that there was**

16 **inadequate resource to deliver reasonably good services.**

17 Q. No. There was clearly adequate resource, and it is

18 whether there was focus on the adequate spending of that

19 resource?

20 **A. Yes.**

21 Q. Can we go to paragraph 4.47, please. You talk about

22 problematic and dysfunctional aspects of the council's

23 organisational culture during the 1980s and 1990s and

24 you summarise the Harris Report and what that looks at.

25 Can you tell us briefly -- you set it out at (a) and

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1 (b) -- what the Harris Report was looking at and what it
 2 found?
 3 **A. So my understanding is that the Harris Report, which was**
 4 **an independent report, was commissioned in order to look**
 5 **at some allegations about breaches in equal**
 6 **opportunities policies in the housing directorate in**
 7 **particular. What she found was a longstanding culture**
 8 **of sexual harassment and assault of employees, with work**
 9 **and management practice being racist and sexist and**
 10 **sexual harassment passing unchallenged for many years**
 11 **and that, in the words in the report, "cronyism and**
 12 **favouritism were widespread and seemed to flourish as**
 13 **the de facto norm, utilising the very mechanisms that**
 14 **the council has developed to avoid these. These same**
 15 **mechanisms within DHS" -- that's housing services --**
 16 **"also served to sustain organisational racism and**
 17 **sexism. There was a system of widespread malaise**
 18 **eroding perceptions of proper work conduct and**
 19 **confidence in senior management dealing with issues in**
 20 **the area and the managerial context was discriminatory**
 21 **and unacceptable."**
 22 Q. Given those extremely serious concerns, do you think
 23 asking the senior assistant director of finance,
 24 Ms Harris, to chair the panel of inquiry was sufficient?
 25 **A. I guess it probably wasn't in terms of, you know, making**

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1 Social Services Committee, would you, after they had
 2 done such a report, or to be --
 3 **A. Well, I suppose this is -- yes. I mean, this was -- my**
 4 **understanding of it was that it was framed as a report**
 5 **about what was happening in housing, the housing**
 6 **directorate, but, as we know, there were some issues**
 7 **being highlighted in that report which did have some**
 8 **resonance for Social Services, as it was then.**
 9 Q. Indeed, it would have had resonance for all of
 10 the directorates, wouldn't it, the three directorates.
 11 This is a cross-council issue, so you would have
 12 expected to have seen that followed through and followed
 13 up at a senior level across the directorates?
 14 **A. You absolutely would. It would be the sort of --**
 15 **because what was being said was, you know, very, very**
 16 **serious, so you would expect, you know, the very senior**
 17 **professional leaders, managerial leaders, would be**
 18 **looking at that in the round, in terms of, what does**
 19 **this mean for us in our directorate, as well looking at**
 20 **if there were any particular issues that had been**
 21 **focused on and spotlighted that pertained to their**
 22 **directorate.**
 23 Q. So they would be picking up things, not just employment
 24 law issues for individuals, but looking at, "What does
 25 this mean for our service? What should we investigate

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1 **sure that there was necessary objectivity.**
 2 Q. And also given the seriousness of what was in issue,
 3 really?
 4 **A. Yes.**
 5 Q. Do you think that may have reflected an unwillingness to
 6 conduct a fuller inquiry by senior management, or how do
 7 you see that, that somebody in her capacity, who's
 8 already undertaking her own work, was given that task?
 9 **A. I mean, yes. I think, given -- when you have these**
 10 **kinds of allegations and real concerns about people, you**
 11 **know, about racism, sexism and clearly a work culture**
 12 **which was very dysfunctional -- my word -- then, in my**
 13 **experience, it is always much better to have somebody**
 14 **who can come and look at something with the due**
 15 **independence and objectivity and ask the challenging**
 16 **questions.**
 17 Q. It looks as though there were no formal statements
 18 taken, for example. That's also something that would be
 19 desirable for such a serious topic, wouldn't it?
 20 **A. Yes, it would. I mean, any kind of investigation, you**
 21 **need to make sure that there is a very good and**
 22 **transparent record of what people have said, partly**
 23 **because a lot of what will be being said may be**
 24 **contested by different individuals.**
 25 Q. You would expect it to be presented to the

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1 for ourselves?", could have been a question around
 2 anything stated in that report?
 3 **A. Yes, because, you know, did any -- to what extent, that**
 4 **question, is this true for Social Services or, indeed,**
 5 **for the other directorates.**
 6 Q. If you go over the page, at paragraph 4.51, you refer to
 7 the Appleby Report and the Appleby Report highlighting
 8 an important moment and Heather Rabbatts being appointed
 9 the chief executive. At that time, can we agree,
 10 there's a lack of designated social workers, inability
 11 to adhere to statutory inspection requirements and
 12 seemingly a local authority unable to bring about
 13 change. That's where we are at that point in time?
 14 **A. Yes. So when Appleby reported in 1997, I think -- is**
 15 **that right? Yes. We knew that there were -- by then**
 16 **there were some very worrying reports coming from the**
 17 **inspectorate, from the SSI, issues about qualified**
 18 **social workers and, indeed, other problems within**
 19 **Social Services as it was then.**
 20 Q. The question really is, what would the chief executive
 21 be expected to do at that point? You say Appleby
 22 highlights, and you say, with the appointment of
 23 Heather Rabbatts, this was a positive moment or
 24 potentially one -- a watershed moment. There are these
 25 longstanding management failings. What was the role of

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<p>1 the chief executive in trying to cure that, if you like, 2 at that point?</p> <p>3 A. Well, I suppose the chief executive would first of all 4 have the responsibility of trying to make sure that, if 5 you like, the whole organisation started -- you know, 6 addressed the issues, the findings, of the 7 Appleby Report and began to create a much more open kind 8 of, you know, functioning culture. I mean, the 9 political culture is obviously not certainly within the 10 powers of the chief executive. And in terms of 11 Social Services, knowing what the issues were for each 12 of the directorates, what the risks were, which could be 13 about service failings, it could be about financial 14 management, other performance-type issues. And then 15 making sure and holding to account the chief officers 16 and the senior members of that department to make sure 17 that they had a very clear strategy for improvement and 18 that they were following that and following it through.</p> <p>19 Q. Can we look, please, at paragraph 4.62. I want to move 20 on to policies now, and particularly policies and 21 knowledge around child sexual abuse. If we look at 22 paragraph 4.62, you refer to 1988 Working Together 23 guidance specifically mentioning sexual abuse for the 24 first time, known to be a new area of work for many. 25 Can you see that in your statement at 4.62?</p> <p style="text-align: center;">Page 45</p>	<p>1 A. Yes.</p> <p>2 Q. I'd like to unpack that, if we could, around policies 3 generally around that time. If we can go, please, 4 Mr Hyde, to LAM010059_032. Section 13. If we could put 5 _033 up as well, Mr Hyde, that would be really helpful.</p> <p>6 This, Ms Hudson, is an Area Review Committee Child 7 Protection from Lambeth, Lewisham, Southwark Area Review 8 Committee in 1988. We see, section 13, "Subject to ACPC 9 & government review", references to dealing with 10 allegations of child sexual abuse. We see, at 13.1, how 11 referrals may result from a child intentionally speaking 12 of the abuse to an adult or friend or unintentionally 13 disclosing abuse:</p> <p>14 "Circumstances where a child has not spoken about 15 abuse but adults are concerned because of 16 behaviour/demeanour of the child, some medical finding, 17 third party concern ...</p> <p>18 "Delay in responding properly to an allegation ... 19 could lead to:</p> <p>20 "Threat of/or serious damage to the child, silencing 21 of the child, loss of the child's trust and confidence, 22 loss of forensic or other evidence, absconson of 23 the alleged perpetrator", et cetera.</p> <p>24 It is clear this policy doesn't directly refer to 25 staff but it clearly talks about a trusted adult</p> <p style="text-align: center;">Page 46</p>
<p>1 sexually abusing a child, doesn't it?</p> <p>2 A. It very clearly does, yes. This came out presumably 3 just after -- it would have come out just after the 4 Butler-Sloss Inquiry into sexual abuse issues in 5 Cleveland. That's when there was a new 6 Working Together. This must been the local -- I think 7 it was for Lewisham, Lambeth and Southwark -- 8 multi-agency guidelines which would be expected to frame 9 and underpin all of the practice in relation to 10 child abuse and protection.</p> <p>11 Q. Indeed, if we go to the last page, page 34, please, 12 Mr Hyde, of the document LAM010059_034, the medical 13 examinations. It is a very detailed document that 14 speaks about child sexual abuse. Even before that 15 document, criminal offences existed -- indecency on a 16 child, rape, buggery. It is almost like it's not within 17 the legal knowledge or terminology of adults speaking 18 about children or criminal offences generally?</p> <p>19 A. That's absolutely the case. I think, as I have said in 20 my statement, I mean, clearly in the sort of early to 21 mid '80s, there was a growing understanding about sexual 22 abuse and about how it was actually something that 23 happened, very common, and growing understanding about 24 some of the issues around children disclosing and so on. 25 So I think the general public and professional awareness</p> <p style="text-align: center;">Page 47</p>	<p>1 around sexual abuse grew enormously in that period, and 2 then, obviously, we had the Cleveland Inquiry and it was 3 at that point that there was much clearer national 4 guidance about how all of the agencies, particularly in 5 that multi-agency response and follow-up, should take 6 place.</p> <p>7 Q. By '88, there's very clear multi-agency guidance, but 8 even before then, I suggest where children are telling 9 adults or adults witness something, like someone hiding 10 behind a door or lying naked with a child in a bed, 11 there was specific knowledge about offences against 12 children?</p> <p>13 A. Absolutely, very clearly. I can remember that, indeed, 14 from my own practice, definitely.</p> <p>15 Q. There may have been -- we will come to the Cleveland 16 report in a moment -- issues around interdisciplinary 17 co-operation and the like. Each institution should have 18 had its own awareness from knowledge brought to it, in 19 the case of Lambeth, by children?</p> <p>20 A. Yes.</p> <p>21 Q. Actually, the paper exercise of working out how everyone 22 worked with each other was a follow-on and knowledge 23 comes from what you are told. By children, in the case 24 of Lambeth; for other institutions, it may be different.</p> <p>25 A. What children say or, as indeed happened, by what people</p> <p style="text-align: center;">Page 48</p>

12 (Pages 45 to 48)

<p>1 have observed happening to children?</p> <p>2 Q. If we go to another document, LAM009220_001, please,</p> <p>3 Mr Hyde, although it is actually pages 2 and 3 that</p> <p>4 would be most helpful to have on the screen. That's</p> <p>5 a 1989 child protection manual from Lambeth, and we see</p> <p>6 at paragraph 3 -- thank you, Mr Hyde, if you would like</p> <p>7 to highlight that:</p> <p>8 "In some cases, children and young people are 'at</p> <p>9 risk' from abuse in residential establishments.</p> <p>10 Residential staff must be alert ... and aware of this</p> <p>11 possibility. The abuse may come from other staff within</p> <p>12 the home, staff from other agencies, fieldworkers, youth</p> <p>13 workers, teachers or from other young people within the</p> <p>14 residential home. If abuse of this nature occurs, it</p> <p>15 must be pursued with the same urgency as in all cases of</p> <p>16 child abuse. Please refer to part V of this manual."</p> <p>17 We see paragraph 6:</p> <p>18 "Information or concerns ... may come to staff's</p> <p>19 attention from the young person. Information may come</p> <p>20 to light because of staff working with young people on</p> <p>21 life story work, et cetera".</p> <p>22 We see at 6.4:</p> <p>23 "All disclosures and allegations of child abuse must</p> <p>24 be reported to a senior member of staff who must then</p> <p>25 report it to the children's homes officer or principal</p> <p style="text-align: center;">Page 49</p>	<p>1 manager ..."</p> <p>2 At 6.6:</p> <p>3 "Any allegations against Lambeth appointed staff</p> <p>4 should be responded to speedily ..."</p> <p>5 By 1989, very clearly, expressly -- the document can</p> <p>6 go down, thank you. Very expressly acknowledged the</p> <p>7 position that allegations of sexual abuse could be made</p> <p>8 against staff?</p> <p>9 A. Yes, very, very clearly stated.</p> <p>10 Q. If we go -- it's a document earlier in time, but while</p> <p>11 we are dealing with policy I would like us to look at</p> <p>12 a 1981/82 document, please, which is LAM014690_001.</p> <p>13 This is a report submitted by the Director of Social</p> <p>14 Services as a result of work undertaken by the team</p> <p>15 leaders operational group in the personal services</p> <p>16 division on the subject of planning for children in</p> <p>17 care, towards a childcare policy. I'd like us to look</p> <p>18 at this, Ms Hudson, because, despite what we may see and</p> <p>19 hear in the next few weeks, and have already heard,</p> <p>20 let's see what was actually described to be the policy.</p> <p>21 Mr Hyde, it would be useful to have page 2 there as</p> <p>22 well. You can see -- I'm not going to read it all.</p> <p>23 Hopefully it will be there long enough for people to</p> <p>24 read it for themselves. If we look at recommendations,</p> <p>25 we see:</p> <p style="text-align: center;">Page 50</p>
<p>1 "1. That, where possible, no child in the care of</p> <p>2 Lambeth should spend the major part of its childhood in</p> <p>3 local authority care;</p> <p>4 "(2) that, in order to achieve this objective, the</p> <p>5 initial target should be to ensure that no child who</p> <p>6 comes into care under the age of 10 remains in care for</p> <p>7 more than two years;</p> <p>8 "(3) that no child should remain in care solely</p> <p>9 because an obtainable material resource that would allow</p> <p>10 a return home has not been made available;</p> <p>11 "(4) that the priorities in planning for children</p> <p>12 coming into care should be:</p> <p>13 "(a) rehabilitation with their natural families; or</p> <p>14 "(b) the provision of a permanent substitute family,</p> <p>15 ie, a permanent foster home or an adoptive home which is</p> <p>16 appropriate to the child's needs; and</p> <p>17 "(5) the recruitment, training and supervision of</p> <p>18 staff should include as a priority the pursuit of this</p> <p>19 childcare policy."</p> <p>20 If we go down and look at "Policy Considerations",</p> <p>21 we see at 1.2:</p> <p>22 "Care ... in a private/voluntary establishment</p> <p>23 [where the child is] should be viewed, wherever</p> <p>24 possible, as a channel towards the provision of</p> <p>25 a permanent family home ..."</p> <p style="text-align: center;">Page 51</p>	<p>1 Over the page, "Race relations considerations,</p> <p>2 paragraph 2.2:</p> <p>3 "When black children cannot go to their own natural</p> <p>4 families, they should be placed, wherever possible, with</p> <p>5 black substitute families or with white families who are</p> <p>6 aware and conscious of the special needs of black</p> <p>7 children."</p> <p>8 Pausing there, that policy was absolutely flexible</p> <p>9 and expressed in the interests of each child based on</p> <p>10 all of their circumstances, wasn't it?</p> <p>11 A. Indeed, yes.</p> <p>12 Q. We see, again, at paragraph 6, "Detailed considerations</p> <p>13 of underlying philosophy":</p> <p>14 "It should be accepted that a local authority, as</p> <p>15 such, cannot perform all the functions of a parent.</p> <p>16 "Young children must have an expectation of</p> <p>17 permanence and this can only be provided within the</p> <p>18 child's own home or in a substitute home that is</p> <p>19 intended to last and is protected legally."</p> <p>20 So a consideration in this policy around issues now</p> <p>21 referred to as "drift" and people having permanence and</p> <p>22 focused and best interest analysis, this policy sets it</p> <p>23 all out, doesn't it, how it should be done?</p> <p>24 A. Yes. It is really clear about, firstly, I think, which</p> <p>25 is an extremely important principle, that you only</p> <p style="text-align: center;">Page 52</p>

<p>1 use -- children should only come into care if it</p> <p>2 absolutely isn't possible for them to live with their</p> <p>3 birth families.</p> <p>4 Q. Indeed, if you need material support, and that can be</p> <p>5 provided, that should be provided?</p> <p>6 A. Absolutely. So you do all that you can to prevent any</p> <p>7 child coming into the care system. And then, when they</p> <p>8 are in the care system, if they come into care, that</p> <p>9 actually you work hard to reunify children with their</p> <p>10 families -- "rehabilitation" I think is the word used</p> <p>11 there -- but if that is not possible, the kind of -- you</p> <p>12 know, absolute principle of avoiding delay and moving to</p> <p>13 make sure children have -- this is all backed up,</p> <p>14 obviously, by research about attachment and stability,</p> <p>15 that there is a very clear plan for permanency and that</p> <p>16 that is executed so children don't drift. Because we</p> <p>17 know -- and they would have known by that date all the</p> <p>18 research about the negative consequences of children</p> <p>19 sort of drifting in the care system.</p> <p>20 Q. 6.9 talks about:</p> <p>21 "When a young child remains in care for more than</p> <p>22 one year, this is an occurrence which should attract the</p> <p>23 same kind of high-level concern and should be subject to</p> <p>24 the same monitoring procedures as when a child is</p> <p>25 battered" -- language of the day, but that's what it</p> <p style="text-align: center;">Page 53</p>	<p>1 says at 6.9. Also, at 7.6, it talks about "The role of</p> <p>2 residential work and the responsibilities of residential</p> <p>3 staff will need to change":</p> <p>4 "Residential staff will less frequently be called</p> <p>5 upon to work with very young children in short-term</p> <p>6 care."</p> <p>7 So a recognition that residential care did not</p> <p>8 provide for very young children, did it, at all?</p> <p>9 A. No, it didn't. I mean, certainly, by that date,</p> <p>10 I think -- you may come back to this later -- there was</p> <p>11 a very general acceptance that very small children</p> <p>12 should never be in residential care and you do</p> <p>13 everything you can to avoid that. And the point you</p> <p>14 made about the kind of one year, and that, I think,</p> <p>15 would be based on the knowledge and the research</p> <p>16 evidence that you need to make timely decisions about</p> <p>17 children and, if they don't have clarity about what's</p> <p>18 going to happen to them long term and permanently, that</p> <p>19 really impacts on them really negatively in all sorts of</p> <p>20 ways.</p> <p>21 Q. The point is, that was put together by Lambeth. That's</p> <p>22 the policy and, as we said in opening, it just was not</p> <p>23 implemented, was it?</p> <p>24 A. It was not.</p> <p>25 Q. If we go to Mr Morton who tells us more about that,</p> <p style="text-align: center;">Page 54</p>
<p>1 I want to briefly look at two of his documents. The</p> <p>2 first is a report of 1989. It is, Mr Hyde,</p> <p>3 LAM010549_032 and _033.</p> <p>4 This document, Ms Hudson -- I know you have the hard</p> <p>5 copy -- is a report that Mr Morton has prepared as</p> <p>6 a principal manager overview of the children's home</p> <p>7 service. Now, we know he joined the department</p> <p>8 in July 1988 and he undertook this review whilst</p> <p>9 managing the closure and merger of three homes. Do we</p> <p>10 see at page 32 "Change of function of homes". We see</p> <p>11 there that he prepares this upon the basis of discussing</p> <p>12 with others officers-in-charge meetings, line managers,</p> <p>13 placement sections and a personal analysis of</p> <p>14 the situation. Under Angell Road we see:</p> <p>15 "This home presently provides ten long-term places,</p> <p>16 two emergency places and five daycare and is designated</p> <p>17 a multipurpose home. The proposed change of function</p> <p>18 would be to a specialist unit working intensively with</p> <p>19 12 children, possibly single sex, who have been sexually</p> <p>20 abused."</p> <p>21 We know that this is a home with a schedule 1</p> <p>22 offender and this is the proposal. What do you make of</p> <p>23 that?</p> <p>24 A. Can I just say, I'm just slightly -- I obviously will</p> <p>25 comment on it. I'm not sure -- is this -- which</p> <p style="text-align: center;">Page 55</p>	<p>1 excerpt -- I'm not sure we are actually on the right</p> <p>2 document. I know the document, but --</p> <p>3 Q. If you look at your screen, the report is "Principal</p> <p>4 manager overview of children's home services". The</p> <p>5 right section is on the screen, if it helps you to look</p> <p>6 at that. If you want to find the hard copy, I can't</p> <p>7 help you with that, I'm afraid. Have a look at the</p> <p>8 screen. You will see that that's what he writes. It</p> <p>9 looks as though he is bringing forward his overview of</p> <p>10 children's home service, the proposed change of</p> <p>11 function. He's providing a number of options about</p> <p>12 function and use of homes, but the proposed change --</p> <p>13 he's obviously spoken to a number of people -- is that,</p> <p>14 so what do you take from that?</p> <p>15 A. Well, clearly, you know, absolutely unequivocally,</p> <p>16 knowing what I know, I think it was an extraordinary</p> <p>17 proposal. I think it was an extraordinary proposal and</p> <p>18 a very, very ill-considered proposal, because -- well,</p> <p>19 partly because of what was known then about who was</p> <p>20 running the home, but also I think, you know, the notion</p> <p>21 of having a specialist unit working with children who</p> <p>22 had been sexually abused would have warranted, and</p> <p>23 should have warranted, the most, you know, very, very</p> <p>24 detailed consideration, whoever was running it apart,</p> <p>25 because, you know, it -- you know, you'd need to be</p> <p style="text-align: center;">Page 56</p>

<p>1 thinking about what kind of input there was, what kind 2 of therapeutic input, what kind of input from child -- 3 mental health services, from medical -- wider, kind of, 4 medical services. There would be all sorts of very, 5 very critical considerations to take into account before 6 you would, I think, have contemplated that. 7 I suppose my worry about reading that, when I read 8 it, was that it seemed to not address any of those very, 9 very complex issues about whether the staff who would be 10 working there and looking after those children would 11 have the requisite expertise, because I think it would 12 be -- it clearly would have been providing, and needing 13 to provide, a very different kind of service to children 14 with particular vulnerabilities. 15 Q. It also looks as though the proposal must have had 16 high-level support within the department, mustn't it, to 17 be presented like that? 18 A. Absolutely. You wouldn't take something, you know, 19 forward without having discussions and getting, you 20 know, sign-up and endorsement from very senior managers. 21 Q. Mr Hyde, can I ask for the same document, LAM010549_038, 22 and also _040 to be juxtaposed. Thank you. Page 38. 23 You might be better working from the screen, Ms Hudson. 24 You will be able to do it without finding the whole 25 document. Paragraph 6 we see there says -- he is</p> <p style="text-align: center;">Page 57</p>	<p>1 talking about a simplistic summary of his proposals, the 2 six, that people will be able to read there. The last 3 one: 4 "An honest appraisal of a situation in the 5 children's home service is in relation to its present 6 and future structure. This being based on not only 7 political, unionistic, self-motivated interest. It 8 being clearly based on the intention of providing 9 appropriate and good quality childcare that has 10 meaning." 11 What do you take from that? What do you think that 12 paragraph is suggesting? 13 A. I suppose it's what it's not saying. The second 14 sentence in particular strikes me as kind of being 15 slightly odd, in a way. Because of course it shouldn't 16 be based on any interests other than the interests of 17 children, but it's kind of flagging up that there could 18 potentially be interests that might be to do with 19 politics, trade unions, self-motivated interest, and 20 what she's saying there is, we need to be very honest 21 and really focused on the quality of the care provided 22 to children. That latter statement is obviously 23 self-manifestly the most important thing that should 24 have shaped the proposals. 25 Q. Pausing there, please --</p> <p style="text-align: center;">Page 58</p>
<p>1 A. It is almost as if he needed to say it, I suppose, is 2 how I read it. 3 Q. Exactly. Look at what he says on page 40. It is one of 4 the few documents where we hear a child's voice, the 5 voice of children and what they need. Look at the end 6 of paragraph 5 on page 40, the last paragraph: 7 "To those of you who continue to provide good 8 childcare despite the odds, I sincerely thank you, to 9 those of you who know that your practice and commitment 10 leaves much to be desired, I would simply say that you 11 are not cheating the council, directorate or management, 12 you are cheating the children who depend on you to give 13 them a better chance than many of them have had to 14 date." 15 Again, bringing it firmly back to the children? 16 A. Yes. I suppose when I read that document and note 17 that -- that passage in particular, but in other places 18 in it, it strikes me as somebody who is kind of, to coin 19 a phrase, a bit at their wit's end and is kind of really 20 worried that other things may get in the way of 21 providing good quality residential care. 22 Q. Can we replace that document with LAM028717_002. This 23 is Mr Morton again, in July 1989, certainly more than at 24 his wit's end here. Look at what's said at the top. 25 The fourth paragraph:</p> <p style="text-align: center;">Page 59</p>	<p>1 "The situation in the section, as I have detailed at 2 every subcommittee meeting, verbally and in writing, is 3 not only at crisis point but very dangerous. I cannot 4 impress this point too strongly. Members must be aware 5 of the possible implications of the present situation." 6 Then he says further down about private and 7 voluntary homes: 8 "Young people of all ages, from babies to young 9 adults and of all races, ethnic backgrounds, therefore 10 continue to be placed all over the country in private 11 and voluntary homes which, at best, we can only be sure 12 of providing a bed. The vast majority have not been 13 visited by the section and therefore we cannot state 14 whether they are suitable or not. I believe that many 15 are not, if only because of the distance from the 16 child's family and the environment." 17 Very clearly setting out the position? 18 A. Yes. I mean, very clearly and -- I mean, I don't know, 19 I was not there then, but I think it would be, for 20 somebody to feel they had to put things in such stark 21 terms would suggest to me somebody who was really, 22 really concerned and who -- you know, I mean, he 23 obviously -- you know, he presents it in other ways, 24 understanding about residential care, and is deeply 25 worried and worried that, actually, the right things</p> <p style="text-align: center;">Page 60</p>

<p>1 maybe wouldn't happen.</p> <p>2 Q. If you go back to your statement at 4.71, picking it up</p> <p>3 around that time, at the bottom of page 33, you begin</p> <p>4 detailing the report prepared by the placement officer,</p> <p>5 31 October 1989, and the observations made. Can you set</p> <p>6 out the first observation at (a) that you made there,</p> <p>7 can you tell us, please?</p> <p>8 A. The one beginning "Most"?</p> <p>9 Q. No, "The shortage"?</p> <p>10 A. The shortage of social workers and area officers results</p> <p>11 in cases remaining unallocated being dealt with on</p> <p>12 a duty basis only. The result is that many children who</p> <p>13 should not need to be received into care are being [sic]</p> <p>14 and that the length of time they remain in care is</p> <p>15 unnecessarily extended.</p> <p>16 Q. So this issue of social work allocation dated back to</p> <p>17 the '60s, didn't it, where children were not allocated</p> <p>18 social workers who were able to build relationships with</p> <p>19 the children and have social work interaction with the</p> <p>20 children? Is that your understanding?</p> <p>21 A. Yes. What this particular phrase is talking about, the</p> <p>22 unallocated case responsibility to children --</p> <p>23 presumably children looked after and also children who</p> <p>24 would be at home with their families, because they're</p> <p>25 talking about -- so these would be the field social</p> <p style="text-align: center;">Page 61</p>	<p>1 workers who would be the people responsible for</p> <p>2 children. Of course, if there were lots of cases that</p> <p>3 were unallocated and things only being dealt with on</p> <p>4 a duty basis, then the children in care would not be</p> <p>5 getting the visits that they needed, but also -- the</p> <p>6 second point, which I think is really important, is that</p> <p>7 you have a sense of a system that's really creaking and</p> <p>8 so poor decisions are being made. So rather than going</p> <p>9 back to the 1982 childcare policy that you referred to</p> <p>10 earlier on, doing all that you can to keep children out</p> <p>11 of care and helping families to remain together, you</p> <p>12 have a sense of sort of a lot of kind of sort of</p> <p>13 knee-jerk decisions being taken, so children were coming</p> <p>14 into care when maybe they didn't need to be.</p> <p>15 Q. A duty social worker is literally on duty for that day</p> <p>16 and time and doesn't have an ongoing commitment to the</p> <p>17 case. Is that the position?</p> <p>18 A. That's right. So they would be dealing with</p> <p>19 something -- maybe there had been a crisis, a child had</p> <p>20 gone missing, so they would deal with that, but they</p> <p>21 wouldn't necessarily be the social worker who would know</p> <p>22 the child.</p> <p>23 Q. Do all children have a designated social worker in</p> <p>24 Lambeth now?</p> <p>25 A. All children looked after do and all children where</p> <p style="text-align: center;">Page 62</p>
<p>1 there is a child protection plan.</p> <p>2 Q. If there is a crisis and there's a duty social worker on</p> <p>3 call, what's the system now for making sure there's</p> <p>4 prompt allocation after that crisis?</p> <p>5 A. If something comes up and a child is allocated -- this</p> <p>6 could be a child looked after or a child in need, so</p> <p>7 children living with their families, if the social</p> <p>8 worker to whom they are allocated is there, then they</p> <p>9 would be expected to pick it up. But if they are not</p> <p>10 because they are on leave or at a meeting or something,</p> <p>11 then that would be picked up by the duty social worker</p> <p>12 and would get passed to the allocated social worker as</p> <p>13 soon as possible. But sometimes, obviously, if the</p> <p>14 social worker was on leave, that may have to be kind of</p> <p>15 dealt with.</p> <p>16 Our children looked after service have their own</p> <p>17 duty system which is separate from our main duty system</p> <p>18 which is for new cases, new children and families</p> <p>19 being --</p> <p>20 Q. Going back to the historical position, some children</p> <p>21 were moved out of county, weren't they? When they were</p> <p>22 moved out of county, is there any basis for the</p> <p>23 suggestion that social workers could have received</p> <p>24 backhand payments for out-of-county placements, putting</p> <p>25 people elsewhere?</p> <p style="text-align: center;">Page 63</p>	<p>1 A. I haven't heard of that or seen evidence of it.</p> <p>2 Q. The homes we know were eventually closed. You</p> <p>3 summarise, at 4.79, the reasons for the closure of</p> <p>4 homes. Can I ask Mr Hyde for a document to be put on</p> <p>5 the screen, LAM014958_002. This, Ms Hudson, is</p> <p>6 a briefing note for the chair of Social Services, the</p> <p>7 leader and the chief executive, prepared by Nigel Goldie</p> <p>8 in 1998. At paragraph 2, if we can highlight that,</p> <p>9 there's reference to:</p> <p>10 "A decision was taken by the Social Services</p> <p>11 Committee in 1994 to close all the remaining Lambeth</p> <p>12 children's homes. A number of factors led to this</p> <p>13 decision, including critical reports by the SSI on the</p> <p>14 management of these homes, budgetary considerations, and</p> <p>15 awareness of highly sexualised behaviour among the</p> <p>16 children resident in some of the homes."</p> <p>17 Pausing there, what do you understand that to be as</p> <p>18 a reason factoring into closure of homes, sexualised</p> <p>19 behaviour? I'm going to ask others about what they knew</p> <p>20 about that and what that meant, but that's your</p> <p>21 understanding of that corporate knowledge then?</p> <p>22 A. I'm not -- I can't specifically -- the documents that</p> <p>23 I recall I've seen, which were about closing the homes,</p> <p>24 I don't recall specific reference to that. That's not</p> <p>25 to say that that wasn't a factor in decision making.</p> <p style="text-align: center;">Page 64</p>

<p>1 I don't quite know what they mean by "highly 2 sexualised behaviour", whether that's some kind of 3 inappropriate code for talking about -- which there 4 would have been by '94, of kind of allegations of, and 5 disclosures of, abuse by children. 6 It is a phrase that I would think you have to use 7 very carefully and -- 8 Q. (Overspeaking) and it raises many questions of itself as 9 a phrase, doesn't it, but you have nothing from the 10 documents to add to that? 11 A. Not that I can recall. 12 Q. Thank you. Can we put that document down now and go to 13 section 9 of your report, Ms Hudson, page 93. This is 14 a section of your report that deals with recruitment, 15 vetting and the development of staff. You talk about 16 a fundamental prerequisite in social work practice is 17 vetting, looking at risk and vetting. Explain why 18 that's so fundamental and what you mean by that? 19 A. In one sense, it's very simple and straightforward, that 20 in working with children, we need to have 100 per cent 21 confidence that the people working with those children, 22 and in an unsupervised way, are fit to do so. So that's 23 the kind of general principle. But it is also because, 24 you know, over the period, and indeed over the period 25 that the inquiry is focusing on, there had been very</p> <p style="text-align: center;">Page 65</p>	<p>1 many inquiries and situations where inadequate vetting 2 had led to children being put in harm's way, either 3 because there was avoidance of -- or there was lack of 4 knowledge about people's criminal convictions, but it is 5 not just about criminal convictions, it is about their 6 general suitability for working with children. So -- 7 Q. (Overspeaking), pausing there. Go to 9.52, over to 8 9.54. There are issues, aren't there, about who is made 9 accountable for the quality of those appointed through 10 agencies, and you set out at 9.54 -- well, can you tell 11 us what that minutes of an officers-in-charge meeting 12 noted in 1990? 13 A. So some issues have arisen with agency staff. Some are 14 touting for business and ringing around the homes asking 15 if they have work for them. This is not on. It is 16 accepted that you want to use regular staff that you 17 know, but they must be booked through the agency, not 18 directly with individuals. 19 Q. Pausing there. Regular staff who you know. There was 20 no guarantee that the regular staff you knew on that 21 basis would be vetted or checked, was there? 22 A. Not at -- well, by 1990, there certainly had been -- 23 there had been the relevant circulars nationally which 24 set out requirements for police checks, which I think 25 initially was just for newly appointed people. So the</p> <p style="text-align: center;">Page 66</p>
<p>1 system was developing, but it certainly didn't have some 2 of the checks and balances that are in the system today. 3 Q. That was a real issue before Lambeth, wasn't it, getting 4 those vetting applications processed, and that went on 5 for some time. Up to 2000, we've still got that as an 6 issue? 7 A. Yes, it did. You are talking here about agency staff, 8 and I imagine you may come back to it. We knew that was 9 an issue about fostering. I think it was -- you know, 10 the problems were partly about what was happening 11 internally, but it was also about how you could 12 secure -- you know, getting the police to do those 13 checks. 14 Q. You deal with that in 9.80, if you move on to page 107. 15 You talk about the inspection report in 1993 identifying 16 where police checks were still needed and 18 per cent 17 had not been subject to a police check, 4 per cent had 18 not been subject to a DAH consultancy check, and you 19 note there that, at that point, retrospective checks 20 couldn't be carried out because the Metropolitan Police 21 advised they didn't have the resources to do that. But 22 it continues, doesn't it, it continues for some time, by 23 the '94 inspection report -- I'm racing through this now 24 because you make it clear in your statement the level of 25 which this continued as an issue. A real issue for</p> <p style="text-align: center;">Page 67</p>	<p>1 those who were being placed around this time, wasn't it, 2 because they were placed to devastating effect for 3 children who were placed with those who had convictions 4 or were abusers? 5 A. Absolutely did, yes. 6 Q. If we go to paragraph 9.92, 27 March 2000. Can you tell 7 us what Jim Dickson, the leader of the council, noted 8 about this at that point? 9 A. Yes. He said to the Commissioner of the Police: 10 "We are faced with a situation whereby we simply do 11 not know whether police checks have been carried out on 12 a large number of existing staff either because of 13 the past failures of our organisation or because of 14 the failure of predecessor authorities, in particular 15 the Inner London Education Authority, to transfer to us 16 complete records. We have asked the interim chief 17 executive to carry out a mapping exercise to clarify the 18 extent of the problem, but when that is complete, we 19 fear that we will have no way of putting right the 20 deficiencies. The council feels so strongly about this 21 matter that I have undertaken to write to the 22 Home Secretary to ask him to amend circular HOC" -- this 23 is July 1986 -- "which advises against carrying out 24 retrospective police checks." 25 Then he went on to write to the Home Secretary on</p> <p style="text-align: center;">Page 68</p>

1 **27 March 2000 to make that request.**
 2 Q. If we go on to 11.26, very swiftly, page 134, this is
 3 a newly appointed service manager for the Adoption and
 4 Fostering Service, and when he became aware not all
 5 foster carers had undergone police checks, he gave an
 6 instruction back in July 1998:
 7 "All foster carers (inaudible) and older
 8 looked-after children should be checked on central
 9 records and with the police."
 10 The response you set out then in the same -- well,
 11 do you want to set out what the response was from the
 12 executive director for Social Services in the report to
 13 John Barratt?
 14 **A. In the same email, he commissioned -- and I presume this**
 15 **is the previously mentioned service manager:**
 16 **"A small group to redesign procedures and forms**
 17 **regarding checks to foster carers. However, the**
 18 **assistant director said that this work would be**
 19 **superseded by a rewrite of the children and families**
 20 **procedure manual. However, this rewrite did not**
 21 **happen."**
 22 Q. So that's Pennie Pennie, isn't it, the assistant
 23 director then. The rewrite of the children's manual --
 24 I'm trying to work out the link between the children's
 25 manual and foster care checks. Is there an obvious link

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1 **assessment, and presumably the idea was, although there**
 2 **is evidence to say it didn't work, that at the end of --**
 3 **when somebody had been approved as a foster carer, then**
 4 **they'd come back and they would get the support and**
 5 **supervision from, you know, the in-house -- presumably,**
 6 **as it was called here, the Family Finders Service.**
 7 **So all that we know is that that didn't work very**
 8 **well. I have seen reference that that outsourcing**
 9 **wasn't successful.**
 10 Q. Even when you have a third party supervising the
 11 placement, the information that's communicated back to
 12 Lambeth in order to enable assessment of risk and
 13 protection, it's really crucial to have an ongoing
 14 monitoring and understanding of the exchange of
 15 information, isn't it?
 16 **A. Yes. I believe that you're talking there about through**
 17 **an independent agency, who would -- in a sense, the**
 18 **carers are their carers, but, absolutely, and that's**
 19 **part of the role of the social worker but also the**
 20 **independent reviewing officer, would be to make sure**
 21 **that that placement was of a sufficient, good standard.**
 22 **If it wasn't, you'd take that up with that agency.**
 23 Q. My last question before the break: how is effective
 24 communication ensured now between Lambeth and foster
 25 care agencies in that position?

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1 there to you?
 2 **A. In most places, the children's procedure manual would be**
 3 **the manual that set out for staff working in family**
 4 **services all the kind of expectations around procedure,**
 5 **whether that was a child coming into care, it could be**
 6 **about -- it would have been about, for example, things**
 7 **like recruitment and assessment and approval of foster**
 8 **carers. So it would be about kind of almost everything.**
 9 **It would be the equivalent sort of Bible of what you**
 10 **were expected to do. So I'm actually puzzled by that**
 11 **statement because the doing of the checks should have**
 12 **presumably been part of -- in the fostering manual but**
 13 **it is actually about the doing of the checks that were**
 14 **so important. So I don't quite understand why one would**
 15 **supersede the other.**
 16 Q. 11.43 of your statement. You are speaking about the
 17 Family Finder Service being in disarray, recruitment of
 18 new foster carers had ceased 12 months previously
 19 because of concerns about the unit's capacity to recruit
 20 and assess them. The recruitment process had been
 21 outsourced but the external agency has not been
 22 completing assessments in a timely manner.
 23 How did Lambeth manage third party fostering
 24 arrangements in the 1980s and 1990s?
 25 **A. This was about passing out just the recruitment and**

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1 **A. Our own foster carers or the ones in agencies?**
 2 Q. The ones in agencies.
 3 **A. So the first thing probably to emphasise is, of course,**
 4 **those independent agencies are separately regulated**
 5 **and -- by Ofsted, so they have to have Ofsted, be**
 6 **registered and approved by Ofsted. So what we would do**
 7 **now is, through the childcare review process, so the**
 8 **independent reviewing officer would have a role, the**
 9 **social worker and their team manager would have a role,**
 10 **in making sure that, for that child, this placement was**
 11 **of a good standard. If we had concerns, then we would**
 12 **take that up, you know, and obviously that does happen,**
 13 **with the agency.**
 14 Q. Can we move to section 12, please, of your statement.
 15 This is where you deal with serious injury and child
 16 death. We asked you the known incidents of children who
 17 died in the care of Lambeth whilst placed in
 18 a children's home, and you said that you had a knowledge
 19 of 15 known incidents. Can we just have on the screen
 20 the document reference MPS002923_188. This is
 21 a document which I know you have seen, Ms Hudson. We
 22 are going to have Gillian Delahunty give evidence. This
 23 was an extract from a thesis of hers "20 years of
 24 childcare 1970 to 1990" where she has this data
 25 surrounding -- between the period 1970 to 1980,

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<p>1 information around children in care and deaths of 2 children in care. We see there, don't we, Ms Hudson, on 3 those figures, apart from 1988, at least one death per 4 year and as many as six recorded here for 1974? 5 My question is, obviously we will find out where 6 those statistics were drawn from -- it says "Information 7 from Lambeth statistics", et cetera. Where do you get 8 your statistics from? You have seen this, and how can 9 you be clear what the figures are, or are you not able 10 to be clear? 11 A. There obviously is a big difference between 48 and the 12 15 that we are aware of. That would be from the records 13 that we have got -- you know, some of the records of 14 some of the children's homes and from case files. 15 I think -- I think this is a serious submission -- 16 there was not, until relatively recently, a really 17 strong and robust system for recording this information. 18 Obviously, it will be really important to understand 19 where her figure comes from because clearly she's got 20 some other sources of evidence that we have not had 21 access to. 22 Q. The document can go down now, thank you, Mr Hyde. 23 It is also really significant that Lambeth is not 24 able to know for sure what that number is? 25 A. Yes, I agree.</p> <p style="text-align: center;">Page 73</p>	<p>1 Q. You, in your statement, refer to a number of deaths of 2 children in care, and I want to ask you about two of 3 those children. The first was a baby whose case we 4 highlighted in opening, who was discovered in the 5 morning, having died from asphyxiation after she slipped 6 out of a safety harness. You set out the conclusions of 7 a Lambeth internal inquiry into her death at 8 paragraph 12.12 of your statement. Would you be kind 9 enough to read into the transcript for us the 10 conclusions of that inquiry, as you have recorded them 11 there? 12 A. So seven recommendations -- sorry, it concluded that the 13 bunk bed and safety harness should not have been used 14 and there should have been extra vigilance during the 15 night-time. Seven recommendations were made at the 16 conclusion. One, that in future, whenever any 17 establishment of this kind is left without an 18 officer-in-charge or deputy for any length of time, it 19 is to remain open, the officer-in-charge of another 20 establishment to be asked to assume immediate 21 responsibility therefor. 22 That no safety harness should be used in beds and 23 cots in any Lambeth children's home. 24 That no young baby be, in future, put into a bunk 25 bed to sleep at any Lambeth children's home.</p> <p style="text-align: center;">Page 74</p>
<p>1 That in all the council's family group children's 2 homes arrangements immediately be introduced to ensure 3 the night duty officer shall sleep in a duty room within 4 the closest proximity to, and within hearing distance 5 of, the babies and young children with the duty room 6 door left open throughout the night. 7 That before the duty officer retires for the night, 8 a late-night inspection of children's bedrooms be 9 carried out at, say, midnight. 10 That in respect of all items of equipment used in 11 Lambeth children's homes, arrangements be made to ensure 12 that copies of the manufacturer's instructions 13 appertaining to the correct and proper use of such 14 apparatus be maintained in the homes and made readily 15 accessible at all times for the guidance of staff with 16 special reference to new entrants to the service. 17 That considerations be given to the question of 18 areas of possible conflict between existing fire 19 regulation requirements and good childcare practice in 20 respect of the council's children's home. 21 Q. That was the extent of the inquiry and findings made, 22 was it, by Lambeth? 23 A. That's my understanding, yes. 24 Q. You may also know from our opening, and you will know 25 from the record, that there is a record which states</p> <p style="text-align: center;">Page 75</p>	<p>1 that the baby's sister had spoken to her mother on the 2 telephone and said that staff force-fed the baby and 3 tied her in the bed and didn't look after her when the 4 baby was crying. You confirm you have seen that record? 5 A. I have, yes. 6 Q. Also a suggestion that the sister had spoken to a social 7 worker about a cot? 8 A. Yes, I have seen that. 9 Q. An inquest did not return a verdict of accidental, it 10 returned an open verdict, didn't it, with the foreman of 11 the jury mentioning that the jury felt that extra 12 vigilance was needed at the home in the hours of 13 darkness. You will also be aware that, in 1976, at the 14 minutes of a meeting of the Social Services Committee 15 discussing this case, a councillor expressed particular 16 concern that a pyjama cord had been attached to the 17 harness which was placed on LA-B2. He wanted to know if 18 it had been authorised and asked that this point be 19 recorded in the minutes. You have seen that note? 20 A. Yes. 21 Q. It is perhaps, I suggest, Ms Hudson, little wonder, 22 years later, that the baby's brother, a CP in this 23 inquiry, is saying he seeks a proper inquiry into the 24 circumstances of her death, and he makes it clear how 25 the death has impacted upon his whole family, and says</p> <p style="text-align: center;">Page 76</p>

1 how Lambeth failed to offer comfort and support
 2 following his sister's death. He's also provided to the
 3 inquiry a record I think you've seen, made by a Lambeth
 4 social worker who discussed the death of the baby with
 5 his mother. At the time, the mother made the comment:
 6 "If I had done that [been responsible for the baby's
 7 death], they would have put me in Holloway."
 8 That is a very understandable comment to have been
 9 made by the baby's mother, isn't it?
 10 **A. It is, and I am really sorry that, at the time, there**
 11 **was not the sort of full investigation that there should**
 12 **have been. I mean, what it says to me was that it was**
 13 **very, very neglectful practice, including putting a very**
 14 **small child in -- I think she was in the top bunk of**
 15 **a bed, and, you know, by any stretch of the imagination,**
 16 **that was very, very poor practice. But I think the way**
 17 **in which the family was supported, or not supported,**
 18 **afterwards is a huge abject failure. But also as well,**
 19 **what you described about, you know, what the sister was**
 20 **trying to do in terms of making -- you know, what people**
 21 **were trying to do with this child, she was saying that's**
 22 **not how to behave with my sister". So she was, you**
 23 **know, trying to do the right thing.**
 24 Q. It's about listening to a child, having an
 25 investigation, disciplinaries, the police were called

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1 "When LA-A2 was 12, the abuse was investigated by
 2 the police. The case against Mr Hosegood was thrown
 3 out.
 4 "Following the court case, LA-A2 was even less like
 5 his old self. He hardly spoke and he never seemed to be
 6 happy or engaging when I saw him. Had fate been kinder
 7 to my beloved LA-A2, and had counselling and support
 8 been available, LA-A2 may have been able to represent
 9 himself today.
 10 "The police charged Hosegood with many sexual crimes
 11 against minors. What failed my beloved brother more
 12 than anything was the total lack of support offered when
 13 the judge dismissed the charge against Mr Hosegood."
 14 We have the letter sent to the coroner's office
 15 about LA-A2's death. What it says there, in part, about
 16 his education underneath "Education":
 17 "School staff were shocked by his untimely death,
 18 particularly as he'd been observed to have been in
 19 a happy and expectant mood over the last few weeks."
 20 Under "Social Work Involvement", it says:
 21 "There appeared to be no indications of him being
 22 unhappy observed by those he came into contact with
 23 immediately before his death."
 24 The report does not make reference to the
 25 allegations of sexual abuse or that he'd given evidence

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1 when the child was dead. No investigation into the
 2 circumstances which we have set out there?
 3 **A. Yes.**
 4 Q. Can I ask you about LA-A2, paragraph 12.15 of your
 5 statement. LA-A2 was discovered in the bathroom of
 6 a home and was pronounced dead. We have a statement
 7 from his sister talking about LA-A2, and I want to read
 8 to you some excerpts of that statement. She tells us:
 9 "Mr and Mrs Hosegood were the house parents at
 10 Fir Cottage. Mr Hosegood would pick on LA-A2 because he
 11 was generally slow at doing things. LA-A2 had trouble
 12 speaking and spoke very slowly. Mr Hosegood would shout
 13 at LA-A2 for this.
 14 "LA-A2 was in a bedroom with two other boys at
 15 Fir Cottage. The bedroom doors were always left open.
 16 One night, I was walking past LA-A2's bedroom to go to
 17 the toilet. I looked into his room and saw Mr Hosegood
 18 kneeling at the side of LA-A2's bed. Mr Hosegood was
 19 obviously doing something to LA-A2.
 20 "I went into the room and shouted at him, 'What the
 21 fuck are you doing?' I then pulled back the covers and
 22 saw that Mr Hosegood was molesting LA-A2. Even
 23 following this incident, LA-A2 did not speak to me about
 24 the abuse which he was suffering. I was terrified about
 25 what might happen if we did speak about the abuse.

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1 in a criminal trial. Do you find that surprising?
 2 **A. I think it was -- when I read that, I was astonished**
 3 **that there had been no reference at all to the fact of**
 4 **what this small boy had been through, both in terms of**
 5 **his experience, but also in terms of, you know, the**
 6 **police involvement, and so on.**
 7 **So I found it absolutely extraordinary and it sort**
 8 **of beggars belief, really, because it was kind of, in**
 9 **a way, not a true picture of what had happened to him**
 10 **and his experience. I was quite staggered by reading**
 11 **that.**
 12 Q. What his sister says in relation to this inquiry, and
 13 I want to read what she says at the end:
 14 "I would recommend that, where possible, when
 15 a child or adolescent dies whilst being looked after in
 16 care, whether the death is suspicious or not,
 17 professional agencies should be completely transparent
 18 when communicating details with parents or guardians and
 19 family members. This would avoid and diminish any
 20 incorrect information being shared and stop people who
 21 are related or legally responsible for the deceased
 22 being told different stories and accounts of
 23 the circumstances, which creates avoidable confusion,
 24 doubt and distress to the actual facts of the matter.
 25 "If every agency and authority had a statutory

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1 responsibility to publish some sort of chart of
 2 the children in residential care, this will act as
 3 a statement of intent to families and close friends as
 4 to the expectations they have from the council and
 5 a commitment from the agencies, authorities, councils
 6 and organisations as to how they will respond if such
 7 a situation occurs.
 8 "It is also crucially important that victims of
 9 sexual abuse receive proper support as they go through
 10 a police investigation and trial."
 11 A really clear message that transparency and honesty
 12 in these terrible circumstances that afflict families --
 13 the death of a child in care -- is vital, isn't it?
 14 **A. I would entirely agree with that. I think that what**
 15 **that family have been through has been, you know, almost**
 16 **unmanageable; not just what happened at the time --**
 17 **Q. Be careful in terms of identifying.**
 18 **A. Sorry, yes, I do appreciate that. What happened to that**
 19 **young boy was deeply -- really shocking, but the fact**
 20 **then that he wasn't believed and that he wasn't given**
 21 **any support, and then when he died that there was not**
 22 **the support to the family I think was very unacceptable,**
 23 **and I am really very, very sorry. I think it's a very,**
 24 **very harrowing and distressing story. I think what you**
 25 **have just read out captures really well what does need**

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1 Wagner Report, June 1987. That's a report that made
 2 recommendation covering training staff, setting and
 3 maintaining standards. What was Lambeth's response on
 4 the ground to that, in terms of residential care?
 5 **A. From the information that I've got available, it looks**
 6 **like they welcomed the recommendations about individual**
 7 **rights and the focus on residential care as part of**
 8 **a wider range of services to children and families.**
 9 **They also, I understand, submitted that the report**
 10 **insufficiently addressed issues about race within**
 11 **service delivery particularly, and that would have been**
 12 **very much, that latter point, reflecting Lambeth's focus**
 13 **and concern at that time about meeting better the needs**
 14 **of black children and families.**
 15 **Q. If we go on to the Cleveland Report, page 156 of your**
 16 **statement, the Cleveland Report, of course, demonstrated**
 17 **a lack of understanding between agencies of each other's**
 18 **functions in relation to child sexual abuse, lack of**
 19 **communication and it also dealt with how you take cogent**
 20 **allegations of abuse from children. So there was a lot**
 21 **in it about getting proper evidence from children and**
 22 **not leading children in providing their evidence of**
 23 **allegations; would you agree?**
 24 **A. Absolutely, yes.**
 25 **Q. There are very nuanced complex analyses of obtaining**

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1 **to happen.**
 2 **Of course there is now, through the Serious Case**
 3 **Review system, a requirement when children die because**
 4 **of abuse or neglect to undertake full reviews**
 5 **independently. But you may want to revisit that issue**
 6 **later.**
 7 MS LANGDALE: That's where we are going to break now,
 8 Ms Hudson. May I remind you, you mustn't discuss your
 9 evidence while you're giving evidence with your legal
 10 representatives or anyone else.
 11 Thank you, chair.
 12 THE CHAIR: Thank you. We will return at 1.45 pm.
 13 (12.45 pm)
 14 (The short adjournment)
 15 (1.45 pm)
 16 THE CHAIR: Please go ahead, Ms Langdale.
 17 MS LANGDALE: Thank you, chair. Ms Hudson, can we go to
 18 section 13 of your corporate statement, "Lambeth's
 19 responses to national inquiries". Are you there,
 20 Ms Hudson?
 21 **A. Yes, I am. Can you not hear me?**
 22 **Q. Yes, I can now. Do you have section 13?**
 23 **A. I do, yes.**
 24 **Q. Can I ask you, then -- you deal firstly there with**
 25 **"Residential Care: A Positive Choice", the**

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1 cogent allegations of abuse, which is still a problem,
 2 isn't it, in some sectors and areas?
 3 **A. In terms of -- yes, I think practice, in some respects,**
 4 **is uneven, as I think has been demonstrated in other**
 5 **inquiries, yes.**
 6 **Q. If we look at Lambeth's response at the time, 13.18, can**
 7 **you tell us at 13.18 and 13.20 what you say they said in**
 8 **response to that report?**
 9 **A. Lambeth considered that they had procedures and guidance**
 10 **in place which assisted with understanding and managing**
 11 **cases of child sexual abuse. It noted also there were**
 12 **some inter-agency arrangements already in place to**
 13 **investigate sexual abuse and had been operational**
 14 **since November 1985 and that other arrangements were**
 15 **being made to ensure there were appropriate provisions**
 16 **for consultation, investigation and/or therapy in**
 17 **response to an allegation of abuse.**
 18 **Q. Paragraph 13.20?**
 19 **A. Said training was one of the major needs shown by the**
 20 **experience in Cleveland and Lambeth and they responded**
 21 **by asserting that training courses in relation to sexual**
 22 **abuse were already in place.**
 23 **Q. It is a breathtaking response and level of assertion,**
 24 **isn't it?**
 25 **A. It is.**

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<p>1 Q. Given that we know there are still complexities 2 surrounding it, at that stage, it was suggested that 3 they had those courses in place, and in some way tried 4 to communicate confidence about dealing with child 5 sexual abuse allegations? 6 A. Yes. I mean, as you've just highlighted, the 7 Cleveland Inquiry report raised very many issues, and 8 indeed provided -- you know, and provided a much more 9 robust and clear framework about how agencies should 10 work together, and I do find it surprising that Lambeth 11 didn't see, at that time, a need to look very carefully 12 at their kind of practice guidance, including the 13 guidance with other authorities, but, most importantly, 14 making sure that the practice was in place and that they 15 had some kind of quality assurance around that. And 16 training. Because, as we know, and highlighted in the 17 Cleveland Report, the issues around responding to sexual 18 abuse in children have a very different -- I mean, there 19 are some similarities, but there are also a lot of very 20 different issues to address compared to, say, physical 21 abuse which people would have hopefully felt more 22 confident about by that time. 23 Q. You will have no doubt seen we made reference in our 24 opening to the 2014 report looking at the criminal 25 justice system, a joint report, where observations were</p> <p style="text-align: center;">Page 85</p>	<p>1 made now about the adequacy of ABE interviewing and how 2 that was working on the ground, with very real effect 3 for children who have been sexually abused and making 4 allegations within the criminal justice system. How 5 that evidence is elicited is vital, isn't it, of vital 6 importance? 7 A. It is. My sort of recollection is that it took, you 8 know, many authorities working with other agencies, 9 particularly the police and health, to really get clear 10 standards in place and have people trained and, you 11 know, certainly -- you know, I know in the authority 12 I was working in, in the '90s, very specialist training 13 for a relatively small group of people to do those ABE 14 interviews. 15 Q. How does it work in Lambeth now? Are you confident that 16 a child communicating information surrounding child 17 sexual abuse to a social worker would have that 18 information sent where it needed to go and would be 19 interviewed appropriately thereafter? 20 A. Well, I think -- I mean, as you know, in recent times in 21 Lambeth, you know, the practice has been inadequate, and 22 I would say that it has been, over the last three or 23 four years, a struggle to make sure that we have got 24 consistently good-quality interviews with children 25 taking place generally.</p> <p style="text-align: center;">Page 86</p>
<p>1 I think we are in a very different place. But 2 I wouldn't say absolutely that the practice was 3 consistently of the standard that we want. 4 We have very good working relationships with the 5 police and with their specialist teams, and I think most 6 of the practice now is of a right and appropriate 7 standard. But I wouldn't want to say that that was 8 always absolutely the case. 9 Q. Do you use the specialist resources of places like 10 The Havens or The Lighthouse for children in Lambeth 11 now? 12 A. Yes. Through our designated paediatricians, medical 13 officers, doctors, children can access some of that 14 specialist provision, because that's what we know, is 15 that working in this area requires, you know, very deep 16 skill and professional confidence to really help 17 children feel trusted and able to talk about what's 18 happened to them. 19 Q. Early conversations need to be properly conducted and 20 recorded, don't they, to give the child the best chance 21 thereafter of having their allegations tested and 22 understood? 23 A. Indeed they do, because, too often, too early on -- 24 that's in a sense partly what Cleveland's about, but 25 I think subsequently, you know, either care proceedings</p> <p style="text-align: center;">Page 87</p>	<p>1 or criminal prosecutions failed because the process of 2 interviewing children was not right. 3 Q. Going to your statement, paragraph 13.21, the 4 Utting Report, May 1991, and also reference to following 5 the report of the Pindown Experience and the Protection 6 of Children, the report of the Staffordshire Childcare 7 Inquiry 1990. On one view, and I can ask you in 8 a moment what the paper trail is receiving those 9 reports, but anyone reading the Pindown Experience and 10 Protection of Children Report might immediately ask 11 themselves those questions: how are those children being 12 treated in our establishments; what restraint is being 13 used? They're very practical, obvious questions arising 14 from that report, aren't they? 15 A. Yes. I mean, I -- you know, the good and appropriate 16 practice would be, as with any of these kind of major 17 reports, is you very immediately put in place work and 18 arrangements to, you know, quality assure, to check your 19 own practice against those recommendations. 20 Q. If you would like to read out, at 13.25, Lambeth's 21 response, what they did? 22 A. The action plan noted that Lambeth had produced 23 a comprehensive children's homes manual detailing the 24 manner in which various care-related issues should be 25 handled. It was noted that officers were in the process</p> <p style="text-align: center;">Page 88</p>

<p>1 of revising the council's current childcare policy to 2 ensure that it covered issues relevant to residential 3 care. 4 Q. So that's a paper trail policy, isn't it? The 5 practicalities of visits, going to the homes, looking at 6 what's happening, speaking with children, at this time, 7 there are still issues, aren't there, surrounding visits 8 to homes? 9 A. Indeed, that's the case. I mean, the -- I think, 10 looking back, my recollection is that there was never -- 11 I don't think there were very many periods when the 12 pattern of visits to homes was as it should have been, 13 according to the requirements. 14 Q. That's true, isn't it, for one of our case study homes, 15 Monkton Street, which you set out. I'm not going to 16 take you to it, but in your statement you set out in 17 a detailed way the visits that were failed to be 18 undertaken in respect of Monkton Street where a very 19 vulnerable group of young people were resident, weren't 20 they? All of them are vulnerable, but in 21 Monkton Street, no visiting? 22 A. Yes. I mean, particularly because those children, some 23 of them would have had communication issues, and so on, 24 yes. 25 Q. Can we go to paragraph 14.5, please. You say when</p> <p style="text-align: center;">Page 89</p>	<p>1 you're reviewing these national reports, and indeed the 2 Lambeth-commissioned reports, you were "struck by the 3 consistency of similar recommendations published within 4 years of each other, seeming to indicate Lambeth was 5 unable to effect change where it was needed despite 6 commissioning investigations such as the Appleby Report 7 to assist with how such change might be made. The 8 serial inquiry phenomenon appears to be Lambeth's 9 attempt to address the various difficulties that arose". 10 What do you mean by "the serial inquiry phenomenon"? 11 A. What I mean is that, if you look back on Lambeth's 12 history, particularly in the '80s and '90s, you see that 13 there were very many inquiries and investigations. Some 14 of those were independently commissioned -- the 15 Clough Report, for example, the Barratt Report, the 16 Appleby Report. Some were investigations that were 17 taking place internally, some of the ones relating to 18 some of the homes that you will be asking me about. And 19 so you have a -- there is a sort of pattern of something 20 happens, or a series of concerns arises, so there's some 21 kind of report undertaken/commissioned, but there is not 22 that follow-through. 23 So you've got this pattern of inquiries happening 24 which could give the appearance of, "We see there's 25 a problem, we are addressing it, we are going to do</p> <p style="text-align: center;">Page 90</p>
<p>1 something about it", but there is not that 2 follow-through, and also, which I would add to that, is 3 that there's not the kind of joining of the dots, and 4 so, looking at issues coming up in the different 5 inquiries, not just the ones about children's services, 6 but the other ones we have already talked about -- the 7 Harris Report and the Appleby Report -- which, you know, 8 if you join the dots of some of the issues being 9 articulated in those very many reports and inquiries, 10 I think -- and people had stood back, they might have 11 asked a very different set of questions about what was 12 happening to children and looking at getting at those 13 issues. 14 Q. If we go to the Appleby Report, page 13 -- Mr Hyde, 15 please if we can have LAM000025_013. Can you perhaps 16 make it slightly larger, Mr Hyde? It may just be me. 17 Thank you. 18 We see there that what Ms Appleby QC was saying: 19 "I have found that the directorates, rather than 20 working as a team providing a service to the public, are 21 independent of and jealous of each other. I have found 22 that a large number of the management are either 23 incompetent or incapable of dealing with the current 24 problems which are now so widespread that no directorate 25 can be free from criticism. Further, it seems to me</p> <p style="text-align: center;">Page 91</p>	<p>1 that some members are not clear as to their role, 2 namely, setting policy objectives and making decisions 3 in that policy framework. I think consideration should 4 be given to members receiving an initial training so 5 they fully understand their role and what is expected 6 from them. Council meetings became unruly, at times 7 lasting until well past midnight and achieving very 8 little on the agenda. Audit investigations became 9 a frequent occurrence. Investigations and inquiries 10 became a normal occurrence involving the ever-increasing 11 limited resources of Lambeth. Lambeth became the object 12 of media criticism on almost a daily basis. [It seemed] 13 to stumble from one crisis to another. Indeed, the 14 situation continues ..." 15 So really flagging up -- it can go down now, thank 16 you. Really flagging up that poor communication and 17 failing to work as a corporate, as a team, and in this 18 case in relation to children as a corporate parent? 19 A. Yes, I think that's implicit in what she's saying, yes. 20 Q. One of her terms of reference, of course, was the extent 21 of Freemasonry within Lambeth, and there were concerns 22 about links between various members of staff. Would 23 Lambeth have kept a list of members of such 24 organisations like the Freemasons? Would that have been 25 available then?</p> <p style="text-align: center;">Page 92</p>

<p>1 A. I can't comment authoritatively. We have not, as part 2 of the work in preparing for the inquiry, found any such 3 evidence. 4 Q. Would you have any such thing now, a list of people 5 belonging to Freemasonry or other such associations? 6 A. What members are required to do, and indeed, as are 7 senior officers, is to, on an annual basis, complete 8 a declaration of interest form, which would require you 9 to put, you know, your membership of a board, and 10 I would assume that that should include people, if they 11 were members of organisations like that, declaring that. 12 Q. So they should disclose it? You should have that 13 publicly available when they are working in a public 14 capacity? 15 Can you please go over the page to 15.8 and 15.9. 16 This is dealing with the Ivy House investigation. 17 I know you know this, but to bring others up to speed, 18 this is LA-A26, who makes a serious complaint of sexual 19 abuse, and the first panel to investigate the allegation 20 decide that there is, effectively, no case to answer. 21 Looking at that first panel investigation, what 22 conclusion do you draw by the composition of the panel 23 and the way they approached it? 24 A. So you're talking about the first -- 25 Q. Yes, the first one.</p> <p style="text-align: center;">Page 93</p>	<p>1 A. The first panel. Well, as I think I say later on in the 2 corporate statement, there was not anybody on the panel 3 who had proper expertise in relation to child sexual 4 abuse, and I think that's important, particularly given 5 what we know about knowledge at that time about child 6 sexual abuse. 7 It didn't have clear terms of reference. But, most 8 importantly, it did not seek to interview the child or, 9 indeed, the child's parents. You know, I think it was 10 a very -- a singular failure. 11 I was also struck, when I looked at this again, that 12 it was undertaken really quite kind of rapidly. So it 13 was -- 14 Q. It was dismissed. The complaint by the child was 15 dismissed and her communication difficulties meant it 16 wasn't taken seriously at that stage. Would you agree 17 with that? 18 A. It absolutely wasn't. It was a complete failure to 19 believe the child, to investigate properly, for the 20 reasons that I have just said. 21 Q. Indeed, when an allegation is first made, it is 22 important to take it seriously, isn't it? It is not 23 a question of approaching the allegation saying, "We 24 have to believe this or not believe it"; every 25 allegation must be taken seriously immediately?</p> <p style="text-align: center;">Page 94</p>
<p>1 A. That's absolutely the case, and the child needs to be 2 believed, you know, as I know one of the survivors said 3 yesterday. So it was -- on every count, it was a very, 4 very flawed investigation. 5 Q. It looks as though the person against whom the 6 allegation was made was not suspended during the 7 investigation either. I think the phrase was "special 8 leave"? 9 A. Indeed, yes. 10 Q. It took nine months before there was a disciplinary 11 proceeding? 12 A. Yes. 13 Q. Of course, we know delay is contrary to the interests of 14 the child, and indeed to the adults involved in that 15 too, I suppose, that the investigation and the 16 disciplinary process should happen promptly, shouldn't 17 it? 18 A. Yes. I mean, my sense of reading about what happened is 19 that the child was completely lost, and it became about 20 the process, and no attention to the child or, indeed, 21 you know, her family and what their needs might be and 22 the kind of anxieties and worries that they would have 23 during a very, very long period of time, which must have 24 been excruciating for them. 25 Q. Indeed, when we look at the notes of the disciplinary</p> <p style="text-align: center;">Page 95</p>	<p>1 hearing, it looks as though the member of staff was 2 represented by a barrister, the management team are 3 presenting the case, as it were, and the burden of 4 proof -- somewhere along the line there's references to 5 whether the member of staff is guilty or not, or sure, 6 and of course the standard of proof is the balance of 7 probabilities, isn't it, in a disciplinary hearing 8 around child protection? Did it probably happen or not? 9 Not, "Are we sure?"; did it probably happen? Yes? 10 A. You're talking, I believe, about the end of the second 11 investigation? 12 Q. Yes. 13 A. Yes. 14 Q. The hearing that followed, the final disciplinary 15 hearing. 16 How does Lambeth now -- if you are not in a position 17 to answer this yet, don't. What is the position if 18 somebody is, in effect, exonerated at a disciplinary 19 hearing on the required standard of balance of 20 probabilities but there has still been an allegation 21 that has been taken seriously and concerns remain? 22 Would the fact of that disciplinary and concerns around 23 child protection be communicated to any potential 24 employer when that candidate sought a job elsewhere, or 25 if they sought a job elsewhere?</p> <p style="text-align: center;">Page 96</p>

<p>1 A. That's one of the things I -- as you know, in my -- it's 2 the case study statement I wanted to clarify further. 3 So if it was -- if this was -- 4 Q. If you don't want to deal with it, you are coming back 5 on Day 12, so if you want to deal with this issue of 6 supplying references when you've had longer to consider 7 it -- I'm asking you for a current-day position, which 8 is your remit. I don't want to press you to deal with 9 it now. I just want to flag it up that we are 10 interested to know what you do. If you have had a look 11 at that and you are able to answer it, please do, but in 12 fairness, you must have the time to say what you know is 13 accurate? 14 A. Maybe I should leave that until Day 12. I can give you 15 some answer now, but it would probably be easier for me 16 to give you a fuller answer -- 17 Q. It is easier to have a fuller and a correct and accurate 18 position. It is important, isn't it? For child 19 protection and risks to children, it is important to 20 know how that is dealt with when people choose to move 21 on from working in one environment to another 22 environment with vulnerable children. 23 If we can go to section 16 of your statement, and 24 page 173, this is where you deal with the Monkton Street 25 investigation -- again, we have referred to this in</p> <p style="text-align: center;">Page 97</p>	<p>1 opening -- where an allegation was made by a child with 2 communication difficulties and, arising from that 3 allegation, a number of children had a medical 4 examination, and it was undertaken before any discussion 5 or interviews with any of those children or 6 understanding of their individual communication needs 7 and abilities. What do you say about the principle of 8 medical examinations being undertaken in the way they 9 were before there has even been discussion with the 10 child, with the parent, people who know the child, know 11 how they communicate, about that child and their 12 background before coming into care? 13 A. I think what happened then was not in children's 14 interests, and we know, and it is recorded in the 15 corporate statement, that the manner of those medicals 16 being undertaken I think was highly problematic. But 17 the most important principle is to have a conversation 18 with children, to get their account and understand what 19 their needs might be, and an understanding about the 20 circumstances of their lives, particularly children 21 like -- as children at Monkton Street, who have 22 disabilities, communication needs, and so on. 23 It is about having a process that's agreed, but 24 actually that process needs to be driven by what's in 25 children's interests and what children's individual</p> <p style="text-align: center;">Page 98</p>
<p>1 needs are, and there is a sense, I think, with what 2 happened there, that there was a kind of group of 3 children and they were dealt with as a group rather than 4 thinking about what their particular specific needs 5 were, and so they all were given a medical without 6 any -- well, there was no consideration about having 7 conversations with the children first to get a sense of 8 their account of events. 9 Q. As you say, treated as a group rather than each 10 individual child with their own needs and interests. 11 Paragraph 17.14. You move on to talk about the 12 Zephyrine Report and what that report dealt with. You 13 point out that no allegations of abuse, either sexual or 14 physical, are recorded, despite the wide remit to 15 investigate in the terms of reference. 16 Standing back, we know 50 staff members were seen. 17 It started on 29 July 1989 and concluded on 18 18 December 1989. Twelve other people assisted -- 19 associated, rather, with Southvale were seen, and yet no 20 allegations, as you have set out, were produced or 21 described within that report. That was, given all that 22 we know, a serious opportunity missed, wasn't it, to say 23 what was happening in Southvale or to report what was 24 happening in Southvale? 25 A. Yes. Firstly, no children were spoken to, so there is</p> <p style="text-align: center;">Page 99</p>	<p>1 no sense of children's voices, children's accounts, 2 shaping the findings, the recommendations, and so on, in 3 the report. So that seems to me to be -- you know, it 4 was a very fundamental failure. Notwithstanding the 5 fact that, actually, in their terms of reference it did 6 state about seeking the evidence of children and other 7 people, so they didn't do that sort of first principle 8 point. 9 Q. It is a first principle, isn't it? It is 10 a child-centred, first-principled evaluation. We know 11 what Pindown has found, we know there are issues in 12 residential establishments and, as a group, they are not 13 even spoken to? 14 A. Yes, because, whatever issue you're looking at relating 15 to children, understanding and having a sense of what 16 their experiences are is an absolute prerequisite of any 17 work you might want to do to improve things. So that 18 was the first sort of principled failure. 19 I think, secondly, there were -- by the time that 20 Zephyrine got going, there had been, as far as I'm 21 aware, at least two, if not three, instances where 22 concern was being expressed about sexual abuse of 23 children in that home. So there was some quite specific 24 evidence available at that time about -- I mean, they 25 obviously focused on racist abuse and physical abuse but</p> <p style="text-align: center;">Page 100</p>

<p>1 also of sexual abuse. So that seemed to me to be a sort 2 of extraordinary oversight, at the very best, in terms 3 of the work that it did. 4 It didn't start with saying, "We need to look at 5 issues around sexual abuse and how that may be affecting 6 the care and protection of children at Southvale". 7 So I think those two things kind of, in a sense, 8 from the outset, although the Zephyrine Report is quite 9 critical -- well, it's very critical, actually, of some 10 aspects, it then became very much focused on sort of 11 issues in the staff and managerial culture and the 12 workforce, rather than what life was like for children. 13 So it got completely distracted from what should have 14 been its primary purpose, in my view. 15 Q. Section 18 of your statement deals with Social Services 16 Inspectorate reports, and we don't have time and I'm not 17 going to, given the detail set out within it, ask you 18 about each of those inspections. Standing back from it, 19 we know special measures were introduced in 2000. Do 20 you think that, for Lambeth, having special measures 21 imposed assisted in any way in effecting change or did 22 it make no difference? 23 A. It should make a difference because it's a very public 24 and very clear signal, and it should be, to not just the 25 world and central government, but, most importantly, to</p> <p style="text-align: center;">Page 101</p>	<p>1 people working in the council and to elected members 2 that things were really in a very bad place. Special 3 measures, you know, now the language is different, but 4 the special measures, you know, you would know about 5 councils who were in special measures. It was not -- 6 I don't think they were kind of handed out, you know, 7 that frequently. So it should have been a very, very 8 clear set of alarm bells, really, about the nature and 9 the gravity and the depth of the problems. 10 I think probably because over the '90s there had 11 been a series of -- I can't remember quite the number, 12 seven/eight -- SSI inspections of different aspects of 13 children's services which had been very critical, and 14 I guess it was probably the culmination of those 15 inspections. 16 So it certainly should have connoted a very serious 17 situation. 18 Q. There were eight, as you say, and it was around the 19 seventh, 2000, that special measures were imposed. Do 20 you think, given what you said, that it may have had 21 a difference, that had the SSI made a decision to impose 22 special measures earlier, that that might have been more 23 effective in seeing change, or is that something you 24 don't feel able to comment on? 25 A. I think it is difficult because, you know, it's the kind</p> <p style="text-align: center;">Page 102</p>
<p>1 of "what if" question. As we know, Lambeth -- it could 2 have been or it may not have been. 3 Q. But the seriousness, even before 2000, it was seriously 4 problematic before then? 5 A. Yes. 6 Q. So to draw the line in the sand at 2000 and say, 7 "Special measures", there is an argument that it should 8 have been in special measures sometime before then, 9 isn't there? 10 A. Yes, I can see that rationale, and I certainly would 11 concur with what you said, that it wasn't, 2000, 12 suddenly it was really bad. I mean, actually, 13 throughout the '90s, you can see, you know, real 14 problems in terms of the quality of protection, not just 15 in residential homes. 16 Q. Section 23. You go back to the Harris Report, page 217. 17 Page 218, you set out findings and recommendations of 18 the report, and at paragraph 23.8 and 23.9, you say 19 this: 20 "The panel found that there was a network of 21 exchange of pornographic videos that existed and that 22 there was wider knowledge within the housing directorate 23 about this matter than the panel was able to ascertain. 24 In particular, the investigation noted most seriously on 25 one occasion a letter to one of the staff was</p> <p style="text-align: center;">Page 103</p>	<p>1 intercepted by two more senior staff. The letter 2 offered further pornographic video material to the 3 employee and referred to providing children. No 4 management action was taken on the letter which was 5 returned by the more senior manager." 6 Is there any corporate knowledge in respect of what 7 was done with that letter or information? Have you ever 8 seen that? 9 A. I haven't, no. 10 Q. Was the information passed to the police, as far as 11 you're aware? 12 A. I don't know. I can clarify that, but I don't know 13 immediately, so I can't -- 14 Q. We are going to hear from DI Morley, but you don't know. 15 You don't have the letter and you don't have a corporate 16 response to that letter? 17 A. I don't immediately have that available, no. 18 Q. Whatever the police have done with that, or know about 19 that, and we will hear about that, do you think that, at 20 the time, that investigation noting, as it did, should 21 have, or would have, triggered in a children's services 22 department some kind of questioning about where those 23 employees were, what that meant, what the implications 24 were, looking at what that was about? 25 A. It absolutely should have done, because, of course, you</p> <p style="text-align: center;">Page 104</p>

<p>1 know, as we know, people working in the council, a lot 2 more people are working with children than just people 3 in children's services. You know, people working in 4 housing, et cetera, et cetera, so it should have 5 prompted a kind of corporate as well as 6 a Social Services question about whether there was -- 7 what the consequences, implications, you know, 8 questions -- it's about, you know, organisational 9 curiosity and follow-through, I think, would have been 10 really important.</p> <p>11 Q. The panel, you see at 23.2, recommended "allegations in 12 relation to possession of pornography may warrant police 13 investigation, which should be done in tandem with any 14 management action taken by other council. The police 15 will account for their action", but as far as the 16 council is concerned, Lambeth is concerned, you have not 17 seen any follow-up, inquiry, investigation, with the 18 aspects of looking at how this impacted on children or 19 might impact upon children in care?</p> <p>20 A. I haven't seen any, no.</p> <p>21 Q. Can we move to discuss CHILE, also referred to in our 22 opening. Perhaps you can tell us, what was CHILE?</p> <p>23 A. CHILE is the Children's Homes in Lambeth Enquiry, just 24 for the record, and it was set up, it was jointly -- 25 well, it was a part of -- sort of an adjunct to</p> <p style="text-align: center;">Page 105</p>	<p>1 Operation Middleton, which was the police operation, so 2 there's two kind of investigations. I mean, CHILE was 3 not really an investigation, it was a project, really, 4 set up to look at disclosures/allegations about -- of 5 children who had lived in Lambeth's children's homes and 6 this was in the wake of a number of disclosures, 7 criminal investigations, kind of happening that 8 indicated that there was a significant -- had been 9 a significant amount of children who had been abused in 10 Lambeth's children's homes.</p> <p>11 So the CHILE aspect of it was to support the police 12 investigation, but through identifying children, 13 supporting children, and looking at the kind of scale of 14 the -- the general kind of scale of abuse that had 15 happened in children's homes.</p> <p>16 Q. So it was Lambeth's attempt to look at the scale of 17 abuse in children's homes. If you look at 32.54, what 18 do you say there? Page 278.</p> <p>19 A. "It is apparent that CHILE intended to produce a report 20 which would bring together the research and analysis 21 undertaken during its life. A report cannot be located, 22 if it was produced."</p> <p>23 Q. Then at paragraph 32.56, please?</p> <p>24 A. "However, Lambeth has not located any material 25 demonstrating how Lambeth intended to progress wider</p> <p style="text-align: center;">Page 106</p>
<p>1 learning about issues such as social work practice, 2 organisational processes and culture, recruitment, 3 management and supervision of staff involved in working 4 with children looked after. It appears from the 5 information available that CHILE was closed down before 6 this work could take place. For this reason, I view 7 CHILE as a missed opportunity. This work would have 8 been of real value."</p> <p>9 Q. Anything else to add to that at this point?</p> <p>10 A. No.</p> <p>11 Q. "The Voice of Children in Care", please, page 295 of 12 your statement. You set out here how Lambeth hears from 13 children in care. At paragraph 34.8, you say: 14 "All children who are looked after by Lambeth are 15 given information on how to make a complaint. There is 16 a dedicated participation officer for children looked 17 after and care leavers who is able to appoint an 18 independent advocate to support the young person with 19 their complaint if that is the choice."</p> <p>20 Do you know, in the last three years, how 21 successful, via the participation officer, children have 22 been in being able to appoint an independent advocate?</p> <p>23 A. Yes, I can give you an answer. Can I just clarify 24 something that was said there, because that sentence 25 could imply that children have to go through the</p> <p style="text-align: center;">Page 107</p>	<p>1 participation officer in order to access an independent 2 advocate.</p> <p>3 Q. That's how I read it.</p> <p>4 A. I really should have connected it with paragraph 34.9. 5 So a child can contact the -- we commission an 6 independent advocacy from an independent organisation in 7 Lambeth, they work in Lambeth with us, and they provide 8 the independent advocacy. A child can go straight to 9 that advocacy service. They might say to their teacher 10 or their carer, foster carer, or whoever, whoever they 11 want, or they can go there directly, and they are given 12 information about that in lots of different mediums 13 during the time that they're looked after. So they 14 don't have to go through the participation officer. 15 Some choose to, because they have a relationship with 16 her or him, but -- so I wanted to be clear about that.</p> <p>17 In terms of the numbers of requests, we have refused 18 no requests. I can give you the numbers for the last 19 three years, if that would be helpful.</p> <p>20 Q. Yes, please do.</p> <p>21 A. 17/18, it was 29; 18/19, it was 34; and 19/20, it was 22 38. I would want to see those numbers going up, not 23 down.</p> <p>24 Q. But it is automatic that they have direct access to IA 25 services.</p> <p style="text-align: center;">Page 108</p>

1 You haven't mentioned the position for independent
 2 visitors to children in care in Lambeth. Do you have
 3 them?
 4 **A. We do, yes. That's another service that's provided
 5 through another external organisation for children. So
 6 that's for children -- I mean, any child is eligible,
 7 but it's particularly children who maybe don't have
 8 contact with their families, their parents, and I think
 9 it's particularly important for children who are placed
 10 quite a way away from the borough. So we absolutely do.
 11 I think we are required to -- I'm fairly sure we are
 12 required to by the regulations.**
 13 Q. Do you have figures on those? If you don't have them
 14 now, you can get them through to us another time, on
 15 visitors, particularly those outside of the borough.
 16 Again, in the recent periods, if you could let us know
 17 in the last few years, the numbers of visitors and how
 18 frequently the visits are made.
 19 One final point arising on this section on voices of
 20 children in care, you talk about how they make
 21 a complaint. Are you concerned that requiring a child
 22 or a young person to make a formal complaint could be
 23 seen as an unduly bureaucratic process, placing weight
 24 on the child, when, in fact, it is really what they say
 25 with trusted adults and, as they go along, that is the

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1 I ask, please, for these purposes, LAM029318_001 and
 2 _002 be placed on the screen. These, Ms Hudson, are
 3 numbers of children in care in Lambeth over time from
 4 1965 to 2018. In producing these, you helpfully give
 5 the caveat about the data and the notes and what you
 6 have got. If we can just look at these, if we may, the
 7 list in total reveals there are more than 15,000
 8 children in Lambeth's care between 1965 and 2000. Early
 9 on in your statement you say more than 9,000 of those
 10 children were placed in Lambeth children's homes, some
 11 of those children would also have been placed in foster
 12 care. So it's difficult not to avoid some duplication
 13 in that figure. Your understanding is about 8,000
 14 children were in foster placements.
 15 I think we also know some local authorities placed
 16 children in Lambeth's homes -- that's Lewisham,
 17 Southwark, and so information of those children will not
 18 always be included in Lambeth's records, will they?
 19 **A. No, they won't. No, they won't be included in these
 20 records. They'd be --**
 21 Q. No, so it makes it more difficult to provide a fully
 22 accurate picture over the years. But what we do see,
 23 don't we, in the 1980s, a gradual reduction in the
 24 numbers of very large children's homes, and by 1986,
 25 similar numbers of children in foster care and

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1 way of receiving information about the service provided
 2 to them, isn't it?
 3 **A. Absolutely. We obviously have, and are required to
 4 have, a proper complaints process with stage 1 and
 5 stage 2 and all of that, as required. I think, much
 6 more important, it's about children being at the centre
 7 of all of the decision making, the review systems and
 8 all of that, so that it's their voice about things that
 9 are worrying them, things that they don't like, which
 10 might sometimes seem to an adult relatively trivial, but
 11 it's about them having a voice in saying -- talking
 12 about the things that they're not happy about, things
 13 that are important.**
 14 **So through the social workers, through the regular
 15 review system, through their foster carers, whatever.
 16 So having myriad ways in which they can -- we can know
 17 what's going on for them and what's worrying them and
 18 those can be addressed.**
 19 Q. Equally, you highlight what they say may appear trivial
 20 to adults; it may appear much more worrying and
 21 sinister, mightn't it, depending on what you are told?
 22 There is a requirement for the adults to be assessing
 23 that information.
 24 One final topic from me before I turn to invite the
 25 chair and panel for their questions, Ms Hudson, and

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1 children's homes?
 2 **A. Yes.**
 3 Q. We know from Robert Morton's report that Lambeth
 4 continued to admit in the 1980s, and into the 1990s,
 5 younger children, five years of age, into residential
 6 care. We know that. That was not good practice at the
 7 time, was it?
 8 **A. It certainly was not, no.**
 9 Q. Planning for permanence for these children, all of these
 10 children, was far from embedded, leading to some
 11 spending their whole lives in care and exposed to the
 12 abusive experiences that we are investigating?
 13 **A. Yes, I would agree with that.**
 14 Q. Do you want to provide any other comment on what that
 15 shows us over time or are you satisfied as to the way
 16 I have summarised it is an accurate one?
 17 **A. I think that's a fair summary. I think -- I mean, what
 18 you -- you know, as we have discussed earlier, in the
 19 '60s, '70s and into the '80s, what there was in Lambeth,
 20 as in many places elsewhere, I think there was a kind
 21 of -- there was a kind of laxness about decision making
 22 in terms of children who needed to come into care.
 23 Probably particularly in the '70s, children came into
 24 care sometimes through the courts for sort of offending
 25 reasons, in a way that they wouldn't do now.**

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1 **So, over time, we have seen a reduction in the**
 2 **numbers of children. Sometimes the numbers rise, partly**
 3 **in response to external factors, but, yes, I think**
 4 **that's a very fair summary of what the patterns show.**
 5 **With the proportions of children in foster**
 6 **placement, I think our average now is about the national**
 7 **average -- 73/74 per cent. It may be slightly higher in**
 8 **some places, but I think we are about the average now,**
 9 **with the children in residential being right down.**
 10 Q. It would be impossible, wouldn't it, to even attempt to
 11 do a similar kind of data sheet for staff and know who
 12 was working where when, wouldn't it? Lambeth just
 13 doesn't have that information?
 14 **A. No. We have obviously worked, you know, the legal team**
 15 **and others have worked very hard to get the best**
 16 **possible information that we can. I mean, some of that**
 17 **was done a bit around the time of CHILE, but to**
 18 **understand the numbers of staff, the roles that they**
 19 **had, the qualifications they have had, which we have**
 20 **shared with you, but that's what we have. I don't think**
 21 **there is any other information.**
 22 MS LANGDALE: Chair, do you have any questions?
 23 THE CHAIR: Yes, I have some questions, and then I will ask
 24 my colleagues to ask any questions they may also have.
 25

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1 **services -- education and health I think probably being**
 2 **the best example.**
 3 **So I think that's been generally the case for**
 4 **Social Services, and particularly for children's**
 5 **services, except, as I say, when something goes wrong --**
 6 **Victoria Climbié, Baby Peter, or whatever.**
 7 **But it's -- because it is not a universal service,**
 8 **it doesn't necessarily come right up in the -- you know,**
 9 **it doesn't have a sort of, I suppose, very prominent**
 10 **place in many people's consciousness, including some**
 11 **members, and indeed some officers. I think some of that**
 12 **has changed and that kind of the -- you know, ever since**
 13 **Frank Dobson's famous speech in 1998 about corporate**
 14 **parents and everybody having that responsibility to**
 15 **treat children in care as if they were their own, does**
 16 **now have much more kind of purchase.**
 17 **I think certainly I would say that in Lambeth my**
 18 **experience here, partly because we'd had the failures in**
 19 **2015, there has been very strong political attention to**
 20 **it.**
 21 **So I think that's one factor, without a doubt, over**
 22 **the years. I think that the kind of -- some of the sort**
 23 **of organisational problems that the council has had**
 24 **which we have documented in the corporate statement and**
 25 **which counsel has asked me about this morning, I think**

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1 Questions from THE PANEL
 2 THE CHAIR: Going back to the very beginning of your
 3 evidence, Ms Hudson, you referred to the question of
 4 a lack of vigilance by people in power and authority, by
 5 which I assume you mean both officers and elected
 6 members. I'm interested to know what's behind that and
 7 what your opinion of that is. It suggests that little
 8 priority was attached to children in care, and certainly
 9 children in children's homes. So what was the reason
 10 for that, in your opinion? Was it because they simply
 11 didn't care enough, despite the fact they were dealing
 12 with the most vulnerable children in their borough, that
 13 they weren't worthy of attention, that somehow or other
 14 their circumstances were their own fault?
 15 And for elected members, did they think there was no
 16 political mileage in these children, or was it something
 17 else?
 18 **A. I think probably it's a range of factors. I think what**
 19 **you just referenced there about political mileage,**
 20 **I think that has changed. Certainly I would say I think**
 21 **it's changed in the last, you know, 10/20 years. But**
 22 **children's services has often, except when things have**
 23 **gone very publicly wrong, not had the kind of general**
 24 **wider political public media attention that something**
 25 **like the health service has and other universal**

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1 **that meant that people just took their eye off the ball.**
 2 **And I think probably, at times, children's services,**
 3 **slightly contrary to what I have just said, almost**
 4 **became an area of kind of -- it was a kind of contested**
 5 **arena between officers and members about what the right**
 6 **thing to do was. I think that's certainly come through**
 7 **in terms of some of the things that I've read and seen.**
 8 **And in so doing, the attention on children, what**
 9 **children's lives are like. In one sense, a very simple**
 10 **sort of mind-set to get into, but actually people just**
 11 **found that really, really difficult.**
 12 **I think, finally, where I alluded to this thing**
 13 **about serial inquiry syndrome, I think Lambeth really**
 14 **suffered from, you know, something goes wrong, it kind**
 15 **of looks at it, reports it, records it, but doesn't**
 16 **follow it through. So this real failure to --**
 17 **disconnect, really, between, you know, the policy**
 18 **intentions, which often were very good, and really**
 19 **following it through and making sure that it was really**
 20 **landing for every child in every children's home in**
 21 **every area of social work office.**
 22 **I have seen some examples of some really good**
 23 **practice that happened, but the conditions, it was the**
 24 **conditions which were not being explicitly addressed to**
 25 **make sure that, you know, children were listened to,**

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1 **that professionals were well supported, and that they**
 2 **were held to account.**
 3 THE CHAIR: Anywhere did you see any acknowledgement that
 4 children were not safe in the care of Lambeth Council?
 5 **A. Anywhere at any time? Well, I think that there were --**
 6 **I think -- well, certainly the SSI inspections were --**
 7 **in the '90s, were at times used -- were fairly kind of**
 8 **excoriating, really, in their critique.**
 9 **There were certainly individuals who you could see**
 10 **were trying to say that the situation -- the language**
 11 **used in one report which we have referred to today about**
 12 **the situation being dangerous. I think individual**
 13 **practitioners you could see very uncomfortable, very**
 14 **worried, but there wasn't at a kind of -- you know, it**
 15 **wasn't at a kind of senior level were those issues**
 16 **really grasped and gripped. And that joining of**
 17 **the dots between what was happening -- you know, when**
 18 **I've looked at what was happening in some of**
 19 **the different homes, actually, within two or three**
 20 **years, you were having a series of very worrying**
 21 **disclosures and other concerns across children's homes,**
 22 **but that picture wasn't being put together and other**
 23 **questions then being asked. That lack of professional**
 24 **curiosity, really.**
 25 THE CHAIR: Thank you. Another area. You referred to the

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1 **A. My understanding -- this is based on having seen at**
 2 **least one report of a death of one child being reported**
 3 **to the Social Services Committee in Lambeth. I can't**
 4 **confirm whether or not that was standard practice, but**
 5 **I'm happy to -- I can obviously check that.**
 6 **The requirement -- the national requirement to**
 7 **report to the SSI, I am fairly sure that certainly,**
 8 **again, from my own experience, we had to report any**
 9 **death of a child where the child had been abused or**
 10 **neglected or a child in care to the SSI and then it**
 11 **would have been actually to CSCI and then to Ofsted,**
 12 **that we would be -- that was a kind of routine**
 13 **notification. That would be my memory. I can't tell**
 14 **you whether that practice was routinely, consistently**
 15 **followed here. I can't comment on that, I'm afraid.**
 16 THE CHAIR: Can you tell us what the current practice is?
 17 **A. Yes. There's a very clear -- so this is one of**
 18 **the Ofsted -- the things we have to notify to Ofsted.**
 19 **We have to, in fact, notify to Ofsted any serious**
 20 **incident of abuse, neglect or harm to a child in care.**
 21 **So the threshold is not death. I know that because**
 22 **I have, since I've been in Lambeth, had to do that on at**
 23 **least one occasion.**
 24 **We also have to report to them any serious injuries**
 25 **or deaths of a child through abuse or neglect, and there**

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1 council leader's statement in the year 2000 regarding
 2 police checks, that they did not know who had had
 3 a police check and who hadn't, which was quite
 4 a striking thing to say.
 5 From your experience, was that commonplace at that
 6 time? There had frequently been difficulties 20 years
 7 ago with getting them, but that was quite a significant
 8 statement to make. So how widespread was this problem,
 9 or was it confined to Lambeth on this scale?
 10 **A. I don't know if it was confined to London. I wasn't**
 11 **working in London. I was working in another part of**
 12 **the country. By that point, I was, you know, a sort of**
 13 **middle/quite senior manager, and including had some**
 14 **responsibility by that time for children's homes.**
 15 **I don't recall it as being the problem that was**
 16 **described in Lambeth. That's all I can probably say on**
 17 **that.**
 18 THE CHAIR: Thank you. Finally from me, I want to ask you
 19 about the reporting system for deaths of looked-after
 20 children. At the time that you reported on, was it
 21 routine for the death of a child to be reported to the
 22 committee, whether it be Social Services or Children's
 23 Services Committee; and, also, would it have been
 24 reported to the relevant government department, SSI or
 25 Ofsted latterly?

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1 **are other categories as well, but certainly those two**
 2 **things are very well tuned factors.**
 3 THE CHAIR: Thank you very much. I will now ask my
 4 colleagues. Ms Sharpling?
 5 MS SHARPLING: Yes, thank you, chair. Just one question
 6 from me, Ms Hudson, if I may. We have heard many
 7 accounts from victims and survivors in this
 8 investigation and in others, and almost I think without
 9 exception they describe many things, but they all
 10 described the commission of criminal offences upon them.
 11 I was wondering whether you're able to discern, from the
 12 work and research that you have done, what the
 13 relationship was with the police in the '80s and '90s,
 14 either specifically or generally, if you can?
 15 **A. Yes. That is an absolute, and the point that, even**
 16 **though it wasn't into procedures until 1998, it has been**
 17 **a criminal offence throughout, you know, for very many**
 18 **decades.**
 19 **My sense about the relationship with the police was**
 20 **that there were good times and bad times around that.**
 21 **I think that certainly in the '80s, what -- and probably**
 22 **into the '90s as well, it's kind of parallel agencies,**
 23 **so that, you know, you've referred to the police and**
 24 **then the police -- rather than, which I think, you know,**
 25 **was the approach very much promoted through the**

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<p>1 Cleveland Inquiry and after, that, actually, we have to 2 work jointly, because there is a need for a criminal 3 investigation and then there is a need for a child 4 protection investigation, and sometimes, as well, 5 a disciplinary. 6 So I get a sense of, in the '80s, sort of reading 7 between the lines, that the two departments were kind of 8 like parallel, and sometimes there was tension about 9 that. I didn't get the sense that the departments were 10 working in kind of full co-operation with each other so 11 that they absolutely, you know, had the child's 12 interests, and both the need for criminal prosecution 13 and child protection processes, you know, that they need 14 to be fused and integrated together. Does that answer 15 your question? 16 MS SHARPLING: I understand what you say. I'm just 17 interested, you said "good times and bad times". I'll 18 just see if I can pick that up with you. What were the 19 drivers of the bad times? 20 A. What I can see, and this is from reading some instances, 21 is that, for example, in some instances -- I can't 22 remember which date this would have been, but the social 23 workers were very unhappy with the way in which the 24 police had interviewed a child. There are certainly 25 several recorded instances where they felt that the</p> <p style="text-align: center;">Page 121</p>	<p>1 interview with -- I mean, these are instances where 2 social workers are believing children, what they have 3 told them, and then they have felt that they have been 4 interviewed in the police station and it's been very 5 insensitively done. So that is an example where, at an 6 individual practice level, it was very manifest that 7 people were not working along the same lines and 8 according to similar kinds of principles, and, you know, 9 "The police have our job" -- so I think that's the kind 10 of situation I'm talking about. 11 MS SHARPLING: One final follow-up on that from me: was 12 there a relationship between senior officers at the 13 borough and senior officials or council members? 14 A. I have seen some evidence of that. Not a lot, 15 personally. But you absolutely would expect that there 16 would be. 17 Lambeth is a place where policing has been an area 18 that's been difficult, quite contested, quite 19 controversial at times. You know, 1981, the riots and 20 then the Scarman Report and all of that. I mean, I'm 21 giving you a hypothesis rather than absolute sort of 22 factual evidence. But my sense is that, around that 23 time, there would have been, potentially, tensions at 24 some levels, not always, between the police and the 25 council and some elected members. That certainly is my</p> <p style="text-align: center;">Page 122</p>
<p>1 impression from some of the stuff I've read. But you 2 would certainly always expect that there would be, you 3 know, regular conversations, discussions, both 4 operational issues and strategic issues. There 5 certainly is now when relationships are, you know, 6 generally very positive, but it's hard to tell exactly 7 how things were going back in history. 8 MS SHARPLING: I see. Thank you, Ms Hudson. 9 THE CHAIR: Thank you. Mr Frank? 10 MR FRANK: Yes, please. A couple of things. One quick 11 particular matter which you adverted to in part. It 12 might be helpful to refer you to paragraph 6.10 on 13 page 172 of your witness statement. It refers in 14 particular to Monkton Street. You have told us a bit 15 about that. A number of complaints which were 16 investigated, among others, by a police surgeon, a Dr X 17 we know of. I'm not asking you any details about Dr X 18 but the curious thing about Dr X is he recommended the 19 child be examined under a general anaesthetic. Can 20 I ask you this: had you ever heard, before or since, of 21 a child making a complaint of sexual abuse being 22 examined under general anaesthetic? 23 A. No. When I read that, I was really quite shell-shocked 24 by it. I know that that would be extremely, extremely 25 rare. I understand -- and I'm obviously not a medical</p> <p style="text-align: center;">Page 123</p>	<p>1 practitioner -- that there might be some very, very 2 limited situations when a child would need to be 3 examined for some kind of illness or injury under 4 anaesthetic. But those would be extremely rare 5 situations, and I wouldn't -- I don't think that this -- 6 I'm fairly sure -- I'm not a doctor, but that this kind 7 of situation would be one which would require that. So 8 it struck me as very abnormal and extraordinary, really. 9 MR FRANK: As far as you're aware, there is nothing on the 10 record to show that there was something so exceptional 11 about that child that the general anaesthetic could be 12 justified through an illness that's not known about? 13 A. No, and I have done my own kind of checking around that 14 and sort of triangulating about that. There was 15 absolutely nothing that would suggest that that was 16 needed. Because the situations, as I understand it, 17 where that would happen are extraordinarily rare and not 18 these kind of situations; probably because of some very 19 rare and unusual physical condition. 20 MR FRANK: Thank you. Turning to more general matters now, 21 I think you indicated, in the course of what you told us 22 at the very beginning before you started your evidence, 23 when you made the very full apology, that you thought 24 that the circumstances in Lambeth that you had seen were 25 not unique in any way to Lambeth, that they might be</p> <p style="text-align: center;">Page 124</p>

1 replicated in many other boroughs across the country.
 2 **A. I suppose the first thing I would want to say is,**
 3 **I don't -- by saying some of the things that were**
 4 **happening, for example, around lack of training for some**
 5 **in residential care, I don't think that in any way**
 6 **excuses or mitigates, but it is more about explaining**
 7 **a context.**
 8 **I think there are some aspects of some -- for**
 9 **example, the issue around training for residential**
 10 **staff, unqualified staff in residential homes, some of**
 11 **the practice around vetting and so on, some of those**
 12 **kind of general things were, at the time, not uncommon,**
 13 **and I think if you look at histories of -- social work**
 14 **histories of children in residential care, you would see**
 15 **that. But I think if you look at the scale of what has**
 16 **happened and the institutional failure over a very**
 17 **prolonged period of time, I don't think that that's --**
 18 **I think some of that has a uniqueness about what**
 19 **happened here. But I don't know every single local**
 20 **authority in the country, but certainly looking --**
 21 **because I have been around in social work for a very**
 22 **long time, some of the things that were happening,**
 23 **particularly in the '80s and the '90s -- for example,**
 24 **very young children, children under five being placed in**
 25 **residential care in the late '80s, it was not my**

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1 sensible to remove that restriction from children in
 2 care so that they have the same rights and remedies as
 3 every other child in the country, to make a complaint,
 4 if it gets to that, with the assistance of any legal
 5 help that they can get? Does that seem to you
 6 a sensible way of going about things?
 7 **A. I think it sounds to me that would have enormous merit,**
 8 **and I think it would be quite -- you know, what -- it**
 9 **would be interesting to hear from children-in-care**
 10 **counsellors and people who have been in care, whether**
 11 **that is the kind of remedy that would be helpful to**
 12 **them. So that would be the first thing I would say.**
 13 **I think we have to go on extending the kind of**
 14 **mechanisms and opportunities for children to speak out,**
 15 **because every child is going to be very different. They**
 16 **need to have lots and lots of different ways of doing**
 17 **it. You know, it may be -- some children will only talk**
 18 **to people that they know, so it is going to be the**
 19 **teacher, it might be somebody that they go to youth club**
 20 **with, it might be somebody -- you know, I mean, it may**
 21 **be through, you know, the parent of one of their**
 22 **schoolfriends. So we have to -- I think it's -- the**
 23 **first thing is about enabling and helping children to**
 24 **have the confidence to talk about their worries, you**
 25 **know, whatever those worries are, however small or**

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1 **experience in the authorities that I was working in or**
 2 **with.**
 3 MR FRANK: Thank you. My next question is arising out of
 4 something you said, again, at the very beginning, how
 5 important it was that children should feel empowered to
 6 speak up and raise any issues/complaints they have got.
 7 What I'm asking you to focus on is the different ways in
 8 which children may be so empowered. Clearly, when the
 9 independent officers come and ask questions, that's one
 10 route. But when everything else fails, as we have seen
 11 so many instances in Lambeth over the years, then it may
 12 be necessary to provide a legal remedy for children.
 13 I'm not asking you to comment as a lawyer, because
 14 we have a roomful of lawyers available to us, and I'm
 15 hoping they may address this issue before the end of
 16 the strand, but you will be aware that the Children Act
 17 1989 provides a number of remedies for children who are
 18 not -- who are experiencing unhappiness in their
 19 upbringings, they can go to a court and complain about
 20 it. You would probably be also aware that the one
 21 cohort of children who are not allowed to use those
 22 remedies are children in care, because section 9 of
 23 the Children Act prevents a court from hearing
 24 a complaint under that Act from a child who is in care.
 25 I'm just wondering, does it seem to you that it would be

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1 **however big, and then it is about having a kind of**
 2 **infrastructure of, you know, some of the things that we**
 3 **do and legal remedies. That may for some children be**
 4 **the right and best thing. If that is going to be good**
 5 **for some children, then I think it is very much**
 6 **worthwhile considering.**
 7 MR FRANK: Thank you very much. That's all I ask.
 8 THE CHAIR: Finally, Sir Malcolm?
 9 PROF SIR MALCOLM EVANS: Thank you. Yes, just one question
 10 from me, if I may. You've mentioned on several
 11 occasions the lack of follow through to the very many
 12 reports which have been written. I was just wondering
 13 if you would like to just add a few comments as to what
 14 you think lay behind this?
 15 Was this, to the best of your knowledge and
 16 experience, something that was specific to the reports
 17 pertaining to the children's services? Does it appear
 18 to be a more generic problem? If that were the case,
 19 did that influence the decision making as regards both
 20 the commissioning of such reports -- in other words,
 21 were they just seen as a piece of long grass from the
 22 outsettings or were there some specific decisions being
 23 taken not to pursue particular recommendations relating
 24 to particular reports?
 25 **A. I would imagine -- I think there is, certainly at some**

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<p>1 periods, quite a lot of churn and change at the top. 2 When you get transition, if you get lots of people kind 3 of moving around, that means people don't have that 4 ownership, so if something's happened on my watch and 5 I got the report, I would feel more of a sense of 6 responsibility about seeing it through, whereas -- you 7 know, so I think that churn and change. 8 I have thought about that. I think there was, at 9 certain times, a reluctance to really accept the 10 critique that was underpinning -- you know, so for the 11 organisation -- particularly you've got all that churn 12 and change of individuals. The organisation did not 13 take responsibility for the problems that it had, and 14 that was true in its children's homes and then true in 15 its kind of children's services work. 16 I think it is quite -- it is difficult, if you're 17 the leader in an organisation, to accept criticism. 18 I mean, you know, because -- and there are all sorts of 19 consequences of that. So there's a sort of denial of 20 the problem kind of mentality, which I think certainly 21 characterised quite a lot of what happened. 22 I think, you know, people were just not being called 23 to account. You know, it is interesting -- now with 24 Ofsted, who some would be quite critical of, but I think 25 the value for me about having a robust regulator is that</p> <p style="text-align: center;">Page 129</p>	<p>1 they do hold you to account, you have to publish things, 2 they look at the minutiae, they look at what's happening 3 to children. So there is -- I'm not saying it is 4 impossible, but it's harder to kind of not be held to 5 account. 6 So I think that's -- and I think probably -- I do 7 think that the knowing how to -- well, just knowing how 8 to know what's happening was a kind of skill that was 9 really absent through many years, so that, you know, 10 going back to that really important thing about, what is 11 life -- we talk constantly with social workers, and so 12 on, about needing to think about what life is like for 13 a child, finding out what life is like for a child, and 14 it's an easy thing to say. It's sometimes harder to do. 15 I think organisationally, and this is politically 16 and managerially, I think just people did not have that 17 ability. I'm not saying it's perfect now, because 18 I think it's something we just have to -- you know, we 19 have to kind of keep coming back to that fundamental 20 reason why we are here, which is to care for/protect 21 children, and too often, you know, the worries about the 22 workforce -- I mean, that's something I haven't, 23 perhaps, mentioned as much, but through many of those 24 inquiries, and I think Richard Evans puts it very well 25 in his report of another children's home, is that the</p> <p style="text-align: center;">Page 130</p>
<p>1 attention to giving justice for employees constantly 2 took precedence over protection of children, and that 3 was -- you know, you see that -- I think you see that 4 always -- you know, throughout, as a very strong theme. 5 So I think that's -- that was another factor behind 6 the lack of follow-through. 7 PROF SIR MALCOLM EVANS: Thank you very much. 8 MS LANGDALE: Chair, I think that then concludes Ms Hudson's 9 evidence for today. She is back, as I have already 10 indicated, on Day 12 to give evidence. 11 (The witness withdrew) 12 MS LANGDALE: May I also invite you, chair, to give 13 permission for the corporate statement to be adduced in 14 full as evidence and be uploaded onto the website. 15 Clearly, I have not been able to ask questions about all 16 aspects of the corporate statement, and we seek to do 17 that. 18 THE CHAIR: Yes, of course. We will now take our 19 mid-afternoon break. 20 MS LANGDALE: We will resume at 3.15 pm, chair? 21 THE CHAIR: Yes. 22 MS LANGDALE: Thank you. 23 (2.57 pm) 24 (A short break) 25 (3.15 pm)</p> <p style="text-align: center;">Page 131</p>	<p>1 THE CHAIR: Ms Langdale? 2 MS BROWN: Yes, there has been a change of counsel. I am 3 Ms Brown, and I will be examining Dr Worthington. 4 DR ANNE WORTHINGTON (affirmed) 5 Examination by MS BROWN 6 MS BROWN: Dr Worthington, do you have in front of you the 7 statement that you produced to the inquiry dated 8 15 May 2020? 9 A. Yes, I do. 10 Q. Is that true, to the best of your knowledge and belief? 11 A. Yes. 12 Q. You explain in your statement, Dr Worthington, that you 13 graduated with a BA Honours degree in Applied Social 14 Studies in 1976, and that you also obtained 15 a Certificate of Qualification in Social Work, the CQSW. 16 Could you just explain how long the training was that 17 you underwent in order to obtain that CQSW? 18 A. The CQSW was an additional award on this BA Honours 19 programme, which was a four-year undergraduate degree 20 course. At the time, it was one of two in the country. 21 Q. Did that training, getting the CQSW, alongside your 22 BA Honours degree, cover in any way the issue of child 23 sexual abuse? 24 A. Oh, it's difficult for me to remember. So I can't say 25 specific training there. I undertook two placements in</p> <p style="text-align: center;">Page 132</p>

1 **social work as part of my training. One was in an adult**
 2 **psychiatric hospital and one was in a generic social**
 3 **work team. But I don't remember anything specific about**
 4 **working with children and sexual abuse, although I do**
 5 **remember learning something from the inquiry into**
 6 **Maria Colwell's death.**
 7 Q. Dealing first of all -- you have talked about your work
 8 experience, but moving on then to your pre-Lambeth
 9 experience, you set out in your statement that,
 10 following qualification, you worked, I think, two years,
 11 approximately, for Lewisham and two years for Haringey.
 12 Could you briefly describe the sort of work you were
 13 involved with in those posts?
 14 **A. Well, in both those posts, they were generic posts,**
 15 **meaning that your caseload was one that included**
 16 **children, other vulnerable adults, people with mental**
 17 **illness and elderly people.**
 18 Q. So children would be just part of --
 19 **A. Sorry, the neighbourhood teams, an area team.**
 20 Q. So children would have been part of your caseload, but
 21 not exclusively so?
 22 **A. Indeed.**
 23 Q. You then had a period which you describe as agency
 24 residential social work, at a children's home in
 25 Lewisham and also a community home for education with

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1 **so it was quite different.**
 2 Q. The home where they had six or seven children, would you
 3 have described that as a homely environment?
 4 **A. Yes, indeed.**
 5 Q. In those experiences, so Lewisham and Haringey and then
 6 the periods working in the children's home and the
 7 community home, did you at any point come across, or
 8 have any concerns about, child sexual abuse?
 9 **A. No, not at all.**
 10 Q. Looking back with hindsight, do you have any concerns
 11 that that existed and that you weren't aware of it?
 12 **A. In the children's homes in which I worked? No, no, no,**
 13 **even in hindsight, I don't think that.**
 14 Q. Turning to your role at Lambeth, so at this point you'd
 15 been qualified for approximately seven years and in 1983
 16 you went to work within a team at Lambeth attached to
 17 a specialist school for children with complex needs.
 18 Can you just explain a little as to what the role of
 19 that team was and your role within the team?
 20 **A. It was a team -- I'm trying to think now -- maybe of**
 21 **four or five qualified social workers. Each of us was**
 22 **attached to a school for children with special needs.**
 23 Q. Was your caseload made up entirely of children who would
 24 have attended that school?
 25 **A. The school to which I was attached, that's right. There**

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1 girls. Can you explain what you mean by "agency
 2 residential social work"?
 3 **A. Yes. Both those jobs were after leaving Lewisham and**
 4 **before starting work in Haringey. I was employed by**
 5 **a social work staffing agency that sought to find**
 6 **residential staff to work in children's homes.**
 7 Q. So were you working as a social worker?
 8 **A. No, I was working as a general -- the post was called**
 9 **residential social work, but the work was the day-to-day**
 10 **care of children and young people.**
 11 Q. Not in great detail, because we will be moving on to
 12 your time at Lambeth, but how did you find the condition
 13 of the homes and the treatment of children in that
 14 experience when you were working as a care worker in
 15 those homes?
 16 **A. Well, they're very different, because in the Lewisham**
 17 **home, the children were young. I can't quite remember,**
 18 **but under 14. It was a very homely environment. The**
 19 **staffing was very stable.**
 20 Q. How many children, approximately?
 21 **A. Probably about six or seven. It would be things like**
 22 **taking them to school, picking them up, cleaning the**
 23 **kitchen floor, making supper, those sorts of things.**
 24 **And in the community home with education, this was for**
 25 **teenage girls who'd had some involvement with the law,**

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1 **was approximately 80 children in that school and my**
 2 **caseload would have been about 20.**
 3 Q. And five or six members of staff, they would have all
 4 have had similar --
 5 **A. Yes, but at different schools, yes.**
 6 Q. What was the hierarchical structure of your team? Was
 7 there a head of team?
 8 **A. Yes. So there was a team manager, there was a team**
 9 **administrative assistant who helped with the admin work,**
 10 **there were the social workers and then there was one**
 11 **unqualified social worker who was a social worker's**
 12 **assistant.**
 13 Q. You say you had about 20 children. Was that deemed an
 14 acceptable -- did you deem that an acceptable caseload
 15 at the time?
 16 **A. Yes, I did.**
 17 Q. Just so that it is completely clear, all of the
 18 20 children then, because of the attachment to that
 19 school, would have all been children with some sort of
 20 complex needs that you were dealing with?
 21 **A. That's right, yes.**
 22 Q. Looking at the training and professional development
 23 that you underwent in that role, so the period you were
 24 with that specialist team, you refer in your statement
 25 to attending an Open University course on learning

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1 disabilities. Would that have been at the start, or
 2 near the start, of your appointment?
 3 **A. I can't quite remember whether it was at the start of my**
 4 **appointment or not. But it was something that I did in**
 5 **my own time but, as I remember, Lambeth paid the fee.**
 6 Q. Was that something that your co-social workers in the
 7 team would have undertaken or was that something that
 8 was purely your own personal initiative?
 9 **A. It was my own personal initiative.**
 10 Q. With regard to the content of that course, was there any
 11 training on receiving an allegation from a child with
 12 complex needs and how you would cope with that, an
 13 allegation of abuse or specifically sexual abuse?
 14 **A. No, I'm quite sure there wasn't.**
 15 Q. You also refer to a short course that you took at the
 16 Tavistock Clinic. Can you recall the content of that
 17 course?
 18 **A. Not in any great detail, and, again, it was much more**
 19 **about theory than practicalities.**
 20 Q. Just looking at training generally, then -- correct me
 21 if I am wrong -- your evidence is that you didn't
 22 receive any training on being the recipient of an
 23 allegation of abuse by a child with complex needs?
 24 **A. No, I don't.**
 25 Q. With hindsight, looking back now, and we will come to

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1 approximately 24 years, and so the inquiry would be
 2 interested to hear your evidence about whether there was
 3 a point, during your time in Lambeth, when you were
 4 aware regarding the recruitment of non-qualified social
 5 workers?
 6 **A. Yes, but I won't be very accurate with the dates or know**
 7 **the dates. There was certainly a move at some point**
 8 **during the time that I was working there to recognise**
 9 **what would be considered to be life experience. Yes,**
 10 **I would call it life experience or other sorts of**
 11 **knowledge. That was in some ways connected to trying to**
 12 **diversify the workforce in social care.**
 13 Q. Maybe to assist you with the dates a little, there was
 14 a Social Service Inspectorate report of 1991, child
 15 protection services in Lambeth. That said Lambeth
 16 pursued a vigorous policy of recruiting to social work
 17 posts workers without a professional qualification in
 18 order to achieve higher black representation, reflecting
 19 the local community. That's what you are referring to,
 20 is it?
 21 **A. Indeed. What was their term? "Vigorous". I'm not sure**
 22 **I experienced it as vigorous or rigorous.**
 23 Q. How did that impact your work, if at all?
 24 **A. Not at all that I can recall, because my work in the**
 25 **adult learning disability team, I was attached to**

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1 the specifics of the cases you were involved with, but
 2 taking that into account, with hindsight, do you think
 3 that's training that you should have received?
 4 **A. Yes, I think it would have been very helpful. I would**
 5 **imagine and hope that that training is available now to**
 6 **social workers.**
 7 Q. Allied to that question, do you feel there was
 8 sufficient training and monitoring to ensure that child
 9 sexual abuse was being detected?
 10 **A. No.**
 11 Q. If I can turn, then, just to the qualifications of
 12 the other social workers in Lambeth, and just to
 13 confirm, all the other social workers in your team had
 14 qualifications -- would that have been the CQSW
 15 qualification that you had?
 16 **A. Yes, it would.**
 17 Q. You talk about feeling that you were well trained and
 18 capable, and obviously you undertook to do training over
 19 and above the CQSW. Did you consider that was the same
 20 for your fellow social workers, that they were well
 21 trained and qualified?
 22 **A. I did.**
 23 Q. You left the special school team in late '86 or early
 24 1987 and then you went to work in an adult disabilities
 25 team, but overall you worked with Lambeth for

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1 **a multi-disciplinary health service team with**
 2 **psychologists and speech therapists and**
 3 **physiotherapists.**
 4 Q. So this particular policy really came into force after
 5 you'd moved away from working in a team social work
 6 environment?
 7 **A. Indeed, yes.**
 8 Q. The answer may be the same, but if we could just explore
 9 briefly the recruitment and vacancies in social work.
 10 At the time you were working with the specialist team,
 11 were you aware, at that point, of a problem with social
 12 work vacancies and a difficulty with recruitment?
 13 **A. No, I wasn't.**
 14 Q. Again, looking over the 24 years at Lambeth, did that
 15 become a problem that you were aware of, or was that
 16 something you were isolated from, given your
 17 specialist --
 18 **A. No, I mean, certainly towards the last few years of my**
 19 **time with Lambeth, it was increasingly difficult to get**
 20 **staff, and there was an increasing use in the team I was**
 21 **working in of recruiting people from social work**
 22 **staffing agencies.**
 23 Q. That period would have been 2005 to --
 24 **A. Something like that, yes.**
 25 Q. What was said in 1992 by David Pope in response to

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<p>1 a Social Services Inspectorate's report, "Protecting and 2 looking after children", he referred to vacancies in the 3 social work team, unallocated cases, relatively 4 inexperienced workforces grappling with a substantial 5 backlog of work. Was that your experience? 6 A. It wasn't my experience personally, no. 7 Q. Turning to the culture of the time that you address in 8 your witness statement, you say at paragraph 11, "There 9 was a tendency for those needing support from Lambeth 10 Social Services to be seen as objects of concern rather 11 than as citizens treated as valued customers". Can you 12 just assist a little on what you mean by that? 13 A. I would say that what changed in the time that I was 14 working in the borough was that the people who received 15 social work support were included in decision making. 16 So -- I'm trying to think of what we called them, but 17 boards of service users would be set up, they would be 18 for more consultation. For example, adults with 19 learning disabilities would help with the recruitment of 20 staff, they would be part of interviewing panels. So 21 this whole different idea about the value of the people 22 who were receiving the support, the services, and 23 I think this was a change in society perhaps in general. 24 There were obvious class differences. The council 25 workforce, certainly at a professional level, was</p> <p style="text-align: center;">Page 141</p>	<p>1 primarily white and in a very diverse borough. 2 I struggled a lot with my statement to find this term, 3 objects of concern, rather than equal people. I hope 4 that conveys what I mean. 5 Q. So over time in your period in Lambeth you saw 6 a change -- 7 A. Yes. 8 Q. -- from the people that you were working with as being 9 treated more as equals within the team? 10 A. Indeed, yes, that's right. 11 Q. Just dealing, as well, with culture and particularly 12 morale within your team, during the period when you were 13 working in the special schools, there was the death of 14 Tyra Henry. Is that something you recall as having an 15 impact -- 16 A. I don't recall it having much of an impact, no. I mean, 17 clearly I was aware of it, but even now my memory is 18 hazy, and it is only coming to the inquiry that 19 I remember that Tyra Henry was a Lambeth child, but 20 I remember it more generally. 21 Q. In fact, Dr Worthington, of course, the report that was 22 published into that inquiry was in 1987, so that would 23 have been after you had left the child Social Services. 24 But one of the recommendations of the Tyra Henry public 25 inquiry in 1987, which was called "Whose child?", was</p> <p style="text-align: center;">Page 142</p>
<p>1 that there should be: 2 "A more considered deployment of black social 3 workers to work with black families." 4 I'm just wondering if that consideration of whether 5 black families should be allocated black social workers 6 was something that was a feature when you were sorting 7 out caseloads in your specialist team? 8 A. In the special schools team? 9 Q. Yes. Whether one of the criterion in allocating work 10 would have been whether a black child should be 11 allocated to a black -- 12 A. No, it certainly wasn't. 13 Q. Were any of the other social workers in your team black? 14 A. I don't think so. 15 Q. You refer in your statement to racism in society at the 16 time? 17 A. Yes. 18 Q. Was racism in the council -- I'm talking between staff, 19 but also in relation to the treatment of children -- 20 something that was evident to you when you were -- 21 particularly in this period 1983 to 1986? 22 A. It wasn't evident to me, other than, as I say, most of 23 the council employees, certainly professional and 24 managerial level, were white. This wasn't really 25 questioned or addressed.</p> <p style="text-align: center;">Page 143</p>	<p>1 Q. Presumably, it was addressed more in your latter period 2 with Lambeth? 3 A. Indeed, very much so. Yes. 4 Q. We are talking there in relation to racism specifically, 5 but what about the issue of prejudice against children 6 with complex needs? Was that something you were aware 7 of that the children you were working with were 8 suffering with generally or specifically in the way they 9 were treated by Lambeth? 10 A. I think children and people with complex needs at that 11 time in society were little understood, and it was 12 certainly within my kind of professional life that 13 children with those sorts of complex needs were not 14 institutionalised. I was involved later with the kind 15 of closures of the longstay hospitals. I would say they 16 were not understood and not always seen as having the 17 same sorts of needs as any other child. But I wouldn't 18 say that that was the attitude of individual people that 19 I knew working at that time. 20 Q. Presumably that -- as you say, the lack of understanding 21 would have been one of the reasons why your earlier 22 answer was to give training on disclosures by children 23 with complex needs would have been something that you 24 feel now would have been beneficial? 25 A. I think it's a specialist and important area.</p> <p style="text-align: center;">Page 144</p>

<p>1 Q. If we can turn now, Dr Worthington, to some issues in 2 terms of inter-agency working, not with regard to any 3 particular cases, which we will come on to in a moment, 4 but generally. Working with the police. Was that 5 something you had much experience of on a day-to-day 6 basis in your social work caseload? 7 A. No, not at all. 8 Q. Did they ever attend case conferences? Were you ever in 9 a situation where you were sitting in a room with 10 policemen discussing any of your children? 11 A. Not to my recollection. I really think not. 12 Q. Turning then to the links between schools. Obviously 13 you were specifically a specialist team embedded to look 14 at children who attended that school. What was the 15 interaction you had with the schoolteachers on 16 a day-to-day basis or on a weekly basis? 17 A. I would be in the school at least twice a week. I would 18 be involved in case conferences, I would be involved in 19 liaison between the school and parents. I think I had 20 good relationships with the teachers at the school. 21 Q. Because, in the case of LA-A26, we have seen -- and you 22 have seen the notes from the school. They were produced 23 after the allegations were made, but the school records 24 that from September 1985, so this was prior to an 25 allegation being made, the school notes "she began to</p> <p style="text-align: center;">Page 145</p>	<p>1 show signs of fear". Was that the sort of thing, that 2 change in behaviour, that you would normally have 3 expected the school to alert you, as her social worker, 4 to? 5 A. Yes. I mean, it would be something that would be 6 discussed between all the people working with the child, 7 where there were behavioural changes. 8 Q. Obviously it is a long time ago, but do you recollect 9 whether that was, in fact, discussed with you back in 10 the September? 11 A. I don't recollect it at all. 12 Q. Doing the best you can, if something of that nature had 13 been reported to you, what do you think you would have 14 done? 15 A. It would be something that we would possibly have a case 16 conference. We would want to know if there was 17 a problem at home, if something was happening at home. 18 We would refer to another organisation, a specialist 19 health team for children, to psychologists, speech 20 therapists, and a psychiatrist, to get expert opinion of 21 what was happening. 22 Q. What would have been the role, with a child such as 23 LA-A26, who was receiving short-term care at 24 a children's home? Would they have been involved in 25 that case conference?</p> <p style="text-align: center;">Page 146</p>
<p>1 A. No. Very unlikely. 2 Q. Would you have gone to visit the home? 3 A. No, I don't think so. 4 Q. Looking back on that, would that not have been, 5 particularly in this case, where we know now that that 6 possibly was the origin of her fear, something that 7 should, in fact, have been taken into account? 8 A. Yes. Clearly, yes. 9 Q. Dr Worthington, if I can just take you to paragraph 19 10 of your witness statement, because that deals with this. 11 You say there: 12 "The inquiry has referred me to a letter from 13 Helen Millburn of the school setting out the behaviour 14 of LA-A26 in 1985 and January 1986, as well as the notes 15 of a case conference. I do not recall seeing these 16 before." 17 You go on to say: 18 "It is striking that there is no record of 19 the possibility that these behavioural changes might be 20 a sign of sexual abuse or indeed any other difficulty at 21 a time when the allegation was known." 22 You go on there, and this is really the point I'd 23 like to ask you about: 24 "I cannot recall any professional involved at the 25 time who did not think something was wrong, but all were</p> <p style="text-align: center;">Page 147</p>	<p>1 all so anxious to avoid speculating and making 2 unsubstantiated allegations." 3 Was it the case that the predominant concern then, 4 and the reason that the association between her 5 behaviour and the alleged sexual abuse was not made in 6 that report, was that you were more concerned about the 7 staff member and the risk of making allegations rather 8 than putting the child's needs first? 9 A. I don't think about the staff member, but there was 10 concern not to make allegations about anybody -- not 11 just mine, but within the school team. 12 Q. But looking back on it, it seems surprising -- 13 A. Indeed. 14 Q. -- that a report that was supposed to be focused on 15 LA-A26 and her needs didn't record the allegations of 16 sexual abuse that by then were well known -- indeed, 17 really, were the reason for that case conference being 18 called? 19 A. It is unexplainable to me, it just seems extremely 20 strange and I have no doubt in my mind that everybody 21 who was involved with that young woman felt that 22 something abusive had happened to her. 23 Q. If we can turn now to the children's home and the 24 contact you had with children in, first of all, their 25 home environment, that's their family home environment.</p> <p style="text-align: center;">Page 148</p>

1 How often would you visit children in their homes?
 2 **A. Well, it would depend on the circumstances, but**
 3 **sometimes weekly, sometimes fortnightly, sometimes less**
 4 **often.**
 5 Q. This may be very important to you, but what would be the
 6 purpose of seeing the child in their home environment?
 7 **A. Again, I'm trying to recall, but I was -- my role was**
 8 **often trying to support parents with difficulties they**
 9 **might have, material difficulties, difficulties in**
 10 **managing the behaviour of their child, any other**
 11 **problems that were happening in the family's life. But**
 12 **also I had a role in liaising between the school and the**
 13 **family, so if the family had a problem with the school**
 14 **or vice versa. These sorts of matters.**
 15 Q. Turning then to Ivy House and Monkton Street. First of
 16 all, generally. What were they like? Can you explain
 17 to the panel what -- the type of homes they were, the
 18 number of children, and the general environment that
 19 children were in in those homes?
 20 **A. From what I can recall of Ivy House, it was an old**
 21 **building with outside space, and children would go there**
 22 **either for short breaks, perhaps at a weekend, or for**
 23 **a few days, or for a longer period of time for respite**
 24 **care, as it was called -- respite being on the side of**
 25 **the families, rather than for the child's needs.**

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1 Q. Just so we can have an impression of this home, there
 2 were how many children cared for in Ivy House?
 3 **A. I couldn't say precisely. I would imagine --**
 4 Q. I think the records show 12 to 15?
 5 **A. I was going to say 12, yes.**
 6 Q. Monkton Street. That was a slight different home
 7 because that was for children generally who were
 8 resident there all the time, although it did have, in
 9 latter days, some short-term placements as well?
 10 **A. That's right.**
 11 Q. Did you have children within your caseload who were
 12 long-term residents at Monkton Street?
 13 **A. Not that I can recall, I don't think so.**
 14 Q. Insofar as you're able to assist, in terms of your
 15 colleagues, or in terms of how you think you would have
 16 responded, if you did have a child who was a long-term
 17 resident at Monkton Street, would that have altered the
 18 amount of time you would have spent visiting them in
 19 that home, that being their permanent home environment?
 20 **A. Yes, it would. There would be regular reviews at the**
 21 **home.**
 22 Q. In terms of case reviews, would they be held for these
 23 children on a regular basis -- for example, involving
 24 the school, the parents? Was there a system of --
 25 **A. That's what I remember as being good practice, but**

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1 **There was always a kind of -- different children**
 2 **there at different times, but the children who attended**
 3 **there, as far as I can recall, were children who either**
 4 **went to two of the schools designated for children with**
 5 **severe learning disabilities in the borough --**
 6 Q. In terms of the general fabric, the physical environment
 7 they were cared for in, was that in a good state of
 8 repair?
 9 **A. That, I can't recall. The best I can recollect was that**
 10 **it was a bit shabby.**
 11 Q. How often would you visit?
 12 **A. Very rarely. I might attend with a parent to show**
 13 **a parent the facility and to introduce them to the**
 14 **service. I may have occasionally gone there, say, for**
 15 **a coffee morning with all the parents.**
 16 Q. Would it not have been, looking back now with hindsight,
 17 important to assess the child not only in their own
 18 home, but in the environment where they were spending
 19 quite a considerable amount of time?
 20 **A. With hindsight, yes. But there was -- I don't know**
 21 **whether I would call it an understanding, but these**
 22 **children were -- we didn't -- I didn't see myself as**
 23 **policing, if you like, or checking other areas of**
 24 **Lambeth services. It was almost taken as a given that**
 25 **they were okay.**

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1 **I can't remember precisely.**
 2 Q. In relation to those reviews, I think you may have
 3 answered this question, but would the key workers, for
 4 example, from the children's home be invited to those
 5 reviews? Would they form a part of that review?
 6 **A. Key workers for children in long-term residential care,**
 7 **yes.**
 8 Q. So from a child who was at Monkton Street, someone would
 9 come along because they were, if you like, the
 10 representative from their home environment?
 11 **A. Indeed, yes.**
 12 Q. And Ivy House, would that have been different, because
 13 of the nature of the short stay?
 14 **A. That's how I remember it, yes.**
 15 Q. Looking at Ivy House and Monkton Street, those
 16 differences -- Ivy House being short-term care and
 17 Monkton Street -- did that lead, insofar as you visited
 18 them, to a difference of atmosphere within the homes or
 19 a different level of care that you felt was being
 20 delivered to the children?
 21 **A. I find that difficult to answer.**
 22 Q. Is it your evidence --
 23 **A. I mean, clearly, Monkton Street was a far more stable**
 24 **environment. It was the same children living there most**
 25 **of the time. As you say, there were some short-term**

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1 **placements there later.**
 2 Q. And presumably Ivy House, there was a lot more toing and
 3 froing of parents in and out because they would be
 4 dropping children off on a very regular basis?
 5 **A. Well, most of the time, the children would be collected**
 6 **from school by -- on the minibus on a Friday afternoon**
 7 **and then returned to school on the Monday morning.**
 8 Q. So, really, the interaction was more between the school
 9 and the home, rather than the house and the home?
 10 **A. Yes.**
 11 Q. If I can turn now to look specifically at the cases you
 12 were involved in, in terms of Ivy House, and then we
 13 will come on to Monkton Street. You were the allocated
 14 social worker for a teenage girl with complex needs and
 15 communication difficulties who attended the special
 16 school and who spent short-stay breaks at Ivy House.
 17 How often, talking specifically about this child,
 18 LA-A26, would you visit her at home?
 19 **A. I can't recall, and I can't recall why this particular**
 20 **family was allocated to me as a social worker. I have**
 21 **thought a lot about this, obviously, in preparation for**
 22 **the inquiry. But, you know, I do remember the family**
 23 **well, her mother and father and her siblings, so**
 24 **I imagine that I spent -- I probably visited them**
 25 **weekly. But I can't remember why.**

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1 **A. Yes, I did.**
 2 Q. Was she specific -- please don't give the name -- about
 3 whom the allegations related to?
 4 **A. Yes, she was.**
 5 Q. She gave a name?
 6 **A. Yes.**
 7 Q. Dr Worthington, what steps did you take, on receiving
 8 that allegation, when you went to the family home and
 9 the mother of LA-A26 explained what her daughter had --
 10 **A. Well, I will look at my documents, but I contacted my**
 11 **team manager to explain about the allegation. I'll just**
 12 **have a look. I was advised by my team manager what to**
 13 **do.**
 14 **But prior to that, I talked to the mother about her**
 15 **feelings, about what she wanted to do, what I would**
 16 **advise her to do. She was concerned about -- at that**
 17 **point, I already knew that this was a criminal matter**
 18 **and something which should be referred to the police.**
 19 Q. On that point, obviously the family did choose to report
 20 that matter to the police, and you were involved in
 21 that.
 22 **A. Yes.**
 23 Q. If the family hadn't chosen to report the matter to the
 24 police, would you have reported it to the police, in any
 25 event?

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1 Q. We will come on to the fact that it was the mother that
 2 contacted you first. Did you have a good relationship
 3 with that particular family?
 4 **A. I did. I felt I had a very good relationship with them.**
 5 Q. So you visited her at home. Did you ever, as far as you
 6 can recall, visit LA-A26 while she was at Ivy House?
 7 **A. I don't recall, and I wouldn't expect to have done that.**
 8 Q. Turning to the allegation itself, in December 1985, the
 9 mother of LA-A26 contacted you and you then visited the
 10 family home, and the mother explained to you that her
 11 daughter had made an allegation using words and gestures
 12 and had named one of the staff at Ivy House. What was
 13 your reaction to that allegation?
 14 **A. I was extremely shocked and upset and very concerned.**
 15 Q. Initially, my understanding is the mother explained what
 16 the daughter had said. Did LA-A26 herself repeat the
 17 allegations to you?
 18 **A. I do remember those words and gestures, but I can't**
 19 **remember if it was at the time that I visited that day.**
 20 Q. But certainly at a point --
 21 **A. At some point over that time, yes.**
 22 Q. -- (overspeaking) using the words and the gestures to
 23 explain what had happened to her?
 24 **A. Yes.**
 25 Q. Did you believe her?

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1 **A. I would have sought advice from my managers about doing**
 2 **something that the parents didn't want me to do.**
 3 Q. Dr Worthington, to summarise the steps that you took,
 4 you contacted your supervisor?
 5 **A. Yes.**
 6 Q. You were involved in reporting it to the police?
 7 **A. Yes, I did, I reported it to the police, yes.**
 8 Q. You acted on the advice of your supervisor to ensure
 9 that LA-F12, the alleged perpetrator, was removed from
 10 being on duty that night, and you took detailed notes?
 11 **A. Yes.**
 12 Q. Were all those steps taken because you were following
 13 a procedure or following training, or was that just
 14 instinctively what you did?
 15 **A. I wouldn't say "instinctively", but no procedure, no**
 16 **procedural manual, that I can recall. I always knew it**
 17 **was important to believe a child who made such**
 18 **allegations. I have always known that it was a criminal**
 19 **offence. At the time, I felt the police were best**
 20 **suited to investigate such an offence.**
 21 Q. But as far as you recall, you didn't think at that
 22 point, "Ah, this is the point, I must follow through
 23 a checklist", for example, or any training you had been
 24 given?
 25 **A. No, I have no memory of that.**

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1 Q. You say in the notes that you made at the time, which
 2 I know you have had a chance to review, that you
 3 explained to the family that it was a very serious
 4 matter "which will have to be thoroughly investigated"?
 5 **A. Yes.**
 6 Q. That was how you viewed the matter?
 7 **A. Indeed, yes, I did.**
 8 Q. If we can turn now to the police interview, you
 9 accompanied LA-A26 and her mother to the police station
 10 I think three days after the allegation was made. You
 11 make a number of points in your statement. This is
 12 paragraph 18 of your statement. You say that the police
 13 station was a strange place and would make an interview
 14 difficult. You say for LA-A26, with her particular
 15 needs, the difficulties were magnified.
 16 Can you just explain a little bit more about why the
 17 police station would have been such a difficult
 18 environment for her?
 19 **A. Well, first of all, it would be an unfamiliar**
 20 **environment. It is not an environment that had -- and**
 21 **probably still don't -- any suitable facilities for**
 22 **children and young people. It's something that would be**
 23 **associated for most people with something bad,**
 24 **a criminal offence, that you have been taken to the**
 25 **police because you've been bad.**

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1 the Monkton Street investigation, do you think they were
 2 being treated differently because of their complex
 3 needs?
 4 **A. Certainly not with LA-A26, I don't think so.**
 5 Q. Turning then to the medical examination. Again, we know
 6 from the notes that LA-A26 resisted being medically
 7 examined at the police station. Again, you acknowledge
 8 in your statement at paragraph 18 that today you are
 9 troubled about whether conducting a medical examination
 10 was necessary and appropriate.
 11 **A. Yes.**
 12 Q. Again, really, the same question: why did you not voice
 13 those concerns at the time? Or did you voice those
 14 concerns at the time?
 15 **A. No. It seemed perfectly obvious to me that it was not**
 16 **in her interests to be examined and it was extremely**
 17 **unlikely that any examination would help to identify**
 18 **a particular suspect. But why that didn't occur to me**
 19 **at the time, I don't know.**
 20 Q. In fact, LA-A26 went on to be examined under a general
 21 anaesthetic. Did that concern you at the time? Or were
 22 you aware of that?
 23 **A. I am aware of it. But, again, this, I thought, was**
 24 **a matter for her parents to decide.**
 25 Q. So we have looked at the police. Turning to Lambeth's

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1 Q. You say --
 2 **A. And there was no-one there who could speak to her who**
 3 **knew how to communicate with her.**
 4 Q. You have anticipated my next question, which was
 5 regarding the police not having expertise at calming or
 6 communicating with a child?
 7 **A. That's right.**
 8 Q. Dr Worthington, those matters, you say, are evident to
 9 you with hindsight. Why, at the time, did you not speak
 10 out and object to the police interview and the place and
 11 the way in which it was being conducted?
 12 **A. Because, at the time, I thought that the police were the**
 13 **best people to investigate a criminal offence, and**
 14 **I knew no other way in which they might do that.**
 15 Q. Would you react differently now?
 16 **A. I certainly hope so, yes.**
 17 Q. What do you think would have made the difference now?
 18 Is that a matter of training or because you're more
 19 experienced in the role? What would have enabled you to
 20 speak out on behalf of the child at the time?
 21 **A. I think I'm more experienced, and I think I know more**
 22 **about what is available, in some ways, from dealing with**
 23 **this situation, being involved with this situation.**
 24 Q. Do you believe that LA-A26, and we will come on to
 25 children who were examined by the police in

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1 response, you say in your statement at paragraph 20 that
 2 there was an initial management investment. You say:
 3 "I see from the documents that I was questioned as
 4 a witness, but my image of an inquiry is that it is
 5 a scheduled, formal event; whereas I suspect my
 6 involvement here was being called up to someone's office
 7 for a debrief."
 8 Is that your recollection, that it was an informal
 9 meeting in an office?
 10 **A. I wouldn't say it was informal. Because of**
 11 **the hierarchy within the organisation at that time, it**
 12 **would be extremely serious for me to be called upstairs**
 13 **to answer questions to a senior manager. But I don't**
 14 **recall, even when I read the notes of where it took**
 15 **place, but if it had been an inquiry in the sense of**
 16 **something formal -- you know, obviously not on the scale**
 17 **of this inquiry -- I think I would have remembered it.**
 18 Q. We know, Dr Worthington, from the documents that at that
 19 investigation LA-A26 wasn't interviewed, nor her
 20 parents, there was no race relations advisor, there was
 21 no expert advice sought by anybody in terms of sexual
 22 abuse or in terms of communication with a child with
 23 communication difficulties.
 24 **A. Yes.**
 25 Q. Were you not concerned, having assured the parents that

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1 it was a serious matter which would be thoroughly
 2 investigated, that in fact Lambeth hadn't conducted
 3 a thorough investigation?
 4 **A. At the time, I didn't know how an investigation might be**
 5 **carried out. But certainly, again, with hindsight, and**
 6 **as I say in my statement, it seems there was far more**
 7 **concern about being able to have clear, firm evidence**
 8 **against a particular member of staff, and also just the**
 9 **kinds of -- the lack of knowledge about child sexual**
 10 **abuse is really evident in those documents.**
 11 Q. The chair of that investigation was Don Thomas. Was
 12 that someone who you knew or came into contact with
 13 regularly?
 14 **A. I didn't come into contact with him regularly, but**
 15 **I knew he was a senior manager at Lambeth.**
 16 Q. Did you have any knowledge about allegations that had
 17 been made regarding the theft of food?
 18 **A. No.**
 19 Q. So you felt able to speak frankly to the panel; is that
 20 correct?
 21 **A. Frankly, except that I wasn't prepared to tell them what**
 22 **had happened at the police station because the police**
 23 **had asked me not to.**
 24 Q. In relation to that, the police asking you not to, did
 25 you seek advice on what you should do regarding that

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1 would therefore be returning to and did return to work
 2 at the children's home?
 3 **A. I was extremely concerned when I found out that he had**
 4 **returned to work.**
 5 MS BROWN: Chair, I note the time. I have, I think, I would
 6 estimate, another 10 minutes of questions. Are you
 7 happy for me to proceed?
 8 THE CHAIR: Yes. Please continue, thank you.
 9 MS BROWN: Regarding those concerns about LA-F12, did you do
 10 anything about those concerns, Dr Worthington?
 11 **A. No, I didn't.**
 12 Q. We know that there was then a second management inquiry,
 13 which was a much more thorough inquiry. Do you recall
 14 giving evidence to that inquiry?
 15 **A. No, I don't.**
 16 Q. As part of that investigation, an expert who was
 17 a social worker and NSPCC worker, Anne Bannister,
 18 interviewed LA-A26 and interviewed you, Dr Worthington,
 19 and the parents. Is that a process that you recall?
 20 **A. I don't recall the interview. I do recall**
 21 **Anne Bannister. I was extremely happy that**
 22 **Anne Bannister was involved. I remember taking LA-A26**
 23 **to her appointments with Anne Bannister.**
 24 Q. How did that contrast with, for example, the interview
 25 that LA-A26 had at the police station?

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1 suggestion that you shouldn't explain what had happened
 2 at the police station?
 3 **A. No, not that I recall.**
 4 Q. Did you understand why the police had asked you to not
 5 repeat what had happened?
 6 **A. Yes. They explained to me, and I understood it.**
 7 Q. What was that reason? What did they --
 8 **A. They didn't want anyone at Lambeth Social Services to**
 9 **know that they didn't have any evidence about a sexual**
 10 **assault to this child.**
 11 Q. So that at the time of the Lambeth investigation going
 12 on, the Lambeth panel were not aware of what the police
 13 had decided?
 14 **A. No. As I understood it, police were continuing their**
 15 **own investigation, and they didn't want that**
 16 **investigation spoiled in any way by Lambeth**
 17 **Social Services knowing what evidence they had or didn't**
 18 **have.**
 19 Q. We know then, and we have seen the letter that was
 20 written by the Director of Social Services,
 21 Robin Osmond, to LA-A26 and her parents, stating that
 22 the investigation had taken place and that they didn't
 23 find that there was anything to substantiate a charge.
 24 In relation to that, did you have concerns that LA-F12,
 25 the person against whom allegations were being made,

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1 **A. Well, it took place in an NSPCC facility. I wasn't**
 2 **present during the interviews, but clearly**
 3 **Anne Bannister had the expertise in communicating with**
 4 **people with complex needs.**
 5 Q. And Anne Bannister concluded in her report -- I think
 6 you have had a chance to read through it since --
 7 **A. Yes.**
 8 Q. -- that she considered firmly that LA-A26 had been
 9 sexually abused?
 10 **A. Yes.**
 11 Q. Turning now briefly to Monkton Street, not long after
 12 the allegations at Ivy House, there was an allegation
 13 regarding a child at Monkton Street. That medical
 14 examination led the police to requesting that other
 15 children at Monkton Street who had not made any
 16 complaint should nevertheless be medically examined.
 17 Did that concern you at the time, Dr Worthington?
 18 **A. It didn't concern me at the time. Again, I took this as**
 19 **being to try and find out what was happening within the**
 20 **residential care home.**
 21 Q. I think, and you've seen the documents, that you
 22 certainly attended some of those examinations?
 23 **A. Yes.**
 24 Q. There's the statement of Dr Gorman that relates to one
 25 particular child, and she describes four adults being

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1 present and you being one of them; also, a female police
 2 officer, the child's mother and another social worker.
 3 Dr Gorman states:
 4 "It was necessary to have the assistance of four
 5 adults in order that I could examine him."
 6 Do you recall holding a child down?
 7 **A. I don't recall it, and I can't imagine that I wouldn't**
 8 **recall such a thing. So I don't recall it, but I do**
 9 **know that I have met Dr Gorman. I can recall her. But**
 10 **I can't recall being present. I don't know whether**
 11 **I was just at the police station, I really don't**
 12 **remember.**
 13 Q. There is another -- a witness statement by Dr Gorman,
 14 who records you as being present and says of the child:
 15 "The examination was almost impossible due to her
 16 resistance and fear."
 17 Do you recall being at an examination where that was
 18 the response of the child?
 19 **A. I don't recall being at the examination. I have seen**
 20 **the paperwork. I do see that the mother was present.**
 21 **But I don't remember actually being in the examination**
 22 **room. That would be quite unusual, in my role.**
 23 Q. So, to summarise, Dr Worthington, on these occasions, in
 24 terms of the police station, the Lambeth investigation,
 25 and at Monkton Street, I think your evidence is you

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1 would now have reacted differently and spoken up,
 2 advocated for the child. What do you think would have
 3 made the most difference to you at the time to have
 4 enabled you to have done that?
 5 **A. Some greater understanding about the proper ways in**
 6 **which child sexual abuse should be investigated.**
 7 MS BROWN: Thank you. The chair and the panel members may
 8 now have some questions for you.
 9 THE CHAIR: I have no questions, but I will ask my
 10 colleagues. Sir Malcolm?
 11 PROF SIR MALCOLM EVANS: Not from me, thank you.
 12 THE CHAIR: Mr Frank?
 13 MR FRANK: No, thank you.
 14 THE CHAIR: Ms Sharpling?
 15 MS SHARPLING: Just one from me, very quickly, chair, if
 16 I may.
 17 Questions from THE PANEL
 18 MS SHARPLING: Thank you, Dr Worthington. Just one
 19 question: we have heard some evidence today and in
 20 counsel to the inquiry's opening to the effect that
 21 there was really a challenging environment, both
 22 politically and with senior officials, in the council.
 23 I wondered if any of those tensions were noticed by
 24 those working on the front-line, such as yourself?
 25 **A. Certainly not at that time; challenging in terms of**

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1 **finances later in my career at Lambeth made life**
 2 **extremely difficult on the front-line.**
 3 MS SHARPLING: Thank you very much.
 4 THE CHAIR: Thank you, Dr Worthington. We have no further
 5 questions.
 6 **A. Thank you.**
 7 **(The witness withdrew)**
 8 MS BROWN: Chair, that concludes the evidence for today.
 9 THE CHAIR: Thank you, Ms Brown. We shall reconvene
 10 tomorrow.
 11 (4.10 pm)
 12 (The hearing was adjourned to
 13 Friday, 3 July 2020 at 10.30 am)
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