

<p>1 Monday, 27 July 2020</p> <p>2 (10.30 am)</p> <p>3 THE CHAIR: Good morning, everybody, and welcome to Week 4</p> <p>4 of this public hearing. Ms Dobbin?</p> <p>5 MS DOBBIN: May I call the first witness for today, please,</p> <p>6 Ms Jo Cleary.</p> <p>7 MS JO CLEARY (affirmed)</p> <p>8 Examination by MS DOBBIN</p> <p>9 MS DOBBIN: Ms Cleary, can you give your full name to the</p> <p>10 inquiry, please?</p> <p>11 A. I'm known as Jo Cleary, but my full name is Joan Cleary.</p> <p>12 Q. Ms Cleary, you should have two witness statements in</p> <p>13 front of you, the first of which is a statement dated</p> <p>14 21 May 2020. Can you confirm that the contents of that</p> <p>15 statement are true, to the best of your knowledge and</p> <p>16 belief?</p> <p>17 A. They are.</p> <p>18 Q. You ought also have in front of you a statement dated</p> <p>19 10 November 2014. Can you confirm that the contents of</p> <p>20 that statement are true, to the best of your knowledge</p> <p>21 and belief?</p> <p>22 A. Yes, they are.</p> <p>23 Q. Ms Cleary, I am going to ask you some questions, to</p> <p>24 begin with, about your background, if I may. I think it</p> <p>25 is right that, between 1980 and 1990, you were a social</p> <p style="text-align: center;">Page 1</p>	<p>1 worker and a principal social worker for mental health</p> <p>2 at the London Borough of Islington?</p> <p>3 A. That's correct.</p> <p>4 Q. You then moved to the Social Services Inspectorate,</p> <p>5 where you were an inspector between 1990 and 1998?</p> <p>6 A. That's correct.</p> <p>7 Q. You then became the assistant chief inspector for the</p> <p>8 London region, and you occupied that role between 1998</p> <p>9 and 2002?</p> <p>10 A. That's correct.</p> <p>11 Q. Then, after that, in 2002, you were seconded to be the</p> <p>12 Director of Social Services at the City of London?</p> <p>13 A. That's correct.</p> <p>14 Q. You held roles after that, including the Head of Policy</p> <p>15 at the Social Services Inspectorate?</p> <p>16 A. Yes.</p> <p>17 Q. And the Corporate Director of Housing and</p> <p>18 Social Services and the Director of Housing and</p> <p>19 Community Living in the Local Authority of Luton?</p> <p>20 A. That's correct.</p> <p>21 Q. Then, between 2007 and 2013, you were the Executive</p> <p>22 Director of Adult and Community Services at the London</p> <p>23 Borough of Lambeth?</p> <p>24 A. That's correct.</p> <p>25 Q. Then, finally, you held the role of Chair of the Social</p> <p style="text-align: center;">Page 2</p>
<p>1 Work Council between 2013 and 2016; is that right?</p> <p>2 A. It was the College of Social Work.</p> <p>3 Q. I do apologise. But you were the chair of that; is that</p> <p>4 right?</p> <p>5 A. That's right.</p> <p>6 Q. Now, just focusing on your role in the Social Services</p> <p>7 Inspectorate, is it right that between 1990 and 1998,</p> <p>8 you didn't have any role in the inspection of Lambeth?</p> <p>9 A. No.</p> <p>10 Q. Did your involvement with Lambeth thereby really start</p> <p>11 in 1998?</p> <p>12 A. Yes.</p> <p>13 Q. Now, you're the first witness that we're hearing from</p> <p>14 about the role of the Social Services Inspectorate.</p> <p>15 Could you just explain what the relationship is, or was</p> <p>16 in those days, between the Social Services Inspectorate</p> <p>17 and a given local authority?</p> <p>18 A. So, my role as the assistant chief inspector was to</p> <p>19 manage business relating to Social Services across the</p> <p>20 whole of London, and there were 33 London boroughs.</p> <p>21 I was not responsible for the inspection programme for</p> <p>22 London. That was the responsibility of a different</p> <p>23 assistant chief inspector.</p> <p>24 Q. I was really just asking you the more general</p> <p>25 question -- it is a very general question -- about the</p> <p style="text-align: center;">Page 3</p>	<p>1 general nature of the relationship between the</p> <p>2 Social Services Inspectorate and a given local</p> <p>3 authority?</p> <p>4 A. As you know, we were part of what was the Department of</p> <p>5 Health at the time, so we were the link between councils</p> <p>6 with Social Services responsibilities and government.</p> <p>7 Our role was to inspect, monitor, advise local</p> <p>8 authorities with Social Services responsibilities.</p> <p>9 Q. When it comes to local authorities that were having</p> <p>10 difficulties or which were failing to meet the standards</p> <p>11 that they ought to have been meeting, was the role of</p> <p>12 the Social Services Inspectorate then one of</p> <p>13 scrutinising and providing constructive criticism to</p> <p>14 that local authority?</p> <p>15 A. I think that would be a fair way of describing the role.</p> <p>16 Certainly we would monitor action plans in relation to</p> <p>17 inspections that had taken place, particularly where</p> <p>18 they were adverse. I had a team of about seven or eight</p> <p>19 inspectors -- I can't recall precisely, and I allocated</p> <p>20 them to about three or four local authorities in London.</p> <p>21 The inspector -- and we call them a business link</p> <p>22 inspector -- would relate primarily with the Director of</p> <p>23 Social Services and they would meet with them on</p> <p>24 a regular basis to ascertain a picture of their whole</p> <p>25 Social Services performance.</p> <p style="text-align: center;">Page 4</p>

<p>1 Where there were particular issues in relation to 2 authorities, and indeed in London there were many, that 3 were going through some challenging times, I would try 4 to spread that about because it was very intense then, 5 the work that the inspector would be doing in relation 6 to that authority. 7 Q. When you say "spread it about", do you mean that you 8 would give inspectors -- if they had responsibility for 9 a couple of different local authorities, would you try 10 to give them maybe one difficult local authority coupled 11 with one local authority that wasn't quite as 12 problematic? Is that what you mean? 13 A. And depending on the experience of the inspector 14 concerned. So in relation to Lambeth, I allocated an 15 inspector that had particular child protection knowledge 16 and had actually undertaken some of the inspections, 17 earlier inspections, in relation to Lambeth. 18 Q. I think the inspector that you are referring to is 19 Mr Clark; is that right? 20 A. Yes. But you are right, counsel, that there were other 21 authorities, and if Mr Clark had more than one Lambeth, 22 that would be a huge amount of work for that one 23 inspector. 24 Q. So was the idea, then, that there would be constant 25 vigilance over these more difficult and problematic</p> <p style="text-align: center;">Page 5</p>	<p>1 local authorities and ongoing scrutiny of the extent to 2 which they were affecting change whenever there were 3 inspection reports or indicators that things were going 4 wrong? 5 A. That would be the intention, and, of course, as you 6 know, the monitoring of -- the special monitoring of 7 authorities came in, I think it was in 1999, but before 8 that, particularly in relation to Lambeth, we were 9 already intensifying our monitoring of their 10 performance. 11 Q. The period that you are talking about, do you mean, 12 after 1998, you were intensifying that scrutiny, or 13 before then? 14 A. I can only really speak about the period when I was the 15 assistant chief inspector. Obviously, it was known in 16 the team that Lambeth had many different issues. You 17 could not not be aware of the adverse inspection 18 reports. Certainly after 1998, when I became the 19 assistant chief inspector, as you know, there was the 20 second Barratt Inquiry, and we were involved in advising 21 on the terms of reference for that inquiry, and indeed 22 advising as to who should undertake that inquiry. 23 Q. Just so that we can remind anyone who is following about 24 the Barratt Inquiry, there was the first Barratt 25 Inquiry, which was a factual consideration of</p> <p style="text-align: center;">Page 6</p>
<p>1 the allegations made by one child in respect of 2 Steven Forrest, who had died? 3 A. That's right. 4 Q. And then there was a second report or investigation by 5 Mr Barratt, which was wider in its remit -- is that 6 right -- and a more wholesale examination of problems 7 across the Social Services department in Lambeth; is 8 that right? 9 A. Yes. 10 Q. I think it would be accurate to say that that second 11 report was damning in what it found? 12 A. Yes. 13 Q. I think that's the report that talks about there having 14 been a disintegration over time -- is that right? -- of 15 the Social Services Department? 16 A. Yes. 17 Q. I will go back to some of those issues, if I may. 18 I just wanted to stay on the structure within the SSI, 19 if I could, for a moment. I think it is right that you 20 reported upwards to a Mr Gilroy, who was the deputy 21 chief inspector? 22 A. That's right. 23 Q. And that he, in turn, reported to the chief inspector in 24 that period? 25 A. That's right.</p> <p style="text-align: center;">Page 7</p>	<p>1 Q. During your period in office, I think Herbert Laming was 2 the chief inspector until 1998? 3 A. Yes. 4 Q. He was replaced by Denise Platt, who was chief 5 inspector, I think, throughout the period of your 6 office; is that right? 7 A. Yes, correct. 8 Q. I wanted to next ask you, if I could, about comparison 9 between Lambeth and other boroughs in London. The 10 inquiry has heard that Lambeth faced a number of 11 challenges, that it had very high rates of deprivation, 12 that it suffered a shortage of social workers. Are you 13 able to say the extent to which there were other 14 boroughs that faced the same sorts of problems as 15 Lambeth during this period, or the period that you were 16 in office? 17 A. If we're talking about deprivation, counsel, then 18 a number of authorities would be facing the same issues. 19 If we're talking about historic child abuse, there are 20 also a number of authorities that are well known and 21 documented -- for example, Islington, Hackney, 22 et cetera. So a number of other authorities had similar 23 issues. The complexity and extent in Lambeth was as 24 a consequence of the political dynamics that had been 25 going on for a number of years. In SSI's view, the lack</p> <p style="text-align: center;">Page 8</p>

<p>1 of professional leadership, and the number of factors 2 just intensified the situation in Lambeth, and so it was 3 regarded at the time as the worst. 4 Q. If I could just break down some of those factors, 5 please, first of all, as regards the political factors, 6 in your view, how did those impact upon the quality of 7 services that were being delivered to children within 8 Lambeth? What was the effect of that? 9 A. At the time that I was the assistant chief inspector, we 10 did receive a high level of co-operation from the 11 politicians at the time, and, indeed, from the 12 chief executive, Heather Rabbatts at the time. I think 13 the particular political dynamics were more marked 14 before 1998. I think, after 1998, there was more 15 concerted effort to try and address the issues, the 16 endemic issues. 17 I know that in my statement I put "from a low 18 baseline". I think we are talking about an authority 19 that had lacked professional leadership, that did not 20 know what good social work looked like, and this had 21 gone on for a very long period of time. In those 22 situations, it takes a long time and very strong 23 leadership and, in my view, good political leadership, 24 leadership from the chief executive and good 25 professional leadership. If you don't have those three</p> <p style="text-align: center;">Page 9</p>	<p>1 components, then the situation will continue. 2 Q. Was it your view that that sort of leadership had been 3 lacking then until and around the time that you took 4 over? 5 A. I think that the leadership of the chief executive at 6 the time when I was the assistant chief inspector, 7 I think she took the issues very, very seriously. 8 I think that she was not always well served by the 9 Directors of Social Services that were in place, and 10 I think that that was particularly an issue for her. 11 When I became assistant chief inspector, my view was 12 that I needed to build the relationship with the 13 chief executives and that the business link inspector 14 linked with the Directors of Social Services. That 15 didn't mean to say that I didn't meet with the 16 directors, but it meant that I was trying to assure 17 myself, and therefore ministers, that the 18 chief executive was fully aware of all the issues that 19 were happening in their council in relation to 20 Social Services. 21 My recollection is that Heather Rabbatts felt at the 22 time that she'd been kept away from some of the issues 23 by her directors, and I think that was the case with 24 other chief executives in London. 25 What I did was talk to them specifically about what</p> <p style="text-align: center;">Page 10</p>
<p>1 they needed to be looking for and what should alert 2 them, and to assure ministers that chief executives were 3 fully -- getting more aware of what was going on in 4 their Social Services Departments. 5 I think there is a difference now, counsel. I think 6 that, since then, chief executives have appreciated more 7 and more their responsibilities in this respect. 8 Nothing focuses the mind more than being put on special 9 measures and other chief executives being aware that 10 authorities were being put on special measures and what 11 that meant, and, indeed, latterly, in the case of 12 Lambeth, being put on directions by the minister. 13 Q. I was going to come to that later, but maybe it's best 14 to deal with it now. Lambeth wasn't -- I think this is 15 right -- on special measures until in and around 1999; 16 is that correct? 17 A. I've had to write this down to remember. It was -- I'm 18 trying to remember this. Formal monitoring began on 19 1 December 1999, and my view was, and it's confirmed in 20 the briefings that I've done, that we were already 21 exercising formal monitoring, even though it was 22 regarded as informal, but the intensity was the same as 23 formal, and that directions took place on 24 16 November 2000 and that the authority was given to 25 31 August 2001 to rectify the issues that -- with</p> <p style="text-align: center;">Page 11</p>	<p>1 clarity that the minister put in the letter regarding 2 the directions. 3 Q. If directions are intended to really focus the mind and 4 be a catalyst for change, why did it take so long for 5 Lambeth to be subject to that sort of intervention? 6 A. I have also looked at the history of this, as you could 7 imagine, preparing for this inquiry today, and I think 8 you can see that things were accelerating; that the 9 intervention by SSI in terms of the evidence that was 10 being demonstrated to us; that the intensity of our 11 involvement was increasing over that time as we became 12 more and more aware. 13 I think one of my briefings demonstrate that it was 14 so complex that it was unfolding all the time, and 15 I think that -- you know, looking back, it's -- my view 16 was that it was unacceptable, the service that they were 17 providing, particularly to children and young people, 18 but also to -- in other parts of the Social Services 19 department. 20 Q. It might be thought that there were numerous indicators 21 throughout the 1990s of quite how bad the position was 22 in Lambeth. If we take intervals of time, the 23 Clough Report, the 1993 inspection, the lack of 24 improvement in 1994, the police investigations that were 25 going on through that period. Why were those not enough</p> <p style="text-align: center;">Page 12</p>

1 to prompt that sort of decisive action taken in 1999?

2 **A. As I have said earlier, counsel, I became the assistant**

3 **chief inspector in 1998. I am clear that my team and**

4 **myself were very rigorous in our approach to Lambeth and**

5 **accelerated our involvement with Lambeth.**

6 Q. I just want to go back, if I may, to the period of time

7 when you were starting, some of the action that was in

8 train. You have mentioned that there was the Barratt

9 Investigation. There was also Operation Middleton as

10 well, from in and around November/December 1998. Can

11 I ask you about your involvement in Operation Middleton

12 and how involved you were in it being set up and having

13 a Social Services Inspectorate involvement?

14 **A. I was obviously aware throughout, but the primary point**

15 **of contact was Paul Clark, the business link inspector.**

16 **Paul would regularly update me as to the progress of**

17 **the investigations, and indeed of CHILE. We were**

18 **involved in the setting up of CHILE, which was -- as you**

19 **know, because you've already heard from Helen Kenward,**

20 **we were involved in suggesting that Helen Kenward might**

21 **be approached as somebody that could lead that, given**

22 **her experience and her professional credentials.**

23 **I was not involved on an everyday capacity and,**

24 **indeed, Paul was part of the steering group, et cetera,**

25 **but he did report to me regularly on what was happening.**

Page 13

1 Q. I think the rest of it is a description of what was

2 taking place at that time. If we go to the next page,

3 we see a little bit about investigations that were

4 taking place at that time, about letters going out to

5 former residents of homes, that there was a small task

6 force set up to secure records, Lambeth tracking all

7 ex-employees. I think if we go down to the final

8 paragraph, we see:

9 "The situation is being closely monitored by

10 SCR(L)."

11 Can you help with what that means?

12 **A. That was Social Care Region (London), which was the team**

13 **that I led.**

14 Q. Thank you, Mr Hyde.

15 We saw on the first page of that briefing,

16 Ms Cleary, it said this was not sent?

17 **A. Yes.**

18 Q. Can you help us with where that annotation came from and

19 whether or not it's accurate?

20 **A. Well, I don't know who's written that, and I have been**

21 **pondering this myself, given the significant period of**

22 **time, because, subsequent to that, there is a further**

23 **email from the chief inspector, Denise Platt, to the**

24 **minister, which incorporates a lot of that briefing and**

25 **some of the other information that myself and my team**

Page 15

1 Q. Can you just explain why the Social Services had an

2 input in the steering group for Operation Middleton?

3 **A. Our view at the time was that he was there as an**

4 **observer, to give independent advice and challenge, to**

5 **give assurance that it was being rigorously handled and,**

6 **indeed, I believe that was the case.**

7 Q. In respect of advice, do you mean advice in relation,

8 for example, to Working Together or would that have been

9 advice, for example, as to the course that police

10 investigations should take? What sort of advice --

11 **A. Not at all in terms of the latter. It would be**

12 **primarily around Working Together and primarily around**

13 **the responsibilities of Social Services in relation to**

14 **children and young people.**

15 Q. I'm going to move on just to ask you about some

16 briefings from around this time as well. Mr Hyde, could

17 I ask you to bring up, please, CQC000002_001.

18 Ms Cleary, this is a briefing from 28 August 1998, so

19 before the setting up of Operation Middleton. If we

20 just look at -- we will look at the next page as well,

21 but it appears to be a briefing about Operation Care,

22 and I think we see at the first paragraph there's

23 reference to John Carroll having been arrested and

24 charged by this point.

25 **A. Yes.**

Page 14

1 **will have given her.**

2 **So I am really struggling to understand what could**

3 **have happened around that, whether it was an**

4 **administrative error by my PA at the time, whether it**

5 **was to do -- that after a discussion with the chief**

6 **inspector that she decided that she wanted to send it,**

7 **which would be entirely appropriate. And there is**

8 **a final one that says that the chief inspector did the**

9 **briefing at a later point.**

10 Q. I'll come to that, if I may.

11 **A. So I'm struggling, to be honest, to know what was the**

12 **situation at the time.**

13 Q. I'm just going to look at -- the front of this says

14 "From: Jo Cleary" and it copies Ms Platt, amongst other

15 people. It is sent to PS(C), which I think means

16 Parliamentary Secretary (Communities)?

17 **A. That's right, yes.**

18 Q. Which I think was then Mr Paul Boateng; is that right?

19 **A. That's right, yes.**

20 Q. So we can be clear about this, I think the document that

21 you're talking about -- perhaps, Mr Hyde, if we could

22 bring this up -- CQC000002_004. This is a briefing from

23 you to Denise Platt. It's got exactly the same date on

24 it.

25 **A. Yes.**

Page 16

1 Q. I think, as you say, it covers almost all of the same
 2 information. I think on the next page -- we don't need
 3 to bring the next page up, thank you, Mr Hyde. I think
 4 the only thing to note on the next page was that it also
 5 referred to Mrs Boateng having been the chair of
 6 Social Services in Lambeth in 1982 and 1984. Thank you,
 7 Mr Hyde.
 8 So, again, that document has an annotation which
 9 says "Denise did briefing". Are you able to help us
 10 with that, Ms Cleary, or ought we ask Ms Platt if she
 11 can recollect that briefing?
 12 **A. I honestly, counsel, cannot remember the sequence of**
 13 **this. But you are absolutely right: the final briefing,**
 14 **I think, was more extensive. It included further**
 15 **information. So my best understanding is that the chief**
 16 **inspector decided that it was more appropriate to go**
 17 **from herself, which frequently would happen.**
 18 Q. In that case, is it right, then, that you would provide
 19 the briefing with all of the information that you
 20 thought might be relevant and the chief inspector would
 21 then decide what she would include in any briefing to
 22 the minister?
 23 **A. On a situation which was so high profile, it often would**
 24 **be the chief inspector that would do the final briefing**
 25 **based on briefings that would have come from my office.**

Page 17

1 **about which led, then, to the special monitoring and the**
 2 **directions. So you could see where things were going,**
 3 **that it was intensifying.**
 4 Q. Can I just ask you, Ms Cleary, at the time that you
 5 wrote either of these briefings, were you aware of any
 6 information linking political figures or ministers or
 7 VIPs to children's homes in Lambeth?
 8 **A. Not at the time of these briefings at all.**
 9 Q. Were you aware of any information, even if it was just
 10 speculation or rumour, suggesting that Mr Boateng had
 11 visited the Angell Road Home, for example, or knew
 12 John Carroll?
 13 **A. No.**
 14 Q. If you had been aware of that sort of information, is
 15 that the type of thing that you would have mentioned in
 16 any briefing to the minister?
 17 **A. I would have raised that through the deputy chief**
 18 **inspector, who would have raised it with the chief**
 19 **inspector and, if that was the case, it would have been**
 20 **highly likely that there would have been an internal**
 21 **meeting to discuss it.**
 22 **Ultimately, the relationship with ministers and the**
 23 **Secretary of State would be by the chief inspector. It**
 24 **was not usual for myself, particularly not usual for**
 25 **inspectors, to meet with ministers.**

Page 19

1 **There was a subsequent briefing that's not in the papers**
 2 **that you sent me, but I refer to in my witness**
 3 **statement, which was a briefing that went from the**
 4 **policy branch to No 10 at the time, and, in fact, that's**
 5 **based substantially on all the briefings that came**
 6 **together at the time.**
 7 **So some of the briefings later on are directly from**
 8 **me. Usually, it followed the chain of command. But**
 9 **sometimes, for expediency, it might have come straight**
 10 **from myself. It depends on what might have been going**
 11 **on at the time. A lot of other things may be**
 12 **preoccupying the chief inspector. She would be best**
 13 **placed to say something further about that.**
 14 Q. Do you have any recollection if you spoke directly to
 15 the minister yourself about any of these matters?
 16 **A. No. I never did.**
 17 Q. The question that arises out of these briefings is,
 18 would it be normal that ministers are briefed about
 19 these type of developments in local authority areas, so
 20 taking this example, if someone from a children's home
 21 was being charged with offences of child abuse, that
 22 kind of thing?
 23 **A. It would depend on the extent. So in the case of**
 24 **Lambeth, there were many, many other factors, and there**
 25 **was a pattern, as I've said, of evidence that was coming**

Page 18

1 **We would -- I have done subsequently. I did meet**
 2 **with John Hutton when he was minister, particularly**
 3 **around the time of directions, I met with him**
 4 **subsequently about Haringey and the Victoria Climbié**
 5 **Inquiry. But it wouldn't be -- because I would have**
 6 **more information to give, and probably because I had**
 7 **more recent -- I would have very recent information.**
 8 **But in the particular question that you asked me, that**
 9 **would have been something that I would immediately have**
 10 **raised up the line.**
 11 Q. And you don't have any memory of doing that?
 12 **A. Well, I have no memory because I did not.**
 13 Q. I want to take you, if I may, to a briefing a little
 14 later in time. Mr Hyde, could I ask you to bring up
 15 INQ002185_001, please. This is a briefing of
 16 18 November, Ms Cleary it has "draft" in annotation.
 17 I don't think that that necessarily matters. If we look
 18 through this briefing, we can see that it is about
 19 Steven Forrest?
 20 **A. Yes.**
 21 Q. You can pick that up from the first paragraph. It
 22 suggests there has been the beginning of media attention
 23 about the fact a child has made allegations that he was
 24 abused by him, and it refers to him having died of an
 25 AIDS-related illness.

Page 20

1 If we go down to the last paragraph, this is
 2 a redaction I think that was originally an SSI
 3 redaction, because I think this was part of a Freedom of
 4 Information request, but it says -- the name has been
 5 redacted:
 6 "... and I met with Heather Rabbatts,
 7 chief executive, and Celia Pyke-Lees, the Director of
 8 Social Services last night. Both appreciate the high
 9 profile and seriousness of these issues. The
 10 chief executive has taken on the overall leadership of
 11 the council's response."
 12 Then if we go over the page, please, Mr Hyde, we see
 13 set out there what the council was doing in response to
 14 those allegations, and we can see that this briefing
 15 then came from you. Can I just ask you, Ms Cleary, in
 16 terms of the gravity of this issue, does it get much
 17 more serious for the Social Services Inspectorate and
 18 a local authority to be confronted by this sort of
 19 allegation; in other words, that a child may have been
 20 abused by a care worker who has died in those
 21 circumstances, and may have disclosed it some years
 22 before?
 23 **A. It's highly serious, yes.**
 24 Q. We heard evidence from a core participant that, either
 25 on the same day as this briefing or in and around this

Page 21

1 mentioning people's names?
 2 **A. No mention.**
 3 Q. I want to move on to a different point, if I may,
 4 Ms Cleary. I think there came a point in time, in and
 5 around June 1999, when someone that you knew provided
 6 you with some information about a VIP. I think, if
 7 I understand it correctly, it was information that they
 8 had obtained in turn from someone else. Is that the
 9 correct chain of events?
 10 **A. Yes.**
 11 Q. You having received that information, is it right that
 12 you reported it to Paul Clark, the inspector for
 13 Lambeth?
 14 **A. Yes.**
 15 Q. Did you report it to him because of his being involved
 16 in Operation Middleton?
 17 **A. Yes.**
 18 Q. So did you report it to him in the expectation that he
 19 would report it to the police?
 20 **A. Yes.**
 21 Q. Can I ask you whether you had any concerns that, prior
 22 to you taking action about that information. It had
 23 been in any way suppressed or concealed by anyone?
 24 **A. No. Until that point, there had been no mention to me**
 25 **of this particular individual. At the point where it**

Page 23

1 time, he reported concerns to Heather Rabbatts about
 2 DI Driscoll from Operation Trawler and his mentioning
 3 the name of high-profile persons at a meeting. Do you
 4 have any recollection of that meeting being discussed or
 5 DI Driscoll being mentioned at the same meeting that
 6 this memo goes to?
 7 **A. No.**
 8 Q. Can you recollect if that meeting was solely concerned
 9 with the allegations that were emerging about
 10 Steven Forrest?
 11 **A. There was no mention whatsoever in that meeting of any**
 12 **of the issues you have just raised, and the inspector**
 13 **was present at that meeting. That was not redacted by**
 14 **SSI. It was redacted subsequently by the Department of**
 15 **Health, or CQC, as a consequence of the freedom of**
 16 **information. They redacted anybody below grade 5 in the**
 17 **department.**
 18 Q. I understand. I wasn't really making a point about it.
 19 I think it is more -- the query might have been raised
 20 as to why that name wasn't there. But, anyway, it's
 21 Mr Clark's name that I assume should be there.
 22 **A. Yes.**
 23 Q. But I think, going back to the point of importance,
 24 there was no mention, then, at that meeting, as
 25 I understand your evidence, about DI Driscoll and him

Page 22

1 **was raised with me by a friend, this was of significance**
 2 **and it was serious. I was not to know whether it was**
 3 **rumour or whether there was substance to it. I told**
 4 **Paul Clark immediately. I then subsequently --**
 5 **DCI Gargini rang me to ask me the source, and I gave him**
 6 **the source and the name and the telephone number.**
 7 **I can't recollect whether I had two conversations**
 8 **with DCI Gargini or one. I do recall the first one, but**
 9 **I have a recollection that he did inform me of**
 10 **the outcome and that the outcome had been that they had**
 11 **investigated it, that the person who had disclosed it to**
 12 **me had been unhelpful and would not reveal their source,**
 13 **and they then interviewed her with her Director of**
 14 **Social Services at the time. She was an assistant**
 15 **director then. And she had said that she had made it up**
 16 **to impress me. And they could find no evidence to**
 17 **support the initial allegation.**
 18 Q. Thank you, Ms Cleary. Could I perhaps put it to you
 19 squarely: were you at any time part of any attempt to
 20 protect any VIPs or political figures from investigation
 21 in relation to child protection issues during Operations
 22 Trawler or Middleton?
 23 **A. No.**
 24 MS DOBBIN: Ms Cleary, I think those are all of my questions
 25 for you.

Page 24

<p>1 Chair, do you have any questions for this witness?</p> <p>2 THE CHAIR: I do not, but I will ask my colleagues if they</p> <p>3 have any questions. Ms Sharpling?</p> <p>4 MS SHARPLING: No, thank you, chair.</p> <p>5 THE CHAIR: Mr Frank?</p> <p>6 MR FRANK: No, thank you.</p> <p>7 THE CHAIR: And Sir Malcolm?</p> <p>8 Questions from THE PANEL</p> <p>9 PROF SIR MALCOLM EVANS: Just one, if I may. Ms Cleary,</p> <p>10 just picking up on the last point that you made, you</p> <p>11 were told that -- it was reported to you that the naming</p> <p>12 of this person had been made up to impress you. Have</p> <p>13 you any idea why it might be thought that the naming of</p> <p>14 this person might impress you?</p> <p>15 A. I found it quite bizarre, to be honest, that someone</p> <p>16 should say that. I could not understand, ever, why, in</p> <p>17 making -- saying -- telling me something of that nature,</p> <p>18 to another social worker, who is also the assistant</p> <p>19 chief inspector, would think that I would not follow</p> <p>20 that up. My whole career, starting in residential</p> <p>21 childcare, all the way through my career, to being the</p> <p>22 Chair of Social Services, has been relentlessly about</p> <p>23 doing the right thing and protecting children. So it</p> <p>24 distressed me enormously, Sir Malcolm, that that was</p> <p>25 what they had said at the end of that.</p> <p style="text-align: center;">Page 25</p>	<p>1 PROF SIR MALCOLM EVANS: Thank you very much.</p> <p>2 THE CHAIR: Thank you. We have no further questions,</p> <p>3 Ms Cleary. Thank you.</p> <p>4 (The witness withdrew)</p> <p>5 MS DOBBIN: Chair, we have the next witness, who is ready to</p> <p>6 give evidence. I wonder if we need a minute or two to</p> <p>7 have him brought in? Thank you, chair.</p> <p>8 Chair, I wonder if Mr Clark could be sworn, please.</p> <p>9 MR PAUL ANTHONY CLARK (affirmed)</p> <p>10 Examination by MS DOBBIN</p> <p>11 MS DOBBIN: Mr Clark, can I ask you, please, to give the</p> <p>12 inquiry your full name?</p> <p>13 A. My full name is Paul Anthony Clark.</p> <p>14 Q. Mr Clark, you should have two witness statements in</p> <p>15 front of you. The first statement is dated</p> <p>16 19 June 2020. It is your statement to the inquiry. Can</p> <p>17 you confirm that the contents of that statement are</p> <p>18 true, to the best of your knowledge and belief?</p> <p>19 A. They are.</p> <p>20 Q. You ought also have a witness statement of</p> <p>21 29 October 2014, which is a statement to the police.</p> <p>22 Can you confirm that the contents of that statement are</p> <p>23 true, to the best of your knowledge and belief?</p> <p>24 A. They are.</p> <p>25 Q. Mr Clark, I want to begin, if I may, by asking you a bit</p> <p style="text-align: center;">Page 26</p>
<p>1 about your background. I think it is right that you</p> <p>2 qualified as a social worker in 1974?</p> <p>3 A. I did.</p> <p>4 Q. That you worked as a social worker until 1989, when you</p> <p>5 joined the Social Services Inspectorate?</p> <p>6 A. Yes.</p> <p>7 Q. In 1992, you were seconded to Cleveland for a year, to</p> <p>8 be head of their services for children; is that right?</p> <p>9 A. That's correct.</p> <p>10 Q. In 1993 to September 2000, you were the link inspector</p> <p>11 for the London local authorities of Lambeth, Greenwich</p> <p>12 and Bromley?</p> <p>13 A. That's not quite right. I joined -- I came from</p> <p>14 Cleveland to London to do inspection work, and that took</p> <p>15 me to 1998, when I moved over to work for Jo Cleary as</p> <p>16 a link inspector, until 2000, when I left to go to</p> <p>17 Hertfordshire.</p> <p>18 Q. That's very helpful. So, in 2000, you became the Deputy</p> <p>19 Director of Children's Schools and Families at</p> <p>20 Hertfordshire?</p> <p>21 A. That's correct.</p> <p>22 Q. You were then, from 2003 until 2010, the Director of</p> <p>23 Children's Services at Harrow?</p> <p>24 A. Correct.</p> <p>25 Q. I think you had the same role for a year at Norwich?</p> <p style="text-align: center;">Page 27</p>	<p>1 A. Yes.</p> <p>2 Q. You held advisory roles after that, including, from 2012</p> <p>3 to 2018, being the senior expert advisor to the European</p> <p>4 Union on the development of effective children's</p> <p>5 services; is that correct?</p> <p>6 A. I would just change the first word. It's "an" advisor,</p> <p>7 not "the". There were many.</p> <p>8 Q. I'm just going to go back, then, to your role. We have</p> <p>9 heard that you were an inspector in the Social Services</p> <p>10 Inspectorate until 1998. So did that mean that you were</p> <p>11 on the ground doing inspections in that period, then,</p> <p>12 from 1993 to 1998?</p> <p>13 A. Yes, that's correct. We would have a workload of</p> <p>14 different topics to undertake inspections, mostly</p> <p>15 standard led inspections, and we would go to an</p> <p>16 authority for a period of time, a week or two, observe</p> <p>17 and interview and then report on the quality of service.</p> <p>18 Q. What's the difference between that sort of inspector and</p> <p>19 a link inspector?</p> <p>20 A. Essentially, they're the same type of people, the same</p> <p>21 sort of experience, but on the link inspector, you</p> <p>22 contribute a little more to policy development and you</p> <p>23 work with a number of authorities monitoring the quality</p> <p>24 of service they deliver, whether they're meeting</p> <p>25 standards and reporting on that.</p> <p style="text-align: center;">Page 28</p>

1 Q. So is the idea, then, that you have a greater level of
 2 scrutiny, then, as a link inspector because you're more
 3 closely involved with that local authority?
 4 **A. It's the advice, challenge and support sort of area, and**
 5 **you would visit those authorities on a regular basis,**
 6 **depending on the extent of concerns or whether they were**
 7 **developing, say, an innovative service that you wanted**
 8 **to look at.**
 9 Q. Can I just ask you about those concepts, then, of advice
 10 and challenge. When it came to local authorities that
 11 were problematic or going through very problematic
 12 periods, how did the SSI reconcile the provision of
 13 advice with the need to be critical and intensely
 14 focused on improving those local authorities or that
 15 type of local authority?
 16 **A. As you point out, it is a balance between the two. You**
 17 **are not seconded to or employed by that authority. Your**
 18 **advice is often pointing out what guidance law would**
 19 **require. And sometimes you would refer to best practice**
 20 **that's been established in other authorities, and you**
 21 **would support to try and give ideas, for example, on**
 22 **project management or options for developing a service**
 23 **with that authority.**
 24 Q. What happens at the point at which it becomes apparent
 25 that that support or advice isn't working anymore? In

Page 29

1 Q. Was that also on the back of a lot of reporting about
 2 Lambeth, the publication of the Clough Report and
 3 information being known at that time about Lambeth's
 4 retention of John Carroll?
 5 **A. Yes. That was the context, and it was felt appropriate**
 6 **to check the quality of care currently because of**
 7 **the considerable concern about the quality of care and**
 8 **possible abuse in the past.**
 9 Q. Given that that inspection was focused on only three
 10 homes, can you explain how the inspection would be able
 11 to fulfil that if it was quite as narrowly focused, on
 12 the face of it, as the 1993 inspection was?
 13 **A. It was a sample and, in a sense, you're doing the doable**
 14 **in the time with the resources available. It's possible**
 15 **that there are discrepancies or differences between the**
 16 **practice in homes, but we were looking not only at the**
 17 **individual homes, but the infrastructure, the**
 18 **management, the oversight of the whole residential**
 19 **sector. In that inspection, as I think I've mentioned**
 20 **in my statement, we took along young people who**
 21 **themselves had experience of the care system so they**
 22 **could talk to young people and hopefully gain their**
 23 **confidence to check whether they, at that time, felt**
 24 **safe there.**
 25 Q. Again, just in summary, I think it is right, your 1993

Page 31

1 other words, that there isn't really any change. There
 2 are just, you know, prolonged periods of crises and
 3 standards not being met?
 4 **A. You make your concerns explicit to the director. Where**
 5 **possible, you would also do the same with the**
 6 **chief executive. And, on occasion, when you perhaps are**
 7 **able to go to the Social Services Committee, you would**
 8 **make that concern explicit to the councillors.**
 9 Q. Can I just ask, on that latter point, were you ever
 10 involved in going to councillors in Lambeth to spell out
 11 Social Services Inspectorate concerns about it?
 12 **A. Only in relation to the inspections that I carried out.**
 13 **So I did two residential inspections, we reported**
 14 **considerable shortcomings. That report is presented to**
 15 **the council by the director. We attend that meeting and**
 16 **often speak to point out our concerns or, in other**
 17 **authorities, perhaps to praise some good practice.**
 18 Q. I'm just going to go back and ask you a bit about those
 19 inspections, if I may. You were one of the inspectors
 20 who took part in the 1993 inspection into three
 21 children's homes in Lambeth. That was an inspection
 22 that had been carried out at the behest of the then
 23 Secretary of State, I think it was Mr Tim Yeo at the
 24 time; is that right?
 25 **A. Uh-huh.**

Page 30

1 report was very critical about the three homes that were
 2 inspected; correct?
 3 **A. It was.**
 4 Q. And your 1994 inspection, which was the follow-up
 5 inspection, found that there had not been the degree of
 6 change or progress that you would have expected from
 7 Lambeth?
 8 **A. Correct.**
 9 Q. I'm going to move on, if I may, Mr Clark, to ask you
 10 about police investigations in 1998 and Operation
 11 Trawler. First of all, do you remember Operation
 12 Trawler, a police investigation that was being carried
 13 out by the then Detective Inspector Clive Driscoll?
 14 **A. I don't have a clear relationship of the meetings and**
 15 **engagement with that. I'm not saying I did not, but**
 16 **I do have a much stronger recollection of the engagement**
 17 **with Middleton.**
 18 Q. Do you have any memory during Operation Trawler, or any
 19 police investigation, of being at a meeting where
 20 DI Driscoll mentioned the names of high-profile people
 21 or politicians linked to children's homes in Lambeth?
 22 **A. I don't have a direct recollection. I had the**
 23 **opportunity to see Mr Driscoll's testimony to the**
 24 **inquiry the other day, and he made a statement which**
 25 **seemed to be correct, which is that he was mentioning**

Page 32

1 a range of VIPs and that Mr Clark -- that's me --
 2 cautioned care, which indeed I would, to make
 3 unsubstantiated allegations or gossip about a range of
 4 important people, something I would caution anyone to be
 5 very careful about; not that you shouldn't pursue, but
 6 to talk about those things openly is inappropriate, as
 7 it would be anyone who is facing those allegations.
 8 So his testimony seemed to me, in a sense, to
 9 reflect the sort of advice I would have given, and
 10 clearly there are pieces of paper that showed that
 11 I reported back from Trawler meetings, but I do not have
 12 a strong memory of being engaged in that, and subsequent
 13 to him moving off the inquiry, the engagement with
 14 Middleton was fairly regular.
 15 Q. Can I -- just returning, if I may, to Operation Trawler,
 16 the inquiry has heard evidence, and indeed you may have
 17 heard it from the former DI Driscoll yourself, that you
 18 were at meetings where these high-profile names were
 19 being mentioned and you said that you would brief
 20 Frank Dobson about that information. First of all, do
 21 you recall saying that you would brief Frank Dobson
 22 about that information?
 23 A. No, I don't recall that meeting or saying that. It's
 24 certainly something one might say, so I would brief --
 25 I would say to someone, "My job is to do a briefing,

Page 33

1 A. If there was such a comment, my only recollection would
 2 be that Lambeth was full of gossip. My job wasn't to
 3 report gossip. My job was to report on the facts around
 4 the progress of either the authority or Middleton as it
 5 transpired.
 6 Q. Again, let me just put this to you directly: if you were
 7 to put such a briefing in motion, would that be to tip
 8 off a minister or a Secretary of State about
 9 high-profile people being linked to investigations, or
 10 would it be to serve another purpose?
 11 A. There would never be an intention on my part to tip
 12 anybody off about investigations. My career has always
 13 been to protect vulnerable children, not to obscure
 14 investigations.
 15 Q. I think we can take it from all of that, Mr Clark, that
 16 you certainly didn't brief the then Minister for State,
 17 Frank Dobson, with the names of any high-profile
 18 individuals or persons who had been mentioned in the
 19 course of Operations Trawler and Middleton?
 20 A. I did not.
 21 Q. We took Ms Cleary to a briefing note of
 22 17 November 1998. I don't know if you saw that while
 23 she was giving evidence?
 24 A. I did, yes.
 25 Q. A briefing about the meeting about Steven Forrest?

Page 35

1 Frank Dobson is the minister", but the fact that I might
 2 sort of wander in and say, "Hello, Mr Dobson, you might
 3 like to know ..." is just foolish. There is a chain of
 4 command and you pass your briefings up. But I have no
 5 recollection of particular meetings of that nature.
 6 MS DOBBIN: Chair, I just note the time. Would you mind if
 7 we carried on with this witness for another
 8 10 or 15 minutes and took our break at 11.45 am?
 9 THE CHAIR: Yes. Please go ahead.
 10 MS DOBBIN: Sorry, Mr Clark.
 11 A. That's fine.
 12 Q. I put you off there. I think what I understand you to
 13 be saying is, you didn't have a casual relationship with
 14 ministers whereby you would pop in and --
 15 A. Certainly not.
 16 Q. -- (overspeaking) bits of information that you had
 17 picked up in a police investigation. That would be
 18 calibrated through a formal process of ministerial
 19 briefing; is that right?
 20 A. Correct.
 21 Q. Do you have any recollection of putting or setting such
 22 a briefing in motion about information linked to
 23 high-profile names?
 24 A. No.
 25 Q. Do you recall --

Page 34

1 A. Mmm-hmm.
 2 Q. The allegations that were starting to come out in the
 3 media about him being linked to allegations about
 4 a child being abused. May I ask you the same questions:
 5 do you have any memory, at that meeting, of any
 6 reference being made to DI Driscoll mentioning the names
 7 of high-profile persons in the course of meetings or --
 8 A. No. The business of the meeting was to ask the
 9 authority what they were doing and to report on that.
 10 Nothing else.
 11 Q. When you say "what they were doing", do you mean, then,
 12 in respect of Steven Forrest?
 13 A. Yes.
 14 Q. The allegations that were being made. I want to go
 15 swiftly, if I may, to your role on Operation Middleton.
 16 Can you just explain, please, why you had a role on the
 17 Gold Group in Operation Middleton?
 18 A. It was felt helpful to have someone with
 19 a Social Services social work background that could help
 20 the police, in particular, understand the requirements
 21 of the government guidance in Working Together. So
 22 I was an observer. Obviously contributed on occasions
 23 to discussions about practice. It was also helpful to
 24 understand, for me, the extent of the inquiry. I didn't
 25 suggest they went to interview X or Y, so the meeting

Page 36

1 **would be chaired by the senior officer, Mr Gargini, and**
 2 **he would go through their work and occasionally there**
 3 **would be questions about policy or good practice.**
 4 Q. Again, let me put this to you directly: did you ever use
 5 that role in any way to try and steer investigations in
 6 one direction or another, but away from any high-profile
 7 persons or politicians whose names might have been
 8 linked to investigations?
 9 **A. Absolutely not. I mean, Middleton enlarged its brief,**
 10 **not reduced it, from the previous investigation, and, as**
 11 **you discussed with my colleague, when a possible**
 12 **allegation was made, I and Jo reported that to**
 13 **Mr Gargini, who went off and investigated it. So there**
 14 **was never any pressure for the police to investigate**
 15 **person A or not. I observed the process of managing an**
 16 **investigation and contributed on issues of policy or**
 17 **practice.**
 18 Q. Can I ask, during the course of Operation Middleton, did
 19 you ever have any concerns about the progress it was
 20 making and the paucity of people who were charged during
 21 the course of it? I suppose, to put it another way, did
 22 you have any concerns about its methodology?
 23 **A. No.**
 24 Q. Did you think -- we have heard evidence that the
 25 methodology adopted was a more intelligence-led

Page 37

1 1999, Ms Cleary came to you with some information that
 2 she had received from someone who had received it from
 3 someone else relating to a VIP. I think, as you have
 4 already confirmed, you took that information and
 5 reported it to the officer in charge of Operation
 6 Middleton; is that correct?
 7 **A. That's correct.**
 8 Q. Can I ask you whether or not you had any concerns prior
 9 to you taking any steps about this information, so, in
 10 other words, in the past, that this information had in
 11 some way been concealed or not acted upon?
 12 **A. No.**
 13 Q. The reason that I ask this, and you've dealt with it in
 14 your witness statement, is that there's a decision log
 15 from Operation Middleton referring to an allegation that
 16 information concerning this VIP was suppressed by the
 17 chief executive of Lambeth or the MPS. Can you shed any
 18 light on why it's been recorded that the allegation was
 19 put in that way?
 20 **A. No.**
 21 Q. Mr Clark, you were involved in Lambeth in 1993 and 1994
 22 in those inspections, and you became the link inspector.
 23 Can I ask you whether or not you think that the
 24 Social Services Inspectorate acted sufficiently speedily
 25 as regards to Lambeth when it came to special measures?

Page 39

1 methodology, so not a methodology of cold-calling or
 2 proactively seeking out victims. Did you agree that
 3 that was the best approach for Operation Middleton?
 4 **A. It wasn't for me to tell Middleton how to do. Forgive**
 5 **me for a moment, but this is some time ago and, at that**
 6 **point, there was a debate happening about the best way**
 7 **to investigate such issues; whether to, if you like,**
 8 **flood the market of young people with letters, which**
 9 **could be distressing for them, that way, or whether to**
 10 **work through intelligence from files and substantiated**
 11 **allegations, and that way. Middleton took the latter,**
 12 **using intelligence to compile pictures of who was where**
 13 **when and possibilities and following up that:**
 14 **But at that time, there was a debate, particularly**
 15 **in the Police Service, about the best way forward.**
 16 Q. Would you, as someone from the Social Services
 17 Inspectorate, have deferred, then, to the view of
 18 the police as to what the most appropriate course was to
 19 take in that sort of investigation?
 20 **A. Well, I suppose -- "deferred" seems a slightly odd word.**
 21 **The police were leading the investigation. I was**
 22 **observing. The intelligence-led approach seemed**
 23 **appropriate.**
 24 Q. You have also mentioned this, but I just want to ask you
 25 a couple of questions about it. We have heard that, in

Page 38

1 In other words, could special measures have been
 2 implemented at an earlier point in Lambeth's history?
 3 **A. We'll start with the last bit first. Technically, of**
 4 **course, they could.**
 5 Q. Yes.
 6 **A. It was unusual, in those days, for any such**
 7 **interventions to take place. The picture was built up**
 8 **of an authority constantly not able to meet the**
 9 **standards required. At that point, ministers, advised**
 10 **through the chief inspector, would be considering their**
 11 **legal ability to intervene, the weight of evidence and**
 12 **whether it was appropriate.**
 13 **So I think it was absolutely appropriate. With the**
 14 **benefit of hindsight, could it have been earlier? Maybe**
 15 **it could.**
 16 Q. Can I just ask you about the point you made first, that
 17 it would have been unusual for special measures to be
 18 taken. Can you just explain that a bit more? Are you
 19 suggesting that there was a culture in the
 20 Social Services Inspectorate of that being a measure of
 21 absolute last resort?
 22 **A. Well, the decision whether to take special measures is**
 23 **a ministerial decision, not a Social Services**
 24 **Inspectorate decision. It is at the end of the trail,**
 25 **if you like, when you actually have to intervene to**

Page 40

1 **point out to an authority they are failing in their**
 2 **duties.**
 3 MS DOBBIN: Those are all of my questions for you, Mr Clark.
 4 Chair, do you have any questions for this witness?
 5 Questions from THE PANEL
 6 THE CHAIR: Thank you, yes, I will begin.
 7 Mr Clark, when you did your 1993/1994 follow-up
 8 inspection, did you consider that children in the three
 9 homes which you inspected were at risk of abuse of any
 10 kind, including sexual abuse, of course?
 11 **A. We had no evidence that they were. The practice, in**
 12 **terms of managing, monitoring and caring in a daily way**
 13 **for the children was not good. We had uncovered no**
 14 **evidence, nor did any child come forward, and they were**
 15 **given an opportunity to speak to individual inspectors**
 16 **and to the young people who had experience of care. So**
 17 **we had no evidence at that time.**
 18 THE CHAIR: Did you read files of the child residents?
 19 **A. Oh, yes. The inspection was reading of files, meeting**
 20 **of staff, meeting of the children themselves in groups**
 21 **and individually, and interviewing social workers and**
 22 **their managers.**
 23 THE CHAIR: Sorry, just to clarify that, did you read social
 24 workers' files as well as the children's homes' files?
 25 **A. Yes.**

Page 41

1 **close all their residential units.**
 2 THE CHAIR: But in the '94 reports, the circumstances for
 3 the children still there had not hugely improved; is
 4 that correct?
 5 **A. It had improved marginally, but not sufficiently.**
 6 THE CHAIR: That still didn't prompt any further action on
 7 the part of the SSI to deal with it?
 8 **A. We monitored the action plan and followed up, and then**
 9 **all the children's homes were closed.**
 10 THE CHAIR: Later, yes. But children were still living in
 11 very poor conditions for some time, until the closures
 12 actually took place; is that correct?
 13 **A. My understanding is the closures took place in 1994.**
 14 THE CHAIR: I see. Okay. Thank you very much.
 15 Ms Sharpling?
 16 MS SHARPLING: No, thank you, chair.
 17 THE CHAIR: Mr Frank?
 18 MR FRANK: No, thank you.
 19 THE CHAIR: Sir Malcolm?
 20 PROF SIR MALCOLM EVANS: Just one question, if I may.
 21 Just for crystal clarity, Mr Clark, I'd like to
 22 revert very briefly to the passing of information with
 23 Jo Cleary in 1999. You said in your police statement
 24 and repeated it in your statement to this inquiry:
 25 "I cannot remember the specifics of the allegation

Page 43

1 THE CHAIR: One other question: did you formally meet, in
 2 the course of inspection, you or one of your colleagues,
 3 with the Director of Social Services at the time?
 4 **A. Yes.**
 5 THE CHAIR: How did he both account for, and respond to, the
 6 severe criticisms you were making?
 7 **A. There was no challenge. There was an acceptance that**
 8 **more should be done.**
 9 THE CHAIR: That seems quite a mild response to very severe
 10 criticism.
 11 **A. Yes.**
 12 THE CHAIR: Can you offer any explanation for this?
 13 **A. No.**
 14 THE CHAIR: But, presumably, that was hardly convincing, and
 15 indeed turned out to be the case, insofar as immediate
 16 improvement was concerned.
 17 **A. Sorry, I missed the last bit.**
 18 THE CHAIR: Sorry, I said that this could hardly have been
 19 convincing, in terms of the required immediate
 20 improvements concerned.
 21 **A. My recollection was that the director accepted the**
 22 **report, said that -- the director was very disappointed**
 23 **and action would be taken.**
 24 THE CHAIR: But it wasn't?
 25 **A. Subsequent to the last report, they then decided to**

Page 42

1 or the name of the VIP, but it needed to be passed on to
 2 the police. As a result of the investigation,
 3 I mentioned this to Richard Gargini."
 4 Just to be clear, when you mentioned it to
 5 Richard Gargini, did you know the name at that time? In
 6 other words, you can't remember it now, but you did at
 7 the time, or were you just passing on the fact that it
 8 related to an unknown VIP?
 9 **A. My recollection is that I was told it was a VIP, and**
 10 **that's what I told Richard.**
 11 PROF SIR MALCOLM EVANS: Okay. Thank you very much.
 12 MS DOBBIN: Chair, I omitted to ask this witness one
 13 question. May I please ask it?
 14 Further examination by MS DOBBIN
 15 MS DOBBIN: Mr Clark, this is a question that's been asked
 16 of witnesses across the board at the inquiry, but may
 17 I ask if you, yourself, are a Freemason?
 18 **A. Absolutely not.**
 19 MS DOBBIN: Thank you. Chair, that was the only question.
 20 Thank you, Mr Clark.
 21 THE CHAIR: Thank you, Mr Clark.
 22 (The witness withdrew)
 23 THE CHAIR: We will now take our break, Ms Dobbin, and
 24 return at 12.05 pm.
 25 (11.47 pm)

Page 44

1 (A short break)
 2 (12.05 pm)
 3 MS LANGDALE: May I call, please, Dame Denise Platt.
 4 DAME DENISE PLATT (sworn)
 5 Examination by MS LANGDALE
 6 MS LANGDALE: Can you give us your name, please.
 7 **A. My name is Denise Platt.**
 8 Q. You have helpfully provided the inquiry with a statement
 9 dated April 16, 2020.
 10 **A. Yes.**
 11 Q. Can you confirm for us whether the contents are true and
 12 accurate, as far as you're concerned?
 13 **A. Yes, they are.**
 14 Q. You set out your background and career history within
 15 that statement. Can I summarise thus, that you
 16 qualified as a medical social worker in 1968 and, after
 17 a number of social work positions at the
 18 Middlesex Hospital, Guy's Hospital and Southwark
 19 Social Services, you were appointed principal social
 20 worker at the Hammersmith Hospital in 1978, assistant
 21 Director of Social Services Hammersmith and Fulham in
 22 1983 and director in 1986?
 23 **A. Yes.**
 24 Q. You were President of the Association of Directors of
 25 Social Services between 1993 and 1994?

Page 45

1 was said and what were the challenges? What was that
 2 about, "tough standards" -- standards --
 3 **A. The challenges at the time, I think the -- there had**
 4 **been many concerns about the performance of the**
 5 **personal Social Services, both in children's services**
 6 **and in adult services. But very specifically, in**
 7 **children's services, there had been a number of serious**
 8 **events, the death of children, there had been serious**
 9 **events in children's homes and there had been a very**
 10 **seminal report by Bill Utting, also one of my**
 11 **predecessors, about the experiences of children in care,**
 12 **and a feeling that the inspectorate didn't have the**
 13 **tools to actually lead a change in local authorities.**
 14 **The powers that the inspectorate had derived from**
 15 **the powers of the Secretary of State. The inspectorate**
 16 **didn't have any particular powers of its own which it**
 17 **could use independently. It could only use those of**
 18 **the Secretary of State.**
 19 **Although the White Paper "Modernising**
 20 **Social Services" didn't give the inspectorate specific**
 21 **powers of itself, because at that time it was still an**
 22 **administrative department of the Department of Health,**
 23 **it did bring in performance assessment of**
 24 **Social Services, the requirement of every council to**
 25 **meet with the inspectorate, the introduction of**

Page 47

1 **A. I was.**
 2 Q. So you bring to the background role we are going to be
 3 discussing today of chief inspector, knowledge of how
 4 things should, or could, be working on the ground?
 5 **A. Indeed, and, as a Director of Social Services, I had**
 6 **taken up my role following the death of a child in our**
 7 **care, and so have direct experience of what it's like to**
 8 **turn around a department that's been in trouble.**
 9 Q. You actually in time, in terms of the SSI, follow our
 10 next witness, but we can manage that because you're
 11 actually a chief inspector, I think, between 1998 and
 12 2004?
 13 **A. Yes.**
 14 Q. In that time, if we can just put it in context, in 1998,
 15 the then Frank Dobson, Secretary of State for Health in
 16 his foreword to "Modernising Social Services: promoting
 17 independence, improving protection, raising standards",
 18 said this:
 19 "We will strengthen the role of the Social Services
 20 Inspectorate and the joint reviews they do with the
 21 Audit Commission with tough new powers for the
 22 Secretary of State to step in when standards are not
 23 met."
 24 **A. Yes.**
 25 Q. Obviously something you remember well. Tell us why that

Page 46

1 **performance indicators, the introduction more formally**
 2 **of the process of special measures, which had a start**
 3 **point in a very significant meeting with key leaders of**
 4 **the council, regular monitoring, regular calling to**
 5 **account, regular meetings with politicians and**
 6 **chief executives, and eventually if the special measures**
 7 **of pressure, persuasion and leaning on didn't work with**
 8 **particular improvement, then the sending in of**
 9 **intervention teams to help councils to turn around and**
 10 **ultimately either to send in commissioners or to remove**
 11 **the function.**
 12 Q. Unpacking that slightly, so at the time, with the idea
 13 of performance assessment, the challenge was to build an
 14 effective strategy that would support rounded,
 15 evidence-based judgments about performance, wasn't it?
 16 **A. Indeed, yes. Social Services at the time were**
 17 **a data-free zone. There were national statistics, but,**
 18 **in terms of management information, it was patchy across**
 19 **councils, covered different things depending on the**
 20 **interests of councils, which -- that's fine, but there**
 21 **was no central benchmark, and the incoming**
 22 **administration were very particularly preoccupied with**
 23 **the experience of children in the public care, and**
 24 **particularly their poor life chances, especially their**
 25 **educational achievement, and going on into independence.**

Page 48

<p>1 Frank Dobson in particular was very keen to do more 2 about children who were 15/16 and about to leave the 3 care system, that they were supported more into 4 independence. 5 Q. How much did the SSI rely on the regions monitoring and 6 reviewing and reporting to the SSI, as opposed to active 7 monitoring and inspection itself? Where did that 8 boundary fall, the concept of reviews by local 9 authorities for themselves, internal inspections and the 10 like, and the SSI going in and independently conducting 11 inspections? 12 A. When I came into the post in 1998, the inspection 13 programme was thematic, in that -- the inspection 14 programme was always agreed with ministers, but it was 15 a programme which chose a theme, like care in the 16 community in rural areas, or mental health in particular 17 groups, and it would inspect a selection of local 18 authorities, inspect against basic standards, but also 19 look at the very specific issues. 20 So I didn't inherit a programme where every council 21 was inspected every two or three years for the 22 performance of their children's services or their adult 23 services, and that was something that we introduced. We 24 introduced a programme whereby, in -- I think it was 25 a three- or five-year period, a council could expect to</p> <p style="text-align: center;">Page 49</p>	<p>1 have their children's services inspected from the basics 2 through to the end, as it were, and their adult 3 services, and very specifically their mental health 4 services, and also, during that time, would have a joint 5 review, which was a very deep dive, which looked at 6 funding, financing, personnel and the whole range of 7 activities. 8 So it was an attempt to bring a more conscious, 9 evidence-based scrutiny role into the performance, 10 looking at the information which councils provided 11 regularly as part of performance assessments. 12 Councils were set various key targets and 13 performance indicators, which they had to meet within 14 each year, which were monitored by the regions. So it 15 was bringing together that intelligence, which was very 16 full and very helpful, and often very revealing, 17 together with a more systematic way of getting evidence. 18 Q. How often could councils expect to be inspected, for 19 example, children's services, by the SSI, as opposed to 20 bringing forward information to the SSI? 21 A. Well, the programme that we introduced, they could 22 expect to be inspected once every three years. If we 23 had doubts about them, more frequently. The more poorly 24 performing on the performance assessment, the more you 25 were likely to see the inspectors. If there was</p> <p style="text-align: center;">Page 50</p>
<p>1 a specific incident, that might trigger a very specific 2 inspection. 3 When I took over, there were some councils, when 4 I looked, had not had a visit from the inspectorate -- 5 or had their children's services inspected in five/six 6 years. 7 Q. This required, didn't it, central and local government 8 to work together -- 9 A. Yes. 10 Q. -- and for there to be transparency within local 11 government? 12 A. Yes. In a way, the job which I had held immediately 13 prior to going into the inspectorate, I'd been the head 14 of social policy at the Local Government Association, so 15 I knew local government inside-out, backwards, 16 upside-down, so I knew how their politicians worked. 17 Actually, the performance assessment and inspection that 18 we were bringing in, we had to do it by consent. You 19 can only regulate by consent. So local government, 20 although very hesitant and very reluctant, had to be 21 persuaded that this was in the best interests of their 22 communities, and very particularly in the best interests 23 of their children. 24 I think I mentioned -- 25 Q. Sorry, Dame Denise, why were they reluctant? If it is</p> <p style="text-align: center;">Page 51</p>	<p>1 about monitoring standards, it seems a good idea, so why 2 would there be any reluctance? Can you give us the 3 backdrop there? 4 A. Yes. Because local government is an autonomous body. 5 It has its own legislation, it has its own political 6 mandate from its local community. It's an elected body. 7 It is much closer to the local community and feels that 8 it represents its local community much more. So one of 9 the things that I found when we were putting councils on 10 special measures and talking with councillors, one of 11 the most difficult things to get through was that we had 12 found something they didn't know about and to actually 13 get through the denial that they knew best and they knew 14 what was going on and we couldn't possibly, with the 15 evidence that we had. 16 So there was a bit of an, "We're an autonomous body, 17 go away. Stop interfering in our affairs", which I put 18 in caricature, but could explain some of the attitudes 19 which we encountered. 20 Q. So a defensiveness around what they were doing and that 21 central government wouldn't know any better? 22 A. Exactly. 23 Q. Also, as you say, star ratings were introduced, weren't 24 they? 25 A. Yes.</p> <p style="text-align: center;">Page 52</p>

1 Q. Again, I will give you a citation, Alan Milburn,
 2 Secretary of State for Health at a 2001 annual services
 3 conference where he said:
 4 "Reform in Social Services is as vital as any other
 5 area of our public services. What is crystal clear from
 6 the latest performance tables is that there is
 7 excellence in our Social Services, it is excellence that
 8 is spread too thinly. It is available only to some when
 9 our ambition surely must be to make it available to
 10 all."
 11 So the star rating system was flagging up those
 12 failing councils, weren't they, who were not delivering
 13 adequate services?
 14 **A. Yes, and those were the councils that we called in and**
 15 **we put on a programme of enhanced monitoring. As I said**
 16 **later, we would introduce an intervention team to work**
 17 **alongside the Director of Social Services to bring in**
 18 **the changes that were necessary. The intervention teams**
 19 **quite often contained someone who was expert in the**
 20 **money, who was expert in the personnel, and who was**
 21 **expert in Social Services, because these were**
 22 **multifaceted interventions.**
 23 Q. You were working, were you, to produce transparent and
 24 open performance assessment framework?
 25 **A. Yes.**

Page 53

1 **It was a national initiative where we took it for**
 2 **granted that every council could improve. No matter how**
 3 **good they were, there was always improvement to be made.**
 4 **So we required of every council a management action plan**
 5 **in which they were -- they had to address the key**
 6 **recommendations which were present in Bill Utting's**
 7 **report around children in the public care.**
 8 **Those management action plans were assessed by the**
 9 **inspectorate, and they were assessed by the policy**
 10 **people in the Department of Health. If they were deemed**
 11 **to be satisfactory, then money was released to help them**
 12 **to improve the quality of care that they provided.**
 13 **They were all then told that they would be inspected**
 14 **randomly over the period of the next year or year**
 15 **following as to their performance.**
 16 **This heralded part of the new role for the SSI,**
 17 **because it gave the SSI the power to approve various**
 18 **operational plans which councils were putting in place,**
 19 **as well as the follow-up. The conference was to bring**
 20 **together those councillors who were responsible for**
 21 **children's Social Services, chief executives and their**
 22 **directors, so they should all hear at the same time what**
 23 **the political concerns were about the quality of**
 24 **the care that they were providing.**
 25 **Frank Dobson gave a really keynote address which**

Page 55

1 Q. Do you think, and did the SSI have any way of knowing
 2 whether local authorities were being transparent, all
 3 local authorities?
 4 **A. We would require them to publish the information that we**
 5 **were collecting, and when we did an inspection or joint**
 6 **review, very particularly the joint review, and when we**
 7 **were putting councils on special measures, we asked to**
 8 **go and speak in public to the executive of the council**
 9 **and to the politicians of the council. So either to the**
 10 **Social Services Committee when they existed, or to the**
 11 **executive members when they existed.**
 12 Q. At paragraph 11 of your statement, if you would like to
 13 look at it, you speak of the "Quality Protects"
 14 programme and your first priority when you joined the
 15 department, and you explain that you attended
 16 a conference where all councillors were present, and
 17 that was the launch of the initiative. Can you expand
 18 for us what councillors were being told at that time at
 19 this conference in September 1998 and what was the
 20 initiative?
 21 **A. The initiative was about improving the experience of**
 22 **children in the public care and improving the quality of**
 23 **the care that they received, whether they were living in**
 24 **residential care or whether they were living in foster**
 25 **care.**

Page 54

1 **everybody who was there remembers, in that he didn't**
 2 **tell them off, he invited them to imagine what it was**
 3 **like to be a child in their care, what it was like to be**
 4 **lonely, what it was like not to see their parents, what**
 5 **it was like not to be able to go home for Sunday dinner,**
 6 **what it was like not to be able -- and his phrase was --**
 7 **"to touch someone for a tenner", what it was like never**
 8 **to have anybody to take your laundry to. And he invited**
 9 **them just to imagine what it was like to be a young**
 10 **person that they were looking after.**
 11 **I have to say, it was very powerful, because, for**
 12 **the first time, people were being confronted by**
 13 **experience rather than figures. Each councillor was**
 14 **provided with a checklist that they could carry around**
 15 **and put in their pocket, and I remember we**
 16 **practically -- myself and the policy officials in**
 17 **designing this checklist, I think we stayed up all night**
 18 **trying to put it into a language that people would**
 19 **understand. It was what to look for. They had**
 20 **statutory responsibilities to visit children in the**
 21 **public care. They weren't carrying out those**
 22 **responsibilities, sometimes because officers would say,**
 23 **"Don't bother", sometimes because they didn't know what**
 24 **to do. So we decided to give them a list of, "Look for**
 25 **these things. Make sure you sit down and talk with**

Page 56

1 people. If it all smells freshly painted when you
 2 arrive, ask a question, 'Had it ever been painted
 3 before?'. I remember myself visiting a children's home
 4 and the young people telling me, "We never have flowers
 5 here. They're only here because you're coming". So
 6 make sure that, you know, you, as a councillor, get
 7 behind what it's like to have an experience.
 8 So we reminded them formally of their statutory
 9 responsibilities, but tried to give them a tool to make
 10 what they were doing have impact and use. I have to
 11 say --
 12 Q. (Overspeaking).
 13 A. Sorry, I could go on for ages about this, but
 14 councillors were also involved in planning the "Quality
 15 Protects" initiative as well.
 16 Q. Can I ask you about the involvement of children in care
 17 in that initiative and the steering group?
 18 A. Yes.
 19 Q. It was overseen by a steering group which involved
 20 councillors and children with care experience. Can you
 21 expand briefly on that, please?
 22 A. Yes. They were exactly what they said: they were
 23 a steering group of care-experienced young people that
 24 we had recruited through the national Voice of the Child
 25 in Care and various children's charities. They met with

Page 57

1 I actually didn't look like an official when I arrived,
 2 I was actually a human being that people could approach.
 3 Q. Pausing there, I'm just conscious of time, Dame Denise.
 4 A. You need to know that the children who attended the
 5 conferences were supported by youth workers. Their
 6 social workers were there to support them, but weren't
 7 in the actual hall where the consultation took place,
 8 which was workshops, role play, drama and individual
 9 discussions.
 10 Q. Paragraph 15. You say in relation to Lambeth that
 11 Lambeth had been made subject to special measures in
 12 1997. We haven't got a clear date, as the inquiry team,
 13 around that. Are you confident that was the date that
 14 Lambeth was in special measures?
 15 A. In 1997, there had been an inspection of children's
 16 services which had shown that they were wanting. There
 17 was concern -- I think Herbert Laming had concern in
 18 1997 as a result of that inspection, which was an
 19 inspection which took place as part of a programme of
 20 inspections. I think it was nine local authorities.
 21 Q. Don't worry, I've got that. That was predated --
 22 I don't want to ask about that. Am I better to ask
 23 Lord Laming about when they had special measures?
 24 A. Yes.
 25 Q. Because that date doesn't match with information we

Page 59

1 ministers. They met with Frank Dobson regularly. Also,
 2 they met with the policy officials regularly, and they
 3 advised the initiative at every step of the way, and
 4 they met with me very particularly just before all the
 5 consultations that we held nationally with children in
 6 the public care.
 7 Q. So you were concerned -- just briefly there, you were
 8 concerned to have the voice of children and the
 9 experience of children in care brought to ministers and
 10 to this initiative?
 11 A. Absolutely, and for those voices to be heard, and we --
 12 in the White Paper that you quoted, you will notice
 13 that, in setting up a new inspectorate for children's
 14 services, residential services, a children's rights
 15 officer post had been created, and that post existed
 16 specifically to make contact with children living in
 17 residential care and to hold an annual conference with
 18 them, but the very specific initiative in the "Quality
 19 Protects" initiative is that we had regional events in
 20 all parts of England, which I attended and, I have to
 21 say, my dress code was dictated by the young people in
 22 care.
 23 I think, at the time, I was probably the only senior
 24 person in the Department of Health with teenage-approved
 25 trainers, and my dress code was dictated so that

Page 58

1 have. So you just remember there being a report around
 2 then and it may have happened then?
 3 A. I think they reported on what he might have called
 4 "enhanced monitoring".
 5 Q. Say that again, sorry?
 6 A. I think he may have called it enhanced monitoring, and
 7 the shorthand of special measures. But formal special
 8 measures programme didn't start until 1999.
 9 Q. Yes, we are going to go to that.
 10 A. Yes, when a number of councils were put into such
 11 programmes.
 12 Q. So it may have been enhanced monitoring, but not what we
 13 recognise as special measures. Then we are going to see
 14 what happened in 2000?
 15 A. Well, special measures became a very specific process
 16 rather than a description.
 17 Q. Can we look at paragraph 20 of your statement, please,
 18 where you say:
 19 "Lambeth Council was required to report to the SSI
 20 on its progress on their action plans to improve their
 21 service. This was a major problem for the council.
 22 Their problems were long standing, endemic to the
 23 council as a whole, a plethora of reports had made
 24 recommendations which had been implemented in part or
 25 not at all. Improvement required consistent and

Page 60

<p>1 committed political and executive leadership and 2 a culture committed to good practice. Successive 3 reports demonstrated the need for consistent and 4 effective leadership in Social Services which the 5 council had difficulty in establishing, despite 6 a succession of senior appointments." 7 Now, I'm going to ask, first of all, would you have 8 seen -- and there are many reports in Lambeth -- would 9 you, when you take up your appointment, look 10 retrospectively at the various reports -- the 11 Harris Report, the Clough Report, reports of the SSI 12 through the 1990s -- or is that not something in your 13 incoming role that you would pick up on? 14 A. They were background pieces of information, but what 15 I was focused on at that time was how we were going to 16 improve things in the future. There had been local 17 elections in 1998 in the May before I took up the role 18 in July, and I think, for the first time, Lambeth had 19 a majority council. So for the first time, they had 20 a political party that had control rather than being 21 a hung council, which it had been for quite some time. 22 The incoming political leadership were -- well, they 23 were committed to try and do it differently from what 24 they had inherited. 25 Q. Can I ask for a document to be put on screen, please,</p> <p style="text-align: center;">Page 61</p>	<p>1 Dame Denise. Mr Hyde, it is LAM019887_001-002. 2 Dame Denise, this is the letter from John Hutton to the 3 chief executive of the London Borough of Lambeth 4 in November 2000, pointing out: 5 "I have written to your predecessor ...", et cetera, 6 and expressing serious steps taken because of concern 7 around, if you look at page 1, the safety of services 8 for children and families; a failure to take appropriate 9 action in response to mental health services; inadequate 10 management information, et cetera. Then, at the bottom, 11 42 per cent of children on the Child Protection Register 12 were not reviewed at the required frequency. 18 of them 13 did not have an allocated social worker. On the next 14 page, 82 looked-after children did not have an allocated 15 social worker, et cetera, 28 per cent of reviews of 16 looked-after children were overdue. There are all the 17 concerns set out there. If we put page 3 on the screen 18 as well, please, Mr Hyde, we see the other key areas 19 identified that need addressing. 20 Dame Denise, the position is, at 2000, this has 21 echoes of a decade earlier, in 1991, 1993, 1994, 22 unallocated cases. Nowhere does the length of time, if 23 I can put it like that, drawing together the same 24 issues, get highlighted in that. I appreciate the 25 points are there where improvement is required, but it</p> <p style="text-align: center;">Page 62</p>
<p>1 summarises at a point in time, arguably, rather than 2 a retrospective and contemporary analysis of how 3 problematic and serious and engrained the issues were? 4 A. Yes. 5 Q. Do you have any view about that, whether that is 6 a snapshot in time rather than a comprehensive analysis 7 of the decade before in arriving at that point? The 8 document can go down now, thank you, Mr Hyde. 9 A. I think the letter was -- we put Lambeth formally on 10 special measures in 1999. There were increasing 11 concerns about the quality of their performance and 12 their ability to actually turn around the council. 13 There was a very-deep-dive inspection in 2000, which is 14 referred to in that letter, and a very-deep-dive joint 15 review, which actually gave us the forensic evidence 16 that could allow the minister to take the legal action 17 of issuing statutory directions. 18 Q. Just pausing there -- 19 A. No, just to answer your question, just to say that those 20 things had existed for a long time would not have been 21 sufficient to take the legal action of issuing the 22 formal statutory direction. So the letter is outlining 23 the evidence and the reasons for the action being taken, 24 and that was the first opportunity that I had, that we 25 had, to take such action.</p> <p style="text-align: center;">Page 63</p>	<p>1 Q. Based on the 2000 evidence that had been collated? 2 A. Yes. 3 Q. I appreciate that. But would the context be even more 4 serious if there had been an overview -- it is not the 5 step taken, it is really the analysis at that time. 6 Perhaps more of a reflection of what had gone on before 7 as well as what was happening then, not just to take the 8 step, but to underline the gravity of the situation? 9 A. I think the letter underlines the gravity of 10 the situation. I don't think that anyone was in any 11 doubt about the context. There had been a difficult 12 political situation without stable political leadership, 13 and I think they'd had five Directors of Social Services 14 in four years. 15 If you're trying to improve a service and you want 16 inspirational and strategic leadership, to change the 17 head of your Social Services Department five times in 18 four years as a result of reports like the Barratt 19 Report, where the whole department was decapitated, the 20 whole management team went, and the number of 21 disciplinaries was at a quite significant height. 22 What was needed was, you need to stabilise now and 23 this is where you have to focus the attention and this 24 is the action you have to take. It had been such 25 a turbulent time, I don't think anyone was in any doubt</p> <p style="text-align: center;">Page 64</p>

1 **about the context. It was, this is the focus, these are**
 2 **the situations which your children are experiencing**
 3 **because of the turbulence in your council, and this is**
 4 **where the attention needs to be.**
 5 Q. In the SSI follow-up report, August to September 2001,
 6 the key areas still needing to be improved included all
 7 looked-after children should have an allocated social
 8 worker, and although noting recruitment checks had
 9 improved, recommendations were still made for checks on
 10 agency staff to be required prior to appointment.
 11 That's a really enduring issue within Lambeth, the
 12 vetting, the checks, the foster care placements with
 13 children where Lambeth had no reassurance whatsoever
 14 where they were placed or who was even supervising and
 15 supporting those placements.
 16 **A. Yes. And that follow-up inspection report, I remember**
 17 **the discussion that I had with John Hutton was very**
 18 **lengthy and very heart searching, and we had to consider**
 19 **all the options that were available to us. Would it**
 20 **be -- should we, at that point, remove the**
 21 **Social Services function from the council? Should we,**
 22 **at that point, send in a commissioner which would, in**
 23 **effect, have been a sixth person to try and take hold of**
 24 **the situation that was going on? Or had we seen**
 25 **sufficient, in the terms of the new management team and**

Page 65

1 **think you can make a change? And actually --**
 2 Q. Pausing there --
 3 **A. I also wanted to say thank you, because they'd been the**
 4 **ones keeping going for the children.**
 5 Q. Also, whatever they'd told you, you had seen the data
 6 around the foster (interference) vetting, et cetera.
 7 So there's no question children were at risk at that
 8 time. But are you saying that to remove the
 9 Social Services function would have brought with it
 10 other risks or issues for children? I mean, just
 11 focusing on the children as briefly as you can, what
 12 would have been the risks of that more drastic action at
 13 that point, risks for children?
 14 **A. The risks for children would have been that the**
 15 **department would have been in such turmoil, the**
 16 **front-line staff who were trying to help them would have**
 17 **been in such turmoil about who were their managers.**
 18 **Having just had a new set, there's another set coming**
 19 **in. The dangers are that people just hunker down and do**
 20 **things defensively and procedurally, and also that the**
 21 **department would go backwards on itself.**
 22 **You will see from those reports that, actually,**
 23 **action was in place to tackle the specifics about**
 24 **private fostering. There were very specific actions in**
 25 **place to address that outside the normal monitoring. So**

Page 67

1 **the new chief executive by then and the different**
 2 **political commitment, to make us think that, actually,**
 3 **we could make more progress than we had done with our**
 4 **initiatives in the past. We had to consider, if we did**
 5 **take even more drastic action, what would be the effect**
 6 **on the children? Were the children really seriously at**
 7 **risk at that point? Or was sufficient being done that**
 8 **we could be confident that their situation was safe but**
 9 **we could do much more and keep in place the enhanced**
 10 **monitoring and not put in anything further.**
 11 **Actually, it was a very finely balanced decision,**
 12 **because you can either keep pulling up the roots and**
 13 **never giving anything a chance to settle, or think, is**
 14 **this the point at which, actually, we think the signs**
 15 **are the most positive that they have been and we will**
 16 **support them.**
 17 **I have to say, after we made the decision not to**
 18 **take further drastic action, I went myself to visit**
 19 **Lambeth because I just wanted to know and to feel myself**
 20 **what the atmosphere was like. I wanted to reassure**
 21 **myself that actually there was potential in the decision**
 22 **we had made, and most particularly I wanted to talk to**
 23 **the front-line staff, not formally in a meeting,**
 24 **I wanted to perch on a desk and talk to them about, what**
 25 **is it like to work here? Is it more hopeful? Do you**

Page 66

1 **there were very specific actions in place to tackle very**
 2 **particular issues, but the concern was that we would**
 3 **have taken the department backwards, not forwards.**
 4 Q. Can I just ask you, when you say you spoke to front-line
 5 staff about relationships or independence or otherwise
 6 between the SSI and staff, as far as Directors of
 7 Social Services are concerned, would you have had
 8 conversations, for example, with David Pope? Would you
 9 have sat around and chatted to David Pope about what was
 10 happening?
 11 **A. David Pope wasn't the director when I was chief**
 12 **inspector.**
 13 Q. Right. Did you know him personally at all?
 14 **A. I knew him when I was a Director of Social Services.**
 15 Q. Was there anything in that relationship that would have
 16 influenced your view about Lambeth or how Lambeth had
 17 operated?
 18 **A. No.**
 19 Q. It wasn't a close relationship or anything of that kind?
 20 **A. No.**
 21 Q. I ask that only, Dame Denise, because Dr Goldie, one of
 22 our core participants, refers in a briefing to a close
 23 relationship between David Pope and Denise Platt, so
 24 I just want to make that transparent. There is no
 25 question of you feeling, looking at Lambeth, compromised

Page 68

1 or that the independence of the SSI was compromised in
 2 any way in that sense?
 3 **A. For the avoidance of doubt, I did not have a personal**
 4 **relationship with David Pope at any stage.**
 5 Q. Thank you for confirming that. As far as Middleton is
 6 concerned and John Carroll, when you came to be chief
 7 inspector, the case of John Carroll was in the public
 8 domain, as you say in your statement. Can you just help
 9 us with how -- we have seen -- I don't know if you saw
 10 the evidence earlier, to take it more swiftly. Did you
 11 see the evidence this morning from --
 12 **A. Yes.**
 13 Q. You will have seen, then, the briefing note that was on
 14 the screen from Jo Cleary in August 1998 to you for your
 15 consideration.
 16 **A. Yes.**
 17 Q. The second page made reference to Mrs Boateng being
 18 a chair of Social Services from 1984 to 1986. Did you
 19 receive that briefing note as we saw on the screen this
 20 morning?
 21 **A. I can't say whether I received the one that you put on**
 22 **the screen. The documents and the briefing notes around**
 23 **that time were all prepared in the London region, so**
 24 **I can't say which was the actual report that I received.**
 25 **I did receive a report which was a preparatory report to**

Page 69

1 Does that mean anything to you, if I say "Morton
 2 reports"?
 3 **A. No.**
 4 Q. So you get the response there. Following on from that,
 5 can you remember now, first of all, whether you -- that
 6 can go down, thank you, Mr Hyde -- spoke to
 7 Mr Paul Boateng and what about, and, secondly, what you
 8 briefed the minister about?
 9 **A. Yes. When the answers came back, there were some**
 10 **inaccuracies that had to be put right, and the briefing**
 11 **needed to be redrawn. However, the alarm bells had rung**
 12 **for me when the statement had said that Janet Boateng**
 13 **had been Chair of Social Services during part of**
 14 **the period of John Carroll's employment, and that was**
 15 **a clear conflict of interest for the Minister for Social**
 16 **Care. So I did make an appointment to go to see him and**
 17 **speak to him, that there was a potential conflict of**
 18 **interest, and that we couldn't brief him on the**
 19 **specifics of the investigation into John Carroll, and**
 20 **that I wouldn't be doing so. He understood the point,**
 21 **and so we did not brief him on any aspects of the**
 22 **John Carroll investigation or the police investigations**
 23 **in Lambeth.**
 24 Q. Was that a face-to-face --
 25 **A. Yes, it was a face-to-face meeting.**

Page 71

1 **go to ministers. As I said in my statement, it was the**
 2 **first time I'd received such report, so I actually went**
 3 **into it in some detail and wanted to check some facts.**
 4 Q. I wanted to deal with that and I am going to put an
 5 email on the screen. CQC000002_022. Now, we see this
 6 is one of your emails to Jo Cleary, and, as you say,
 7 Dame Denise -- I don't want to take too much time on it
 8 now -- you have obviously received information and you
 9 want to check a couple of points, and people can read
 10 that for themselves, how you are proactive, according to
 11 that, in checking a Social Services yearbook, seeing
 12 that there were homes still listed there, and phoning
 13 them to check whether they are listed. So you're
 14 digging a bit deeper than the information you've
 15 received to try to see what's happening there and what's
 16 being reported to you; is that right?
 17 **A. That's right. It was the first such briefing I'd**
 18 **received, and I wanted to -- this sounds awful,**
 19 **really -- test the credibility of it.**
 20 Q. I understand that. You then get the answer. That can
 21 come down, Mr Hyde. CQC000002_023. If you can show all
 22 three pages, please, Mr Hyde. This is the response you
 23 get. So it looks as though Jo Cleary has set out for
 24 you a chronology, material, answers. It doesn't look as
 25 though the Morton reports are referred to you there.

Page 70

1 Q. (Overspeaking) or anything like that, or not?
 2 **A. The private secretary would have been there and it would**
 3 **have been noted in the private secretary's book, which**
 4 **would have been the book they always had to take notes**
 5 **for themselves of minutes with ministers. But there**
 6 **wasn't a formal exchange. It was a one-to-one meeting.**
 7 **The briefing would have been sent to the**
 8 **Secretary of State and to the minister in the Lords.**
 9 Q. So your written briefing would have been sent, whatever
 10 you said at that point?
 11 **A. Yes.**
 12 Q. But you're confident that you had a face-to-face meeting
 13 with Paul Boateng and nothing written was sent to him.
 14 Is that the position?
 15 **A. My face-to-face meeting with him was to tell him that we**
 16 **wouldn't brief him. So I didn't brief him. I told him**
 17 **we wouldn't brief him.**
 18 Q. I understand that. I just want it to be crystal clear.
 19 So nothing in writing on the investigation to him?
 20 **A. No. No.**
 21 Q. If we can have on the screen, please, INQ005745_001,
 22 please, Mr Hyde. Just confirming for us, I believe
 23 John Hutton takes over as Secretary of State
 24 from October 1998, does he?
 25 **A. Yes.**

Page 72

1 Q. You're referring in 1999 to him, and you're setting out
 2 at paragraph 3 there:
 3 "When the SSI was informed of the police
 4 investigation I spoke to Mr Boateng and advised him of
 5 this. We agreed, because there might be a perceived
 6 conflict of interest, I would not bring any
 7 details ...", et cetera?
 8 **A. Yes. That was just in case John Hutton wondered why his
 9 predecessor hadn't spoken to him about this.**
 10 Q. Thank you. That can go down. Can I just ask you,
 11 Dame Denise, to clarify: at the time you were briefed
 12 about Lambeth or John Carroll, were you ever made aware
 13 of any information linking political figures, VIPs or
 14 ministers to children's homes in Lambeth?
 15 **A. No.**
 16 Q. If you had been aware, would you have suppressed that
 17 information in any way?
 18 **A. No.**
 19 Q. Were you aware of any information, even if it was
 20 speculation or rumour, suggesting that the then
 21 Parliamentary Secretary (Community) Paul Boateng had
 22 visited the Angell Road Home or knew Mr Carroll?
 23 **A. No.**
 24 Q. Again, if you had been made aware of that, would you
 25 have mentioned it in any briefing or conversation with

Page 73

1 **you're part.**
 2 Q. Do you think it is better to have an independent --
 3 **A. Yes.**
 4 Q. -- (overspeaking) body altogether to avoid that
 5 perception, even if it's not (overspeaking)?
 6 **A. Yes.**
 7 Q. Indeed, the chair and panel heard evidence last week
 8 from Mr Whaley, a councillor, who had sent a letter to
 9 a minister and referred to having confidence in
 10 high-quality services at that time. Well, we know the
 11 council weren't confident in Lambeth that they were
 12 providing high-quality services?
 13 **A. Yes.**
 14 Q. So that fear of being criticised from within central
 15 government, do you think that's removed in an
 16 independent context?
 17 **A. Well, it may be removed but it could be replaced with an
 18 even more fearful concern about being criticised.**
 19 MS LANGDALE: Thank you very much. I have no further
 20 questions. The chair and panel may have.
 21 THE CHAIR: I have no questions, but I will ask my
 22 colleagues. Ms Sharpling?
 23 MS SHARPLING: No, thank you, chair.
 24 THE CHAIR: Mr Frank?
 25 MR FRANK: No, thank you.

Page 75

1 Mr Boateng?
 2 **A. No.**
 3 Q. You were, I think, later on in police operations spoken
 4 to by the police about whether you had any information
 5 surrounding VIPs or ministers --
 6 **A. Yes, I was.**
 7 Q. -- (overspeaking) of that type. You told them the same
 8 as you have told us.
 9 **A. Yes.**
 10 Q. Finally, and we literally only have two minutes for
 11 this, I know you went on, in 2003, to be appointed
 12 shadow Chair of the Commission for Social Care
 13 Inspection, which was abolished in 2009. Looking back,
 14 and with your experience and reflection, was that more
 15 effective in effecting change -- I'm not just talking
 16 about recognising it, effecting change -- or not, in
 17 your view?
 18 **A. Yes, because it was independent. It wasn't an
 19 administrative department of the Department of Health.
 20 So it was outside, independent and could speak
 21 authoritatively with its own voice. There was always
 22 a suspicion when you're part of the Department of Health
 23 that you're speaking for the Department of Health, no
 24 matter even if you speak with an independent voice that
 25 is slightly out of tune with the department of which**

Page 74

1 THE CHAIR: Sir Malcolm?
 2 PROF SIR MALCOLM EVANS: No, thank you, chair.
 3 MS LANGDALE: Thank you. May I suggest, chair, that we
 4 resume in an hour's time?
 5 THE CHAIR: Yes. Thank you, Dame Denise.
 6 **A. Thank you.**
 7 **(The witness withdrew)**
 8 **(12.47 pm)**
 9 **(The short adjournment)**
 10 **(1.45 pm)**
 11 THE CHAIR: Ms Langdale?
 12 MS LANGDALE: Chair, may I call, please, Lord Laming.
 13 LORD HERBERT LAMING (sworn)
 14 Examination by MS LANGDALE
 15 MS LANGDALE: Lord Laming, you have told us who you are.
 16 **A. Yes.**
 17 Q. Can you tell us and confirm, please, that you have
 18 provided us with two statements, one dated
 19 4 December 2019 and the second, subsequent to that, on
 20 17 April 2020?
 21 **A. Chair and panel and counsel, yes, I did. I confirm.**
 22 Q. Can you confirm the contents are true and accurate, as
 23 far as you're concerned?
 24 **A. Oh, they are.**
 25 Q. Can I ask you, then, about your background from your

Page 76

1 first statement. You tell us in that statement that you
 2 studied applied social sciences at Durham, trained and
 3 qualified as a probation officer, went on to be
 4 appointed to the probation and after-care service in
 5 Nottinghamshire, then undertook further studies,
 6 qualified as a psychiatric social worker but after
 7 holding senior management roles, in 1971, you were
 8 appointed to the newly created combined Social Services
 9 Department of Hertfordshire County Council and you were
 10 director in 1975. Pausing there, in those days, of
 11 course, directors could have come from different
 12 backgrounds. Yours wasn't a children background, was
 13 it? It was the background described?
 14 **A. That's right. You're dead right.**
 15 Q. You'd have support, would you, from specialist
 16 departments or specialist expertise within each area of
 17 the --
 18 **A. Well, because it was a combination of the children's --**
 19 **the former Children's Department, the former Adult**
 20 **Services Department, the former Mental Health**
 21 **Department, we had already specialist people in the**
 22 **department. But I made it my deliberate intention to**
 23 **make sure that the senior management team had people**
 24 **from different backgrounds. Nobody like me, I hoped.**
 25 Q. In 1991, you were appointed chief inspector of

Page 77

1 remained major pieces of legislation, and it was clear
 2 that we were going to have to do an awful lot to help
 3 150 local authorities to come to terms with their new
 4 responsibilities in this -- under this legislation, and
 5 so that is why the SSI was divided in two. The part
 6 that was for inspection retained the objectivity of
 7 inspection, but the other part was the liaison with
 8 local authorities to help them in the implementation of
 9 the new legislation, young and old.
 10 Q. When you took over, John Major's, the former prime
 11 minister, Citizen's Charter spoke about, "In the public
 12 services, effective inspection is the key to maintaining
 13 standards". The charter stressed three ingredients:
 14 independence, openness and lay involvement?
 15 **A. Yes. It certainly recommended those things. Although,**
 16 **I have to say, I can't remember when John Major made**
 17 **those statements. As far as I was concerned, I was**
 18 **working to government ministers, who had a huge**
 19 **commitment in implementing this legislation, and they**
 20 **were the people who were taking forward what parliament**
 21 **had willed.**
 22 Q. In terms of working with local authorities, how much did
 23 you have to rely on, or did you have to rely on, their
 24 openness and collaboration with you?
 25 **A. Well, the inspection process gave us a huge insight into**

Page 79

1 the Social Services Inspectorate within the Department
 2 of Health and advisor to the government on social care
 3 practice and policy. Remained there until 1998, when
 4 you were made a life peer. Of course, in 2001, you
 5 chaired the Victoria Climbié Inquiry and the report was
 6 published in 2003. Also, in 2008, you were appointed to
 7 investigate the UK Social Services on a national basis
 8 following the death of Baby P.
 9 With that in mind, Lord Laming, can we focus here
 10 today on your period of time as chief inspector?
 11 **A. Yes.**
 12 Q. We know, of course, you followed your predecessor in
 13 that role, Sir William Utting, whose role was very much
 14 before you about working in partnership with local
 15 authorities, wasn't it?
 16 **A. Yes. I was appointed with the deliberate intention of**
 17 **creating an inspectorate, and it was my belief that the**
 18 **inspectorate's main focus of work should be that of**
 19 **assessing/evaluating the quality and the efficiency of**
 20 **service delivered at the front door to vulnerable**
 21 **people.**
 22 Q. So more of a move away from partnership, advice and
 23 guidance to inspection; is that right?
 24 **A. No, because, as I have indicated in my statement, there**
 25 **were then two major pieces of legislation, that have**

Page 78

1 local authorities in terms of -- we were not involved
 2 with local political arrangements. We were not involved
 3 with structures, but we were solely committed to
 4 evaluating what was the quality of service delivered to
 5 very vulnerable people, and that was the thing that we
 6 assessed in each of the inspection reports that we did.
 7 Q. How did you set about an assessment framework, as far as
 8 children's services are concerned now, to get that
 9 information?
 10 **A. Well, first of all, we studied the local authority's**
 11 **policy statements and practice guidance to see whether**
 12 **or not -- whether, actually, they had reference to the**
 13 **Children Act in their policy statement -- believe it or**
 14 **not, some didn't. And, secondly, we concentrated on**
 15 **talking to users of services, talking to children and**
 16 **talking to front-line staff. If, for example, we were**
 17 **looking at a children's home, the inspectors would go in**
 18 **early in the morning, before the children were up, and**
 19 **saw how they were prepared, breakfasted and got ready**
 20 **for school, and all of those things, and we'd go in in**
 21 **the evenings to see what the interaction was between the**
 22 **children and between the staff, and we'd get a very good**
 23 **picture of whether this was a child-centred arrangement**
 24 **or whether it was primarily an administrative**
 25 **arrangement.**

Page 80

<p>1 Q. How frequently would those inspections in children's 2 homes take place?</p> <p>3 A. Well, there were 150 authorities in my time with 4 children's responsibilities, and those same 5 150 authorities had responsibilities for adult services, 6 for mental health services, for services for physically 7 handicapped people. Therefore, there was, of course, 8 a very real limit on how frequently we could visit and, 9 more particularly, what we could see.</p> <p>10 So, for example, I was the Director of 11 Social Services, as you indicated, for Hertfordshire 12 County Council. At that time, we ran 40 residential 13 homes for older people and I would guess that an 14 inspection would take a random sample of those homes.</p> <p>15 Q. If anything was specifically brought to your attention 16 that was worthy of an inspection, or brought to 17 a minister's attention, would that also be one way of 18 having a specific investigation?</p> <p>19 A. That's a very helpful question, if I may say so, because 20 one of the things that occupied a lot of my time was 21 that ministers -- every time they went to the Houses of 22 Parliament, for divisions or for meetings with backbench 23 MPs, they were surrounded by people of all the different 24 parties who had concerns about some of their local 25 services. So ministers would come back and would want</p> <p style="text-align: center;">Page 81</p>	<p>1 these matters to be looked at and a report prepared, 2 because they were very conscientious and they wanted to 3 go back to their fellow MP, whatever party, and say what 4 they had done. That would enable us also to highlight 5 with the authority that if they didn't understand the 6 concerns, they should understand the concerns, and they 7 should have an action plan. It was a very dynamic 8 situation.</p> <p>9 Q. One that required trust when you wrote to the relevant 10 Director of Social Services, presumably, following that 11 through (overspeaking)?</p> <p>12 A. But also, as I indicated, the SSI was split in two, and 13 every local authority had a liaison inspector who was 14 the link, and that liaison inspector was expected not 15 only to communicate effectively with their particular 16 local authorities, but also to get as much understanding 17 of what the difficulties were. I have to say, let me be 18 frank about it, there wasn't one local authority in the 19 country that was not experiencing difficulties in 20 implementing the legislation.</p> <p>21 Q. That second division that you refer to, the 22 communication links between central government and local 23 authorities, also aimed at encouraging stronger 24 leadership, didn't it --</p> <p>25 A. Yes.</p> <p style="text-align: center;">Page 82</p>
<p>1 Q. -- and to help people change in management and practice. 2 Stronger leadership. How did you do that? How were you 3 encouraging that and did you see the effects of that?</p> <p>4 A. Well, one of the things that the inspection process did 5 was to highlight where the authority was along the 6 spectrum of development, especially when compared with 7 other authorities, and it highlighted the need in some 8 local authorities for there to be much stronger 9 leadership and much more effective management. But at 10 that time, because these were new and large 11 responsibilities, some people found them daunting, and 12 the turnover of staff was often quite considerable, and 13 so it was -- there was never a one-off activity. It was 14 unremitting slog to try and bring about change.</p> <p>15 Q. As far as Lambeth is concerned, and within the period 16 that you're inspector, there is continuity of 17 Social Services Director. In terms of direct 18 communication, first of all, in your role, would you 19 have had any direct communication with the Director of 20 Social Services?</p> <p>21 A. I had no direct communication with him. One of 22 the things that concerned me about a number of 23 authorities was the lack of clear lines of 24 accountability, and I stood behind, if I can put it that 25 way, in strong support of the person who looked after</p> <p style="text-align: center;">Page 83</p>	<p>1 London boroughs and provided regular support. But 2 I didn't go to Lambeth personally.</p> <p>3 Q. That's Mr David Lambert, as it happens, isn't it?</p> <p>4 A. Yes, it is.</p> <p>5 Q. He is the (overspeaking) chief inspector. We are going 6 to go through some correspondence from him later. In 7 your role, particularly as you say you were more focused 8 on the second communication link between central 9 government and local authorities yourself, did you rely 10 on your assistant chief inspector to bring to you issues 11 that you then communicated with him about?</p> <p>12 A. Well, I had two deputies, very able and very committed. 13 One of them ran the inspection programme nationally, and 14 she would have been in regular contact. She knew 15 exactly what inspections we were doing, where they were 16 doing -- where they were being done, who would be doing 17 them, when they would be required to be completed and 18 the like. She ran the national inspection programme. 19 And I had another deputy who was responsible for all the 20 liaison, educational arrangements, the development of 21 ways of taking forward the recommendations from the 22 inspection programme.</p> <p>23 Q. The reports of all inspections were public documents, 24 weren't they?</p> <p>25 A. Yes, they were.</p> <p style="text-align: center;">Page 84</p>

1 Q. You say your deputy heading the inspection division, she
 2 would have reviewed all of them in draft. You didn't
 3 have the time to. Is that the position?
 4 **A. Yes. I mean, I did what I have just described, the**
 5 **inspection. I sampled them. I used to take samples of**
 6 **inspection. I mean, I was determined that we were not**
 7 **going to become a London-centric inspection, and if you**
 8 **ran children's homes in the north of England or the**
 9 **North-West or in Cornwall, or wherever, they deserved**
 10 **exactly the same attention. So I used to sample them**
 11 **nationally.**
 12 Q. Can you expand on this sentence in your first statement
 13 as well, please, at paragraph 5. You say:
 14 "It is important to be clear that the resources
 15 available for the inspection of services were so limited
 16 that it was neither possible to inspect the full range
 17 of services provided by a local authority nor even
 18 inspect the entirety of a section of their social care
 19 service."
 20 What was the position, as far as resources were
 21 concerned? You've stated that, but was that ongoing
 22 tension within central government or was it just the way
 23 it was?
 24 **A. Just the way it was. That was the reality of life. And**
 25 **although the government department that I worked in was**

Page 85

1 Q. How could they humiliate? Could you expand on that,
 2 please?
 3 **A. Well, there were some inspection reports that I read**
 4 **that I thought, if I were the Director of**
 5 **Social Services in that authority, I think I would find**
 6 **this extremely difficult to read, and if I was the**
 7 **leader of the authority, I would find this extremely**
 8 **politically challenging. But then I came to realise**
 9 **that other people may not have read all of the reports**
 10 **quite in the terms that I read them.**
 11 Q. Or were more insensitive to criticism and decided to
 12 soldier on? I mean, what does that mean? If it's so
 13 excoriating, it's humiliating, and a leader doesn't
 14 either suggest disciplinary proceedings or some
 15 response, what do you make of that? As a culture?
 16 **A. Let me just illustrate that: 13 years after the '89**
 17 **Children Act was passed by Parliament and put into**
 18 **implementation, I was asked to chair three separate**
 19 **public statutory inquiries following the brutal death of**
 20 **Victoria Climbié. Victoria was never hidden away. On**
 21 **the second day she was in this country, a 7-year-old,**
 22 **lively girl, she was in contact with the first local**
 23 **authority. In the ten months that she was alive, she**
 24 **was known to no fewer than three Social Services**
 25 **Departments. She was known to two specialist police**

Page 87

1 **extremely supportive, ministers were very supportive,**
 2 **they also had, you know, limit to their resources. This**
 3 **is -- you know, one of the things about social care in**
 4 **general is that the demand almost always outstrips the**
 5 **availability of resources, and one of the things that**
 6 **management have to do is to make priority choices, and**
 7 **that's -- you know, that's tough, but that's the job.**
 8 Q. In the period you were chief inspector, do you consider
 9 that the SSI had adequate powers or ability to effect
 10 improvements? In other words, not simply note where
 11 failing standards were there, but what could you do
 12 where services to children were inadequate to improve
 13 better service delivery for children?
 14 **A. Well, the -- I have no doubt at all that where there was**
 15 **strong and effective leadership in local government,**
 16 **they developed action plans, they related to the**
 17 **recommendations of each of the inspection reports, they**
 18 **had every wish and intention to put in place their**
 19 **action plan, and good progress was made. Some of**
 20 **the authorities did not have either the aspiration or**
 21 **the capacity, and it was constantly a battle to -- you**
 22 **know, SSIs could recommend, they could even humiliate,**
 23 **if that's not too strong a word. But at the end of**
 24 **the day, they weren't responsible for managing the**
 25 **services.**

Page 86

1 **child protection teams, she was admitted twice to two**
 2 **different hospitals because accident and emergency staff**
 3 **suspected she was being abused. She was referred to**
 4 **a children's centre run by the NSPCC. And on the day**
 5 **that the local authority that was responsible for her**
 6 **closed the file on the basis of no further action was**
 7 **needed, she actually died in the third hospital as**
 8 **a result of 128 injuries and a complete collapse of her**
 9 **bodily functions. That was 13 years after the**
 10 **Children Act was passed.**
 11 **The thing that astonished me and dispirited me in**
 12 **the inquiry was the ignorance across all of the services**
 13 **by front-line staff of the Children Act, which is, in my**
 14 **view, one of the most powerful pieces of legislation**
 15 **passed by Parliament.**
 16 **So in social care, even though it's very painful to**
 17 **say this, there are no silver bullets, there are no easy**
 18 **answers, it requires determination, vigilance and**
 19 **courage to see it through and it is a service that is**
 20 **delivered by people to people and we have to accept that**
 21 **magic doesn't exist.**
 22 Q. When you say it is "delivered by people to people", what
 23 do you think about issues surrounding training? For
 24 example, does training make a difference?
 25 **A. Yes, of course. I mean, one of the things that**

Page 88

1 **astonished me about the frontline staff in the**
 2 **Victoria Climbié Inquiry, was that quite a lot of them**
 3 **had very good training on social policy issues, you**
 4 **know, social issues of one kind or another, but in terms**
 5 **of the law, in terms of the powers, the expectation, of**
 6 **the law that they'd been given, they remained, in my**
 7 **view, untrained, and that is one of the difficulties**
 8 **about these areas of work, that we have to go on**
 9 **addressing and addressing, that people ought to**
 10 **recognise that they are not there to form good**
 11 **relationships and have nice chats, they're there to do**
 12 **a statutory job of work, and I'm a great believer in**
 13 **that, and I suppose it was my probation training that**
 14 **made me always concerned about people in the front-line**
 15 **understanding the legislation that underpinned their**
 16 **responsibilities.**
 17 Q. Addressing the area of child sexual abuse directly, of
 18 course, the ability to speak up and speak out when
 19 a member of staff or person has suspicions around child
 20 sexual abuse isn't necessarily training linked, is it?
 21 It is a question of judgment and courage and just
 22 speaking up for what looks wrong and is wrong?
 23 **A. Yes, but I don't think that I am in any way unusual or**
 24 **exceptional -- far from it -- in thinking that the whole**
 25 **purpose of the operation, the thing that gets people out**

Page 89

1 **vigilance, without proper managerial direction,**
 2 **sometimes that gets overlooked, as it was with**
 3 **Victoria Climbié, as it was with Baby Peter, as it was**
 4 **with many other inquiries up and down the country.**
 5 Q. You say in your statement around leadership:
 6 "There remains within local authority a need for
 7 strong leadership, adequate resources backed by
 8 management vision and a commitment to quality
 9 standards."
 10 You're putting children at the centre of that,
 11 presumably, when you say "quality standards", with
 12 reference to the Children Act?
 13 **A. Yes. Yes, thank you, I should have made that clearer,**
 14 **sorry.**
 15 Q. I want to ask you now about something that is Lambeth
 16 specific and some documents resulting in the commission
 17 of what we know as the Clough Report. First of all,
 18 I don't know, looking at your statement, it looks like
 19 you may not have read, before, the Clough Report, before
 20 getting these documents?
 21 **A. I didn't and haven't. It was not -- it didn't cross my**
 22 **horizon.**
 23 Q. With that in mind, I'm going to make my questions very
 24 clear as we go through and put the backdrop, so you know
 25 what I'm asking you. The first document, if we can have

Page 91

1 **of bed in the morning, is about promoting and securing**
 2 **the safety and well-being of children. So it's not**
 3 **about protecting your chums or your workmates or indeed**
 4 **anybody else; it's about having a clear sense of**
 5 **direction, and that is what management has to provide.**
 6 **This is what we are here for. We are here to actually**
 7 **promote the safety and well-being of children.**
 8 Q. You say in your statement:
 9 "Ultimately, the SSI was an inspectorate and could
 10 recommend but not compel change. In consequence, with
 11 the benefit of hindsight, the overall net impact of
 12 the SSI's inspections was, in my view, never good
 13 enough."
 14 Was that because of its function or where it sat in
 15 the system, or what do you say about that?
 16 **A. No, no, no, nothing to do with it -- no, no, no, it's to**
 17 **do with -- you know, I was involved with "Every Child**
 18 **Matters" government statement. "Every Child Matters"**
 19 **was intended to ram home in no uncertain terms that**
 20 **every child does matter, and the safety and well-being**
 21 **and promotion of their proper development is central to**
 22 **the operation. One of the reasons why I'm so attached**
 23 **to the Children Act in 1989 is it puts the child of**
 24 **paramount importance, right at the centre of it.**
 25 **Alas -- alas -- without determination, without**

Page 90

1 it on the screen, is CQC000294_003-004. This is
 2 a letter from Tim Yeo to Councillor Steve Whaley. We
 3 see, obviously, Councillor Whaley has written to him and
 4 the response is this:
 5 "Your letter of 7 December to Mr David Lambert of
 6 our Social Services Inspectorate has been brought to my
 7 attention."
 8 That's Tim Yeo's attention:
 9 "In that letter, you invite the inspectorate to
 10 examine the care arrangements in the borough's
 11 children's homes either by an independent inquiry or by
 12 an inspection through the SSI.
 13 "As you know, from my statement, I view the
 14 situation reported in Lambeth with some considerable
 15 concern. I would therefore be pleased if you could
 16 arrange for a management review to be undertaken by
 17 a person independent of Lambeth Council into the
 18 circumstances of the employment of Mr John Carroll as
 19 the officer-in-charge of Angell Road Children's Home.
 20 The terms of reference of this review are to be
 21 discussed with the Social Services Inspectorate and will
 22 require my ratification. The review should be
 23 undertaken with all the speed and be completed by the
 24 end of January 1993.
 25 "I have also arranged with the Chief Inspector ..."

Page 92

<p>1 That's obviously you, Lord Laming: 2 "... of the Social Services Inspectorate that a full 3 inspection of Lambeth's residential childcare service be 4 mounted early in the new year." 5 Pausing there, he's saying "full inspection": 6 "The Social Services Inspectorate will be in contact 7 with your Director of Social Services about the timing 8 and nature of that inspection. 9 "I would be pleased to hear that these arrangements 10 are accepted by Lambeth. I have asked Mr Lambert and 11 Ms Taylor of the Social Services Inspectorate to open 12 discussions with the Director of Social Services, 13 Mr David Pope. I'm a sending a copy of this letter to 14 Councillor Nicholas, the Chair of Lambeth's 15 Social Services Committee and to Mr Pope." 16 We then have, if we can take that down and put the 17 next document up, CQC000294_005. This is a letter from 18 the chief executive, or deputy chief executive, from 19 Lambeth to Mr David Lambert, assistant chief inspector. 20 So your assistant chief from whom you rely, Lord Laming. 21 The letter says: 22 "I wrote further to your meeting with the 23 chief executive and myself ... to discuss the proposed 24 terms of reference and person to lead the enquiry. 25 "I have, at the request of the chief executive,</p> <p style="text-align: center;">Page 93</p>	<p>1 carried out appropriate internal consultation and 2 I attach some preferred revisions to the first draft 3 terms of reference. Please let me have your further 4 observations in order that we can agree a finalised 5 version as soon as possible. 6 "As I have indicated on the telephone today, this 7 council has no reservations with regard to the 8 individual proposed by the SSI to conduct the inquiry 9 and we need to discuss the approach to Mr Clough", 10 et cetera. 11 Over the page, Mr Hyde, CQC000294_006, please. 12 Again, could you kindly enlarge that and perhaps 13 highlight the first three? We see: 14 "Provisional terms of reference: 15 "To examine and comment upon the conduct and quality 16 of decision making in the disciplinary hearing conducted 17 against Mr Carroll with respect to the non-disclosure of 18 a schedule 1 offence. 19 "To examine Lambeth's practices and procedures with 20 respect to the selection and vetting of staff working 21 with children. 22 "To examine and comment upon the process of 23 Mr Carroll's application to foster and the propriety of 24 formal and informal communication between Wandsworth and 25 Lambeth staff and members during that process.</p> <p style="text-align: center;">Page 94</p>
<p>1 "To examine and comment upon the implementation of 2 Lambeth's equal opportunities policies that affect 3 childcare." 4 The next one: 5 "Examine and comment upon the propriety and 6 effectiveness of any agreements, whether formal or 7 informal, between Lambeth and the Metropolitan Police 8 concerning police investigation of alleged offences by 9 Lambeth employees against the council where any such 10 agreements impinge upon this case. 11 "To examine and comment upon any conflict of 12 interest ...", et cetera, et cetera. 13 Then it says: 14 "To make recommendations. 15 "To report to Lambeth Council and the Department of 16 Health." 17 That can go down and if we can have the final 18 document in the sequence, CQC000294_001. This one is 19 two pages as well, please, Mr Hyde, if we can have it 20 and have it quite large, if we can. 21 We see here this is from David Lambert to you, 22 Lord Laming, asking you about the terms of reference. 23 Do you see he says: 24 "In PS(C)'s letter of 14 December ... it was 25 proposed that two pieces of investigatory action should</p> <p style="text-align: center;">Page 95</p>	<p>1 follow the expressions of concern in the media and 2 elsewhere about the management of Lambeth's residential 3 childcare service. An inspection would be conducted by 4 the SSI and there would be an enquiry by an independent 5 person of the employment of John Carroll ... letter 6 attached for ease of reference)." 7 We see terms of reference enclosed. You see, at 8 paragraph 4, it's summarised for you: 9 "The terms of reference are concerned with the 10 specific instance of John Carroll's employment, but that 11 will be used to examine a broader range of staff 12 recruitment and supervision matters. The broader 13 concerns about the overall management of Lambeth's 14 residential services will now need to be picked up and 15 analysed as part of the remit of the SSI inspection." 16 Over the page: 17 "It has been proposed that Mr Dick Clough of SCA be 18 invited to undertake the inquiry." 19 The question, before we go, Lord Laming, to the 20 report itself, or just a part of the report, is whether 21 that was an opportunity missed to look at a broader 22 range of concerns about Lambeth's children's services, 23 in other words, focusing on John Carroll's employment 24 and this particular home did not permit, as might have 25 been an opportunity to do so, a broader analysis of what</p> <p style="text-align: center;">Page 96</p>

1 was happening on the ground in Lambeth Children's Homes?
 2 **A. No, it wasn't an opportunity missed. To tell you the**
 3 **truth, I will be absolutely honest with you, I knew**
 4 **about the Clough Report. I had not -- I was not aware**
 5 **of the things that you put up on the screen. I imagine**
 6 **that one of my deputies, and I don't know which, would**
 7 **have dealt with it. Everybody had a great regard for**
 8 **David Lambert. He was a very capable, well-informed**
 9 **member of staff. It wasn't a missed opportunity. On**
 10 **the contrary, if you look at the number of inspections**
 11 **undertaken in Lambeth, compared with, say -- and**
 12 **I haven't got the figures in front of me, so please**
 13 **don't ask me to be able to demonstrate it. If you look**
 14 **at the number of inspections in adjacent authorities,**
 15 **Lambeth received a huge amount of attention.**
 16 Q. That's certainly the case, and, indeed, in the period
 17 where you're concerned, we know there's been -- just
 18 before you are chief inspector, there's been the
 19 Zephyrine Report in 1990 which deals with Southvale and
 20 racism and sexism and poor management. Would that
 21 report ever have been brought to your attention?
 22 **A. No.**
 23 Q. You've got an SSI report in 1991 which flags up use of
 24 unqualified social workers, unallocated cases, SSI
 25 report in 1992, and then three homes inspected in 1993.

Page 97

1 **were different from each other, had different issues in**
 2 **them, and there were some very big cities in the north**
 3 **of England that caused me great concern. There were**
 4 **some rural authorities that, frankly, they hadn't come**
 5 **to terms with the legislation at all, and when you do an**
 6 **inspection and, as I said earlier, the policy statements**
 7 **of the local authority don't even reflect the fact that**
 8 **the Children Act has been passed and is part of**
 9 **the legal responsibilities, then, no, Lambeth was --**
 10 **Lambeth was a struggling authority. There is no**
 11 **question about it. It was a struggling authority. It**
 12 **was receiving an immense amount of attention from**
 13 **a whole variety of people and, frankly, you can take**
 14 **a horse to water and you can encourage it to drink, but**
 15 **at the end of the day, you know, you've got to just keep**
 16 **slogging on.**
 17 Q. Can we have a look at Mr Clough's conclusions or remarks
 18 in the report. It is just one page I'd like to take you
 19 to. Mr Hyde, if you could put on the screen, please,
 20 LAM000020_039.
 21 The backdrop, so you are clear, Lord Laming, having
 22 said you didn't have an opportunity to look at this, or
 23 didn't look at this, we know and the inquiry and panel
 24 know and, importantly, at the time, Mr Clough knew and
 25 certainly David Pope knew that there had been

Page 99

1 There's a Harris Report in 1993, a supplementary report,
 2 and then there's the Appleby Report in 1995. As you
 3 say, many reports. Were these drawn to your attention?
 4 I mean, the Appleby Report talking about Lambeth being
 5 in an appalling mess, was that --
 6 **A. Not to my personal attention, but let me be absolutely**
 7 **plain: there was 150 local authorities around the**
 8 **country. You're looking at Lambeth, and that's fine,**
 9 **but there were 150 local authorities. We were setting**
 10 **up national public inquiries at the time -- Pindown and**
 11 **Cleveland and the like -- and a lot of local authorities**
 12 **were being required to establish internal inspection**
 13 **reports, as was Lambeth. There is no way in which**
 14 **I could have known about all of those reports.**
 15 **I think that -- this is not -- this is absolutely**
 16 **not a defensive comment at all. I don't want to be**
 17 **defensive. But we have got to face reality, and the**
 18 **reality is, I understand you're looking at one local**
 19 **authority. Boy, I looked at 150, and I was aware of**
 20 **the shortcomings in every one of them, including the one**
 21 **I left behind.**
 22 Q. So was Lambeth an outlier for you in any way, or was it
 23 one of many?
 24 **A. No, it wasn't a particular outlier. Every local**
 25 **authority was different. Even adjacent London boroughs**

Page 98

1 disciplinary proceedings in respect of Michael Carroll
 2 for his failure to disclose a schedule 1 offence?
 3 **A. Yes.**
 4 Q. So a schedule 1 offence as an adult when he was 18 and
 5 he had failed to disclose that offence. We see here
 6 within the terms of reference described to you, at
 7 paragraph 157 and paragraph 158, having been invited to
 8 comment or examine the decision making, what Mr Clough
 9 records there is this:
 10 "It is possible to understand why the disciplinary
 11 panel reached the decision it did, but the inquiry [as
 12 in his inquiry] cannot but conclude that the decision
 13 was incorrect and legitimised JC's position as a carer
 14 in whatever setting.
 15 "Some may believe that it has been unfair that an
 16 offence committed by JC should once again receive
 17 attention nearly 30 years after it was committed. The
 18 issues that relate to this inquiry arose from the
 19 concealment of the offence rather than the offence
 20 itself and it is the concealment that led to such
 21 difficulty for so many over subsequent years."
 22 Picking up on your point that every child matters
 23 and that children are at the heart of what social care
 24 is doing or should be doing, do you think, expressed in
 25 the way that it is, and as I have set out for you at 157

Page 100

1 and 158, it is rather missing the point that it's not so
 2 much concealment of the offence, but it's what the
 3 offence represented and what it might have meant for
 4 children in a children's home that he was running, in
 5 this intervening period between this, between the
 6 disclosure by him or the forced disclosure through
 7 another borough and Mr Clough writing his report, that
 8 the dots aren't being joined, that a schedule 1 offender
 9 was working with children in this period?

10 **A. That is why the law required people to disclose any**
 11 **offence of any kind -- not just sexual nature, an**
 12 **offence of any kind -- and that's why a judgment has to**
 13 **be made as to the suitability to work in that setting.**
 14 **In my view, anybody who was a schedule 1 offender was**
 15 **unsuited ever to get near the care of children. But**
 16 **that's my view. I didn't employ Mr Carroll.**

17 Q. No, and, equally, you didn't write this report. But the
 18 terms of that report don't specify, do they, in very
 19 clear terms, as you have just said, he should never have
 20 been near children --

21 **A. Yes.**

22 Q. -- and (interference) decision even contemplated, is my
 23 question. Why would it be contemplated to leave him
 24 with children?

25 **A. Well, that's -- you see, that's -- each local authority**

Page 101

1 Q. We know Mr Carroll wasn't, in fact, prosecuted for
 2 another five years after the Clough Report. He
 3 obviously wasn't still in the Angell Road Children's
 4 Home then, but it was another five years on. There
 5 doesn't appear at this time to be an analysis or
 6 thinking around speaking to a great number of children
 7 who would have been in the care of a schedule 1
 8 offender. This talks about --

9 **A. Yes.**

10 Q. -- the process of engagement (inaudible). The child at
 11 the centre is lost in this, isn't it?

12 **A. Yes. I mean, I -- all I can say is, I find the section**
 13 **of the report that you read out to me inexplicable.**

14 Q. The role of all these reports that arrive at various
 15 conclusions without recommendations or stark decision
 16 making that can be effected, or is effective, raise
 17 other issues around Lambeth of whether the commissioning
 18 of reports was in itself a response rather than tackling
 19 the fundamental child protection issues and the need to
 20 put children first?

21 **A. Yes, I think that it is always very difficult to keep**
 22 **within the legal bounds of the organisation. An**
 23 **inspectorate is an inspectorate, and they have no**
 24 **authority outside of inspection, and it is a tough,**
 25 **unremitting business, and it can be exceedingly**

Page 103

1 **is a separately constituted public body, and they must**
 2 **be accountable for the staff that they employ and they**
 3 **must be accountable for the disciplinary procedures that**
 4 **they follow. In my view, the issue about appointing**
 5 **a schedule 1 offender is clear cut, but obviously they**
 6 **didn't see it in the way that I think you and I see it.**

7 Q. Equally, Mr Clough writing "It is possible to understand
 8 why the disciplinary panel reached the decision" doesn't
 9 equally express it in the same stark terms, does it?

10 **A. Well, it's not possible to understand, from my point of**
 11 **view.**

12 Q. Clearly, there appears to be a range of views within
 13 social care. Mr Clough expresses it as "possibly",
 14 Mr Pope enables it. What's your understanding of how
 15 that situation -- or the difference of opinion could
 16 emerge at that time in the '90s on such a fundamental
 17 issue?

18 **A. Well, you know, maybe I'm just a boring, tedious fellow,**
 19 **but I don't see any issues in those terms. I've always**
 20 **been very strong about this, that when the local**
 21 **authority assumes, takes on, the parental responsibility**
 22 **of someone else's child, the local authority has to be**
 23 **a good parent, and a good parent would not entrust their**
 24 **child to the care of a schedule 1 offender. End of**
 25 **story, as far as I'm concerned.**

Page 102

1 **discouraging. But the accountability rests with the**
 2 **local authority, and, as I said earlier, you can even go**
 3 **so far as, in my view, to humiliate -- to use language**
 4 **which is humiliating but, at the end of the day, the**
 5 **local authority is accountable to its electorate. It is**
 6 **not accountable to government. The local authority is**
 7 **not an agent of government. It is a freestanding,**
 8 **properly publicly constituted entity.**

9 Q. Do you remember in your period as chief inspector
 10 whether Lambeth was on enhanced monitoring? I don't
 11 think it was called special measures at that time, was
 12 it? Was there any enhanced monitoring?

13 **A. It wasn't called special measures. It wasn't, as far as**
 14 **I recall, in anything that was called enhanced measures.**
 15 **I don't know -- I don't recall their being existed. We**
 16 **were putting in a lot of resources in inspecting the**
 17 **services, of giving clear guidance as to where they**
 18 **needed to go, and every time -- I was told by**
 19 **David Lambert, every time they received an inspection**
 20 **report, they said that they were extremely grateful and**
 21 **they'd take it forward and they'd implement all the**
 22 **recommendations. Well, I must leave it to you to**
 23 **decide, or the inquiry to decide, how much they did**
 24 **implement the recommendations.**

25 Q. Well, in Mr Clough's case, he didn't make

Page 104

1 recommendations.

2 **A. That's the other thing I find -- what is the point of**

3 **doing an inquiry without highlighting the issues that**

4 **led to the problem that is being enquired into and**

5 **producing recommendations how to avoid that kind of**

6 **situation in the future? I mean, an inquiry has got to**

7 **be about recognising something has gone wrong and how it**

8 **can be put right. It's not a walk in the park.**

9 Q. As far as your Assistant Chief Inspector David Lambert,

10 would you have expected him to have been told by Lambeth

11 of any further allegations about possible sexual abuse

12 of children in homes? Would you expect that feedback to

13 an assistant --

14 **A. Yes, of course.**

15 Q. So every allegation, so if there was anything around

16 1991/1992 or anything else since then, you would expect

17 the assistant director to have told you that?

18 **A. Yes, I would have done.**

19 Q. Across all of the authorities? Would you expect them to

20 be feeding back?

21 **A. I would. It's eternal vigilance. The sad thing is, you**

22 **could do an inspection -- or we used to, I used to, do**

23 **an inspection in one authority that actually got an**

24 **encouraging report, and then, the next time they did an**

25 **inspection, it had slipped back very badly because**

Page 105

1 a life-limiting experience to be in residential care in

2 a large institution. Children became institutionalised

3 and they were ill-equipped to move out into the

4 community. So we were moving to creating much better

5 alternatives of family placement, of small family homes

6 in the community, family-style homes in the community,

7 where children went to the local schools and were

8 integrated in the community.

9 **Lambeth was one of the authorities that took the**

10 **principle, but I discovered that they were taking**

11 **children and placing them in what had been former what**

12 **I call rooming houses on the coast, places like Hastings**

13 **and the like. Now, I thought that was a retrograde**

14 **step, for a number of reasons.**

15 **First of all, it was clear that they were going to**

16 **separate the child from everything that the child knew,**

17 **and the more people involved with the child, the greater**

18 **the safeguards. That's very clear. Limiting contact.**

19 **Not knowing what goes on in residential establishments**

20 **is the greatest danger to children, not having outside**

21 **contact of all kinds.**

22 **But, secondly, they were not going to be content to**

23 **let social workers spend their days tripping backwards**

24 **and forwards from Lambeth to the coast on the train, and**

25 **so it seemed to me that what they were doing, they were**

Page 107

1 **there'd been a change in the leadership or a change in**

2 **staffing, a turnover in staffing. You mentioned earlier**

3 **on employing unqualified social workers. I understood**

4 **all authorities, at one time or another, had to employ**

5 **unqualified social workers or agency staff. That was**

6 **the reality of life at the time.**

7 **We, at the centre, were piling on responsibilities**

8 **onto local authorities, but the output of trained social**

9 **workers was not keeping pace with the needs of**

10 **the field.**

11 Q. You say in your statement at paragraph 7 there was one

12 area of concern that you remember raising with Lambeth,

13 and it was placing children taken into public care miles

14 from their familiar surroundings --

15 **A. Yes.**

16 Q. -- often (overspeaking) separating children from their

17 wider families, school and friends at the danger of "Out

18 of sight, out of mind" --

19 **A. Yes.**

20 Q. -- (overspeaking) handled by the London regional office.

21 Can you expand on that for us, please?

22 **A. Yes. At the time, there was a wish -- more than a wish,**

23 **an intention that we should remove these very large**

24 **residential establishments that were having children in**

25 **them for many years of their childhood because it was**

Page 106

1 **going for a very cheap option, a very cheap option at**

2 **the coast, and it would be -- as I put it to them, this**

3 **will be a case of "Out of sight, out of mind". Whereas**

4 **the policy is about promoting the better development of**

5 **children, in my view, this was -- the steps that they**

6 **were taking was more likely to put children at greater**

7 **risk.**

8 Q. When you said you made that point, can you remember in

9 what context you made it -- to anyone or in writing?

10 Can you remember how you --

11 **A. I think that David Lambert wrote to the authority at one**

12 **stage. I'm afraid -- this is only my guess now, I'm**

13 **terribly sorry, it is a long time ago. But I think that**

14 **the -- said that I was concerned about this development**

15 **of placing children at the coast. Their impression was**

16 **that fresh air did you a lot of good. Well, fresh air**

17 **might do you a lot of good, but you need to have a whole**

18 **lot of other things in place to ensure that you are safe**

19 **and your development is being properly cared for.**

20 Q. Again, on that topic, do you think Mr Lambert would have

21 followed that up or there would have been

22 a communication --

23 **A. Oh, yes. No, he was a very conscientious fellow,**

24 **David Lambert.**

25 Q. You draw parallels, or at least there are parallels,

Page 108

1 aren't there, at the conclusion of your statement
 2 expressing concern now that children in public care are
 3 placed in unregistered accommodation?
 4 **A. Yes. I think it's -- I'm deeply concerned about the**
 5 **present time because I think during the past ten years**
 6 **of austerity, there has been a withdrawal of many local**
 7 **authorities from family support and preventive services,**
 8 **youth services, and the like, and they have also become**
 9 **purchasers of services rather than providers of**
 10 **services, and that means that when they can't purchase**
 11 **a service because the service is not available, they**
 12 **look for any place to put a roof over a child's head,**
 13 **and I was shocked to discover that there were children**
 14 **who were being placed in unregistered accommodation.**
 15 **You know, I met -- one of the tasks that I did, I met**
 16 **a young woman in care who had had 14 moves and had been**
 17 **to 11 different schools. Is that what a good parent**
 18 **does to a child in care?**
 19 **Q. Of course, the nature of the lack of registration is**
 20 **overview, relationship building with the social**
 21 **worker --**
 22 **A. Yes.**
 23 **Q. -- (overspeaking) at the height of risk and --**
 24 **A. You're absolutely right. That is why I am deeply**
 25 **concerned about the current state of play. A lot of**

Page 109

1 Ofsted statement -- and the chair and panel are going to
 2 hear evidence tomorrow -- a Lambeth child, in 2016,
 3 placed in Sheffield, made an allegation of rape and
 4 neither Lambeth nor Sheffield held a strategy meeting.
 5 So this inter-agency co-operation, establishing
 6 meetings, you made that recommendation in 2003, it is
 7 still an issue. What does that say to you?
 8 **A. It says that we have taken our eye off the ball and we**
 9 **have got to refocus on the safety of every child and**
 10 **well-being of every child, and make sure that each of**
 11 **the relevant services play their part in it. I'm**
 12 **hesitating to say something because I don't want to give**
 13 **the wrong impression, but one of the things that did**
 14 **affect me greatly when I became the chief inspector was,**
 15 **in my years in Hertfordshire, I had extremely good**
 16 **working relationships with the police, with the**
 17 **paediatric services, with the Education Service, and we**
 18 **worked extremely well together. It was only after**
 19 **I became the chief inspect that I realised that there**
 20 **were -- that that was not the pattern everywhere,**
 21 **because I couldn't see how you could address all of**
 22 **the interests of the child, especially a vulnerable**
 23 **child, without the proper engagement of each of those**
 24 **services, and that was borne out in the Victoria Climbie**
 25 **Inquiry, whereas I was deeply disturbed by, in my view,**

Page 111

1 **family centres have been closed down, Sure Start Centres**
 2 **and the like, which -- you know, I don't want to be**
 3 **nostalgic, but when I was a Director of Social Services,**
 4 **we had a children's centre in every division, which was**
 5 **a daycare centre where we required families with young**
 6 **children who were on the cusp of having to -- the**
 7 **children having to come into care, to see whether or not**
 8 **we could help the parents become better parents,**
 9 **overcome their difficulties, learn about what good**
 10 **childcare is all about, and what kind of support would**
 11 **enable them to overcome their difficulties.**
 12 **Whereas, nowadays, I fear -- and I hope I don't do**
 13 **them an injustice; I'm old and out of touch, and all**
 14 **those things -- but I think sometimes the downward**
 15 **spiral continues until there's a crisis, and then, when**
 16 **the crisis happens, the law is implemented.**
 17 **Q. In 2013, in the Climbie Report, one of**
 18 **the recommendations, recommendation 10, that you made**
 19 **was that, as part of their work, the Government**
 20 **Inspectorate should inspect both the quality of**
 21 **the services delivered and also the effectiveness of**
 22 **the inter-agency arrangements for the provision of**
 23 **services to children and families. It's always been an**
 24 **issue, hasn't it, inter-agency arrangements and**
 25 **overseeing them? Would it surprise you that in an**

Page 110

1 **the rather antagonistic relationship often between the**
 2 **key public services. They're paid to do a job of work**
 3 **on behalf of children. They should be expected to do**
 4 **it.**
 5 **Q. Finally, on the role of inspection -- obviously the SSI**
 6 **doesn't exist anymore. But from your perspective, and**
 7 **with your experience, what does good inspection look**
 8 **like? Clearly, for Lambeth, and the evidence the chair**
 9 **and panel will have heard over decades within Lambeth,**
 10 **inspection did not root out or implement change. How do**
 11 **you think good inspection works and can effect change?**
 12 **A. Well, I regret that the SSI doesn't exist now, because**
 13 **I feel that we have lost something very important, even**
 14 **though it didn't achieve all that it might have**
 15 **achieved. But good inspection, in my view, is very**
 16 **clear: it's having a determined focus about what the**
 17 **purpose of the activity is for; an absolute rigid belief**
 18 **that the inspectorate is not going to be diverted into**
 19 **other issues, be they about politics or funding or**
 20 **management -- administration issues. It is going to**
 21 **focus upon what is delivered at the front door, the**
 22 **quality and effectiveness of the service which is**
 23 **delivered, and to make objective assessment that can be**
 24 **defended publicly, because all the reports, as you said**
 25 **earlier, are public documents, and to make**

Page 112

1 recommendations which are related to the findings.
 2 There has to be an integrity about the whole of
 3 the process. It's a very demanding task, but it's one
 4 that I passionately believe in.
 5 Q. Finally, thank you, from me, Lord Laming, we are asking
 6 everyone: are you a Freemason?
 7 A. No, I'm afraid I'm not, I'm sorry. I hope that
 8 doesn't -- I hope that's -- sorry. No, I'm not.
 9 MS LANGDALE: Thank you. You have answered. No further
 10 questions from me, there may be from the chair and
 11 panel.
 12 A. Thank you very much.
 13 **Questions from THE PANEL**
 14 THE CHAIR: Thank you, I have a question. Then I will ask
 15 my colleagues if they have any questions.
 16 You made a comment earlier on, Lord Laming, about
 17 a lack of clear accountability which you'd observed at
 18 the beginning of your time as chief inspector -- I mean
 19 in local authorities. Are you surprised that, over the
 20 piece, only one senior manager has been dismissed for
 21 conduct relating to the extensive abuse which occurred
 22 in Lambeth?
 23 A. I am surprised, because it seems to me that the members
 24 of a local authority have a special responsibility,
 25 which is about the users of services, their

Page 113

1 with I thought were very, very committed to implementing
 2 the Children Act, as we are talking about it now, very
 3 committed indeed, and they, of course, shared my
 4 disappointment at the lack of progress in some areas.
 5 But a local authority, as I indicated earlier, is
 6 a separately constituted, public body, and it is a big
 7 issue to try and interfere with the accountability that
 8 goes with that, and it's made more difficult by a whole
 9 series of practical problems, like, for example, the
 10 staff have a contract of employment with the local
 11 authority. So whoever comes in from the outside does
 12 not -- the staff are employed by the local authority.
 13 Secondly, the local authority sets the budget.
 14 Thirdly, the local authority is responsible for the
 15 disciplinary procedures.
 16 So the idea that someone from central government can
 17 just be parachuted in and change the whole
 18 constitutional and accountability system, and it will
 19 work, I think -- I'm afraid is not realistic.
 20 MS SHARPLING: There is nothing a minister could do that was
 21 similar to special measures, is all I'm really asking,
 22 I think.
 23 A. Well, the minister could -- special measures -- you
 24 know, sometimes -- I'm trying to be very frank with you,
 25 so I hope you'll, you know, take this in the way that

Page 115

1 constituents. And they need to have that at the
 2 forefront of their mind at all times, and that ought to
 3 be the guiding principle: is this working for members of
 4 the public? If it is, fine. If it is not, what action
 5 are you going to take?
 6 THE CHAIR: Thank you very much. Ms Sharpling?
 7 MS SHARPLING: Thank you, chair, just one from me.
 8 Thank you, Lord Laming. I wonder if you could just
 9 clarify something for me, which I may have
 10 misunderstood. When you were the chief inspector, and
 11 you spoke to us about the importance of the reports and
 12 how they might be used, if necessary, to humiliate
 13 a local authority into taking action, was there any
 14 action that a minister could take, prompted, perhaps, by
 15 the SSI, which was interventionist?
 16 A. Well, of course we didn't set out to humiliate a local
 17 authority.
 18 MS SHARPLING: No, I understand.
 19 A. I wanted to indicate to you that there were some
 20 assessments of performance that truth had to be told,
 21 and I knew that, in certain circumstances, that could be
 22 seen as being embarrassing, critical of the local
 23 authority to an unreasonable degree.
 24 As far as ministers are concerned, I think there is
 25 a real issue here. I mean, the ministers that I worked

Page 114

1 I'm trying to describe it. Special measures sometimes
 2 sounds more effective and draconian and words of that
 3 kind than, in practice, it actually brings about change.
 4 I much prefer going down the route of education.
 5 MS SHARPLING: I see. Thank you, Lord Laming.
 6 A. Thank you.
 7 THE CHAIR: Mr Frank?
 8 MR FRANK: No, thank you.
 9 THE CHAIR: Sir Malcolm?
 10 PROF SIR MALCOLM EVANS: No, thank you.
 11 THE CHAIR: Thank you very much, Lord Laming.
 12 A. Thank you, and I wish you well in the important task you
 13 have undertaken.
 14 (The witness withdrew)
 15 MS LANGDALE: Chair, may I suggest we resume at 3.05 pm?
 16 THE CHAIR: Yes, we will do that, thank you.
 17 (2.44 pm)
 18 (A short break)
 19 (3.05 pm)
 20 MS LANGDALE: May I call Baroness Bottomley, please.
 21 BARONESS VIRGINIA BOTTOMLEY (sworn)
 22 Examination by MS LANGDALE
 23 MS LANGDALE: You've given us your name and you've helpfully
 24 provided the inquiry with a statement dated
 25 17 April 2020 with an exhibit attached.

Page 116

1 **A. Yes.**
 2 Q. Can you confirm for us, please, Baroness Bottomley, that
 3 the contents are true and accurate, as far as you're
 4 concerned?
 5 **A. The contents are true and accurate, so far as I know.**
 6 Q. You tell us at the beginning that you were first
 7 Minister of State and then Secretary of State
 8 from October 1989 to July 1995, taking both posts into
 9 consideration, and you also helpfully give us something
 10 of your further background, which I will just pick up
 11 on, if I may. You worked as social worker from 1974,
 12 a psychiatric social worker in London, until 1984?
 13 **A. Correct.**
 14 Q. In 1975, you were awarded an MSc in Social Work and
 15 Policy from the LSE?
 16 **A. True.**
 17 Q. As a psychiatric social worker, you were based at
 18 Brixton and then Camberwell child guidance clinics?
 19 **A. Indeed, and they were funded by the Inner London**
 20 **Education Authority. So I was never involved -- I was**
 21 **never employed by a local authority.**
 22 Q. In 1975, you began sitting as a magistrate at the Inner
 23 London Juvenile Court and you were appointed chair of
 24 Lambeth Juvenile Court in 1991?
 25 **A. At the time of the Brixton riots, yes.**

Page 117

1 wasn't anywhere else for them. And just not arriving
 2 with a sort of passionate exposition about what they
 3 were really going to do to help get this youngster on
 4 the right track.
 5 Q. You set out for us, if you have got your exhibit there,
 6 what your role is as the Minister of State. I'd like
 7 you to set it out. It's very broad. Do you want to
 8 read it for us rather than me read it to you?
 9 **A. I could read it or I could talk about it. I was**
 10 **responsible for -- I mean, it was a monster job and**
 11 **completely fascinating and I simply worked all the time**
 12 **but they were all the roles I cared about. It was the**
 13 **NHS management, personnel, all the pay reviews. I did**
 14 **junior directors, AIDS prevention, primary care, drug**
 15 **and alcohol, women's health, I did the Human**
 16 **Fertilisation Embryology Act, which was, again, very**
 17 **exciting and important. Hospices. Then, as regards to**
 18 **Social Services, we took through the NHS and Community**
 19 **Care Act. This was giving a major new responsibility to**
 20 **adult Social Services and we managed to get**
 21 **a specific -- a ring-fenced grant to help them take over**
 22 **that responsibility for older people. But maybe what**
 23 **was most in my heart, because of my own background, was**
 24 **the implementation of the Children Act, because the**
 25 **Children Act in 1989 was an iconic piece of legislation.**

Page 119

1 Q. You served in that role in other Inner London Juvenile
 2 Courts until 1984 when you were elected an MP?
 3 **A. Exactly.**
 4 Q. Can I pick up on that period when you were involved
 5 within the juvenile court system. In that time, in your
 6 experience, did you observe, first hand, disadvantage of
 7 children in care when they came before the courts?
 8 I mean, you will have seen --
 9 **A. (Overspeaking) great deal about disadvantage and**
 10 **deprivation for children who had -- they never appeared**
 11 **in court with two parents. Most of them couldn't read**
 12 **the oath. They felt as though they were children being**
 13 **moved from pillar to post. I was very struck because**
 14 **I had children the same sort of age at that time. As**
 15 **a professional family, there were so many supports you**
 16 **could call on and these were families with, really, no**
 17 **supports, no champions for the children, nobody really**
 18 **out to help them. Therefore, it was all the more**
 19 **important that Social Services could give them the help**
 20 **and recognition they needed. But already I was becoming**
 21 **quite jaundiced in that regard.**
 22 Q. About the capacity of social care to deliver service?
 23 **A. About the reluctance in some cases, and Lambeth did**
 24 **stand out, unable to produce reports, recommending they**
 25 **go to a secure centre, you sometimes felt because there**

Page 118

1 **James Mackay, Brenda Hale, all sorts of people, put**
 2 **a huge amount of effort into it. A brilliant**
 3 **Social Services official, Rupert Hughes, who had worked**
 4 **with all the agencies to really try and come up with**
 5 **legislation that would tie together health, education,**
 6 **the police. You know, the A&E departments and so on and**
 7 **so forth.**
 8 **But they took an inspired decision -- not mine,**
 9 **I inherited it -- but they'd had two years for**
 10 **implementation, and what mattered was that people**
 11 **actually understood what this new legislation -- the**
 12 **local authorities had duties to children in their care,**
 13 **that if you are the statutory parent, you must behave**
 14 **like a parent. It gave the paramouncy to the interests**
 15 **of the child and also recognised the role of the parents**
 16 **and, indeed, the grandparents. So it was a landmark**
 17 **piece of legislation, which we were -- I think the whole**
 18 **team were really committed to evangelising and ensuring**
 19 **it was implemented in full.**
 20 Q. Ken Clarke, I think, was Secretary of State, wasn't he,
 21 and you were the minister at that point?
 22 **A. Yes, and then William Waldegrave was Secretary of State**
 23 **and then me.**
 24 Q. In terms of your role and how you were involved in
 25 implementing it, what did it look like for you? What

Page 120

1 were you doing?

2 **A. I was taking, really, full responsibility on the**

3 **Social Services side, as Ken Clarke says in his**

4 **autobiography. So in terms of children -- I mean,**

5 **I just worked all the hours of night and day, that's**

6 **essentially how it looked, but these were subjects with**

7 **which I was familiar. It wasn't like -- some people**

8 **become a minister in a department where really they have**

9 **very little prior experience or knowledge. I'm afraid**

10 **I was obsessively diligent and worked extremely hard and**

11 **tried on each occasion to make the right decisions and**

12 **ensure that we advanced the welfare of children.**

13 Q. When you became Secretary of State, you tell us that you

14 delegated many of the Social Services and children

15 responsibilities to Tim Yeo, the Parliamentary

16 Under-Secretary of State. So did you rely on him for

17 information to be fed through to you a lot?

18 **A. Well, I took quite care about what responsibilities**

19 **I gave to each minister, and Tim had been**

20 **chief executive of Scope, which used to be the**

21 **Spastic Society. So I knew he was sympathetic to the**

22 **issues involved. When he moved on, I think it was**

23 **John Bowis(?) who took over. There are always horses**

24 **for courses. We were an extraordinarily coherent team**

25 **of ministers and we were privileged to have extremely**

Page 121

1 Social Services inspectors -- you had Lord Laming, whom

2 we have just heard from, and you also had

3 Sir William Utting, didn't you? Sir William Utting,

4 during his time, his first formal letter to the

5 Directors of Social Services stated:

6 "The main objective of the inspectorate will be to

7 work in partnerships with local authorities and other

8 agencies in order to secure the best provision possible

9 for people who need and use personal Social Services."

10 Was partnership, at that time, a focus, working with

11 local authorities, with local governments?

12 **A. Well, I think there was more edge to it than that. At**

13 **the time of the -- the early time of the Children Act,**

14 **maybe it was more partnership, but it was quite clear**

15 **after that that the Social Services Inspectorate was**

16 **both an intermediary with local government but also**

17 **quite a forensic, objective challenging inspectorate.**

18 **I mean, they were called the inspectorate.**

19 **What I found particularly helpful is that every week**

20 **we had a "top of the office" meeting and the chief**

21 **Social Services inspector sat at that "top of**

22 **the office" meeting. So you had the head of the NHS,**

23 **all the ministers, the Permanent Secretary, the chief**

24 **nurse and there was the head of the SSI. Sadly, that**

25 **all got lost later, and so now, if a minister wants to**

Page 123

1 **good officials. We had a good Permanent Secretary,**

2 **Chris France and Graham Hart and this remarkable civil**

3 **servant, Rupert Hughes, who handed over to Tom Luce.**

4 **They were a model of all you would want in terms of your**

5 **policy civil servants and working harmoniously with the**

6 **Social Services Inspectorate. So --**

7 Q. When you --

8 **A. -- (overspeaking) real problems --**

9 Q. Sorry. Say what you were going to say.

10 **A. I was just going to say, these are really tough,**

11 **challenging issues, but at least we had the benefit of**

12 **feeling we were working in a harmonious team. I think**

13 **what would have happened is that, in your box, the red**

14 **box, you have a folder that says "Decisions". That**

15 **means you've got to take this decision. You have "to**

16 **note". That probably means one of your juniors or**

17 **somebody else is taking the decision but you might be**

18 **interested in it. Then you have diary, letters,**

19 **signing, all the other things. I couldn't probably tell**

20 **you whether some of the papers I saw were in the "to**

21 **note" section or in "decisions".**

22 Q. In terms of the ministerial relationship with the

23 Social Services Inspectorate, you tell us in your

24 statement at paragraph 9 that was one of trust and

25 mutual respect, and you had, during your time, two chief

Page 122

1 **see the SSI head, they'd have to make a separate**

2 **appointment. But I, every week, saw Bill Utting or**

3 **Herbert Laming and saw them in the corridor because they**

4 **were in the building. Every day, you would have press**

5 **cuttings, about 2 inches, it was formidable, but**

6 **anything about Social Services, you could just say to**

7 **them, "Should we be worried about this? Do you know**

8 **what's going on there? Should we be taking this**

9 **seriously"?"**

10 Q. Were press cuttings a source of information? One might

11 think there were other routes of the SSI bringing to

12 your attention where things mattered for children and

13 what's happening for children. Was it very much

14 press-driven, from your perspective, being briefed about

15 what was publicly noted, or could you have other

16 information brought to you?

17 **A. Me, of all people, am hostile to the idea that all true**

18 **information comes from the press, but it is the case**

19 **that often press feeds parliamentary questions and you**

20 **certainly need to know. But from my point of view,**

21 **I would have known -- I was always accessible. So**

22 **anybody in Parliament who wanted to speak to me on**

23 **anything, again, I was available. The great thing about**

24 **the way we vote is, you're always there. So anybody,**

25 **Labour, Conservative, Liberal, completely non-political**

Page 124

1 role, can catch you in the corridor and say, "I just
 2 want to talk to you about this", "I just want to talk to
 3 you about that". Really, anybody who spoke to me -- of
 4 course, if I'd wanted to know the truth -- if I wanted
 5 not the spin, but the truth, then the SSI I found
 6 a totally reliable source of information.

7 Q. So if you wanted further information, could you go to
 8 your SSI and ask them to obtain information for you and
 9 did that happen?

10 A. Yes. I wouldn't even have needed to do it so formally
 11 because I was seeing the chief Social Services inspector
 12 every week. So I would have said, "What about this?
 13 What about that?" Other issues, we talked -- I remember
 14 as clearly as yesterday -- I can't remember very much
 15 about this. It's nearly 30 years ago. But some things
 16 stand out. I remember sitting with Bill Utting drafting
 17 the Working Together guidance. So the Working Together
 18 arose out of the Children Act and because I'd been
 19 chairman of the juvenile court and I'd worked in child
 20 guidance, so I'd actually been a trustee of the -- and
 21 I'd been to a lot of child abuse inquiries and I knew
 22 Louis Blom-Cooper very well. The whole thing was, if
 23 you put the jigsaw puzzle together, then the child could
 24 have been saved. But, you know, the GP wasn't talking
 25 to the health visitor, wasn't talking to the

Page 125

1 taken on a huge prominence, I would say that through the
 2 '90s, there was a growing recognition of its prevalence,
 3 of its insidious nature, and of its sort of total almost
 4 addictive qualities and the ruthlessness often of
 5 the perpetrators. So I certainly did not realise, you
 6 know, that there was sex abuse on industrial scales, and
 7 I think that is one of the shocking elements we have all
 8 learnt in recent years and why I think this present
 9 inquiry is so welcome.

10 But there were some what I'd call ropey people
 11 around. We knew at the juvenile court that some of
 12 the children's homes in Lambeth were not the best of
 13 places. We'd always understood there was quite a lot of
 14 trade union sort of involvement which undermined the
 15 management authority. So there were sort of double
 16 agendas and they were harder to get a grip of. But
 17 certainly, I did not know originally of the scale and
 18 the extent, and when I learned about it -- but as with
 19 many of the other issues in child welfare, I gather --
 20 I was concerned and shocked.

21 Q. In Lambeth, we know in 1986 and 1987 when you talk about
 22 awareness of child sexual abuse, there were reports into
 23 Lambeth children's homes, homes where children, the most
 24 vulnerable, arguably, with complex needs were being
 25 investigated in relation to child sexual abuse

Page 127

1 schoolteacher and Working Together was the absolute
 2 Bible for ensuring people collaborated and shared
 3 information. I can remember the piece saying, "We must
 4 listen to children", but also had regard to the fact
 5 that sometimes children can fantasise. Because this was
 6 also the time of all the satanic abuse scares. So there
 7 were about four areas -- Rochdale, I think Orkney,
 8 Cleveland -- where, somehow, satanic abuse was said to
 9 have been involved and the children really, instead of
 10 being treated like witnesses, were almost being coached
 11 to say, "Did you see ghosts, did you see ghosts?", "Oh,
 12 maybe I saw ghosts". So I just wanted, you know, in it
 13 this particular point that, listen to children, but also
 14 realise they won't always be telling the truth.

15 Q. When you speak of a jigsaw puzzle and putting the pieces
 16 together, during your time as Minister of State, looking
 17 back now and knowing -- I don't know how much you have
 18 followed the work of the inquiry or what's been
 19 happening in Lambeth. Do you think the jigsaw puzzle of
 20 extensive sexual abuse in Lambeth's residential
 21 children's homes was ever put together under your watch?
 22 Were you aware of the nature, scope and extent of sexual
 23 offending in Lambeth's children's homes?

24 A. Well, I knew about child sex abuse to some degree. But
 25 whereas, the decade earlier, child physical abuse had

Page 126

1 allegations. Those reports were 1986, 1987. Would
 2 those or any other subsequent Lambeth reports -- the
 3 Zephyrine Report, the Appleby Report, the Harris
 4 Report -- have come to your attention? As a minister,
 5 would you see any of these Lambeth-commissioned reports?
 6 I will ask you about the SSI reports separately. Would
 7 you receive any of those reports in your role as
 8 minister?

9 A. Not that I know, not that I recall. The SSI would see
 10 them, I'm sure, and filter them through. It might be
 11 that a Member of Parliament would raise it. I think one
 12 of the observations, with hindsight, I have is, I'm
 13 surprised that more of the local Members of Parliament
 14 weren't more active in raising these issues. I think
 15 there were very few parliamentary questions or debates
 16 or anything of that sort. That doesn't mean we
 17 shouldn't be as vigilant as ever, but it is quite
 18 striking. Whereas, in some of the other child abuse
 19 scandals, it was much more parliamentary activity.

20 Q. There are questions, aren't there, raised with you by
 21 Councillor Whelan and I think you meet her. Let's go
 22 through her correspondence on screen. If we can,
 23 Mr Hyde, please, have CWH000037_007. _007 and _009 is
 24 a letter from you to Councillor Whelan. It looks as
 25 though Councillor Whelan has contacted you in relation

Page 128

<p>1 to community and childcare, especially for Lambeth, and 2 made various comments you refer to there. This is in 3 1990. You comment in paragraph 4: 4 "Numbers of children on the Child Protection 5 Registers in Lambeth and other London boroughs who are 6 not allocated to a social worker is very much a matter 7 of concern to the government." 8 You set out: 9 "As you may know, in March 1988, the department's 10 Social Services Inspectorate ... conducted a survey ... 11 followed up by further investigation and monitoring in 12 the five boroughs, including Lambeth, found to have the 13 greatest numbers of unallocated cases in the original 14 survey. The clear picture that emerges from the 15 inspectorate's work is one of an increased demand for 16 services at a time of shortages of skilled and 17 experienced staff, at both management and fieldwork 18 level." 19 You set out the vicious circle in which "past or 20 perceived failures to manage and prioritise work have 21 led to low morale ..." et cetera. 22 That can go off the screen. In terms of for 23 children, the unallocated cases represents a serious 24 risk, doesn't it, a child protection risk, for them? 25 A. It's unforgivable to have a child with a statutory care</p> <p style="text-align: center;">Page 129</p>	<p>1 order unallocated. It's just -- it's unforgivable. As 2 I understood it, they were -- not that Lambeth were 3 completely without financial resource for 4 Social Services. With Social Services, you could always 5 do more with more. But -- they were spending, but you 6 would think that a key priority was to allocate each 7 child who had a miserable and complicated journey before 8 they come into the care of the local authority, at least 9 to have a reliable adult in whom they could have 10 confidence, would help them shape their future. 11 Q. We know by 1993/94 there's still a lack of designated 12 social workers, that's an enduring issue for Lambeth? 13 A. It is. 14 Q. So identifying it doesn't cure the problem. The 15 question is, what are the powers there for the SSI or 16 for you, as a minister? How do you see that and what 17 can you do to impact change on that crucial issue, as 18 you identify? 19 A. Well, in Social Services, the accountable body is the 20 local authority. They are democratically elected. They 21 are accountable for the service. Whereas, with my 22 health hat on, it was a centrally funded service which 23 ultimately, as a minister, you could have direct 24 influence over. 25 Now, even then, if you felt that, you know,</p> <p style="text-align: center;">Page 130</p>
<p>1 a surgical department was going wrong, I wouldn't sort 2 of go and handle the appendix on my own. So whatever 3 you do as a minister, you can only act according to your 4 legitimate ministerial role. 5 At that time, I believed very strongly in the 6 authority and the judgment of the independence and 7 actually the fearlessness of the Social Services 8 Inspectorate, and I believed that, you know, we would 9 get there, there would be change. 10 Now, I will be the first to say, as you see these 11 reports unfolding through the '90s, it is really 12 alarming and almost mystifying and really shocking that 13 the authority were subject to so many critical reports 14 and appeared almost indifferent. It is hard to see how 15 the councillors tolerated that. 16 Q. Let's have a look at another letter from 17 Councillor Whelan, CWH000037_005, please, Mr Hyde. 18 7 January 1991 is this letter. It is 1991. I think we 19 spotted that 1990 is inaccurate. So 1991. You see 20 there, writing to you: 21 "Since my election in May 1990, I have become more 22 and more concerned about the quality of Lambeth's 23 children's services." 24 It looks as though she has sent a brief paper 25 outlining main areas of concern and has attached</p> <p style="text-align: center;">Page 131</p>	<p>1 supporting documents, particularly a report by a former 2 principal manager children's homes, Robert Morton. This 3 inquiry has seen a number of his reports, and the one 4 in September 1990, which makes it very clear how he 5 assesses the constant frustration relating to placements 6 and issues around children being admitted into care 7 contrary to council planning, when it is totally 8 inappropriate, young people remaining in care, lack of 9 planning and appropriate resources. It is a detailed 10 report setting out his real grave concerns and, earlier 11 reports, he speaks of the dangerousness of 12 the situation. When that was sent to you with 13 accompanying documentation, would you have read that 14 report, as urged? 15 A. I would have read the letter and I would have read the 16 report. 17 Q. I think you met Councillor Whelan, didn't you, at some 18 point? 19 A. I met her. She wasn't a personal friend. But she was 20 somebody I respected and trusted and evidently was in 21 a very difficult situation, raising concerns 22 consistently and feeling she was getting nowhere with 23 the local authority. 24 Q. When she raised those concerns with you verbally, what 25 was the impression? Where did that conversation happen,</p> <p style="text-align: center;">Page 132</p>

1 by the way? Can you remember, when you say you spoke to
 2 her?
 3 **A. I was quite formal. On the whole, I had meetings in the**
 4 **office with a civil servant with me. I was quite old**
 5 **school.**
 6 Q. What was the discussion around -- what was your level of
 7 concern about Lambeth following that reading of
 8 Mr Morton's report and any meeting with
 9 Councillor Whelan?
 10 **A. Well, I admired and respected Robert Morton because to**
 11 **speak out in these circumstances can be quite**
 12 **a self-limiting activity, if you're employed. I thought**
 13 **he was a courageous man. Really, this was now --**
 14 **Lambeth was well and truly flagged, from my point of**
 15 **view, as having a children's Social Services that needed**
 16 **attention, and I was in dialogue with the SSI as to what**
 17 **the next step might be.**
 18 Q. If we see another letter before I ask you about the next
 19 steps, CWH000037_011, 19 October 1992. This is when we
 20 know there's investigation into Southvale:
 21 "The Department of Health will be aware of
 22 the serious investigation currently under way into
 23 paedophile activity in Lambeth Children's Homes. I have
 24 been assisting the police with their enquiries and have
 25 every confidence that they will do everything

Page 133

1 the investigation is known, we will carefully consider
 2 what further action, if any, needs to be taken."
 3 Then we see, and I assume this is a response further
 4 from Councillor Whelan, CWH000037_015. That goes to
 5 Mr Tim Yeo:
 6 "I am pleased that an inquiry is to take place into
 7 Lambeth's children's homes and would be grateful if you
 8 would let me know the areas which it will cover and when
 9 it is to begin. It is my own hope that as well as
 10 considering the homes themselves, the overall management
 11 and administration will be looked at."
 12 **A. Good, strong, clear letters, aren't they?**
 13 Q. Then we see the reply from your colleague, Tim Yeo,
 14 CWH000037_017. This demonstrates that the SSI's
 15 response at this point is to have what we call the
 16 Clough Report, which is a person independent of
 17 Lambeth Council to look into the circumstances of
 18 the employment of Mr John Carroll as the
 19 officer-in-charge of Angell Road Children's Home:
 20 "There will also be an inspection of Lambeth's
 21 childcare services by the SSI. I am pleased to note
 22 that you welcome these initiatives."
 23 I don't know if you were listening to the evidence
 24 of Lord Laming before you?
 25 **A. Yes.**

Page 135

1 possible ... as you know, I have been greatly concerned
 2 for a number of years about Lambeth's council-run homes.
 3 Whatever the outcome of the criminal investigation,
 4 I would urge you, through the Social Services
 5 Inspectorate, to undertake a thorough investigation of
 6 Lambeth's children's homes, including staffing,
 7 recruitment, training ...", et cetera:
 8 "We must find out how things have been able to go so
 9 badly wrong in Lambeth for so long and then ensure that
 10 all necessary action is taken in order to protect
 11 children from the worst sort of abuse, like that being
 12 investigated at present, and from all the other
 13 injustices of a system which every day fails many of
 14 those being looked after in Lambeth."
 15 The reply comes from Tim Yeo, CWH000037_013. You
 16 see at that point:
 17 "... aware of your earlier concern about the
 18 management of residential childcare services and of your
 19 meeting with Virginia Bottomley in January 1991,
 20 I understand that the joint investigation is likely to
 21 continue for a few more weeks as there are still
 22 a number of young people and staff to be interviewed.
 23 It would not be appropriate for either the SSI or myself
 24 to intervene whilst these investigations are in progress
 25 but I can assure you that as soon as the outcome of

Page 134

1 Q. So you saw that and the terms of reference for the
 2 Clough Report. So we see it was the Clough Report and
 3 we know there's an SSI report in 1993. Dealing with the
 4 SSI Report, first of all, that looks at three homes. It
 5 inspects Stockwell Park Road, Lorn Road and Angell Road.
 6 It doesn't look at all homes, it is three homes. The
 7 Clough Report, you will have followed what Lord Laming
 8 and I were discussing earlier in the hour before you
 9 about the terms of reference and how, on its face, it
 10 was limited to, in effect, management decisions or
 11 disciplinary decisions rather than considering impact
 12 upon children to have a schedule 1 offender running
 13 a home at Angell Road and all that would have been known
 14 about that home at that time.
 15 **A. Well, I agree, and I very much agree with Lord Laming's**
 16 **comments. I think -- I knew Richard Clough -- I mean,**
 17 **not well, only that I'd seen him, as it were, on the**
 18 **circuit and regarded him as a good person. Whether he'd**
 19 **handled an inquiry before, I don't know. I think**
 20 **a point really emerged from your discussion with**
 21 **Lord Laming that the recommendations and conclusions do**
 22 **actually come over as quite insipid. He makes it clear**
 23 **what he really thinks about John Carroll. But maybe it**
 24 **could have been punchier.**
 25 Q. You say he was one of the men that you trusted?

Page 136

<p>1 A. Yes, I respected and trusted him. But with hindsight 2 now, I feel, looking at the report, it could have been 3 punchier and just a bit more edgy. 4 Q. Had you read that report at the time? 5 A. Well, this is now going, again, to my junior minister, 6 but I think -- this is one of the things I think would 7 have been in my "to note" pile, because it was known 8 that I had an interest and was concerned with these 9 matters and I would have been keeping a watching eye. 10 But the junior minister, who I think may have moved from 11 Tim Yeo to John Bowis by then, I think would have been 12 the primary responsibility, albeit we were all on the 13 same corridor and saw each other the whole time. 14 Q. Because the facts in the Clough Report were very clearly 15 set out. So it was perfectly possible that anyone 16 reading it now or then could arrive at their own 17 judgments on the conclusion of the facts. You didn't 18 need to know anything extra, did you. Although it 19 interviewed a lot of people, it was set out what the 20 actual conviction represented, how it had been minimised 21 by the Director of Social Services and others at the 22 time and the conclusions to be drawn could be readily 23 made reading the document from start to end. Would you 24 agree with that? 25 A. I would, with hindsight, and having heard the debate.</p> <p style="text-align: center;">Page 137</p>	<p>1 I don't think I particularly thought that at the time. 2 Q. Would that be because you hadn't read it or because, 3 similarly to Mr Clough, you were engaged in 4 a process-driven, management response rather than 5 thinking about the children and the implications at the 6 time for children in the care of a schedule 1 offender, 7 and what that meant, then, in terms of speaking to those 8 children or reaching out to children who had been in 9 that home, potentially? 10 A. Well, I think I instinctively am extremely child 11 centred. It's been the story of most of my career. But 12 I think I did think this was a report to the Lambeth 13 Social Services about how they'd handled his employment, 14 and then all this story about the fostering situation. 15 Reading it with today's eyes, it looks -- I mean, 16 it's just quite extraordinary, but I can see how, at the 17 time, particularly when these Social Services 18 Inspectorate were doing their inspection of the homes, 19 I can see there might have been a demarcation issue. It 20 may be I'm being oversympathetic. 21 Q. There was also within the authority awareness around 22 then that that particular home, Angell Road, was being 23 targeted or considered for direct work, so-called direct 24 work, with children who had suffered sexual abuse. That 25 contemplated in a home where there was a schedule 1</p> <p style="text-align: center;">Page 138</p>
<p>1 offender, it beggars belief, doesn't it? 2 A. It beggars belief, but also this idea that unqualified 3 care workers were going into regression techniques and 4 handling the most sensitive interventions with children, 5 really, as complete amateurs. The first thing anybody 6 working with children should know is the danger of 7 behaving inappropriately, the unforeseen consequences, 8 the importance of training, the importance of 9 supervision, and it is, I mean, really unforgivable. 10 Q. Do you think that that Clough Report and the terms of 11 reference was a missed opportunity to find out in more 12 detail what, in fact, had been going on and actually to 13 put the children at the forefront? 14 A. I think he makes some quite powerful comments about how 15 Carroll is regarded, and encloses a letter which is 16 pretty vitriolic and pretty clear about the nature of 17 the man. I think, within it, it's not very -- I say 18 it's not very punchily presented, but there are some 19 components which I think make some powerful points. 20 Q. It is clearly very critical of Carroll, but at the same 21 time no link being made about what his presence 22 represented in terms of risk to children who had been 23 sexually abused or may have been sexually abused. Not 24 joining the dots around this whole picture? 25 A. Not joining the dots, but the original inquiry was,</p> <p style="text-align: center;">Page 139</p>	<p>1 "Well, it had all happened a long time ago, hadn't it, 2 and he'd done well at Lambeth". It was a post hoc 3 rationalisation. It is a wrong decision. 4 Q. Finally from me, leading on from the final point of 5 Lord Laming, what were the possibilities for you, as 6 a minister, in terms of steps that could have been taken 7 in relation to Lambeth, given this extensive failing 8 history not simply about child sexual abuse not being 9 detected, but obvious signs that were being detected 10 around fostering, vetting, checks, children placed with 11 unregistered people that Lambeth weren't monitoring or 12 understanding what was going on in the placements. What 13 do you say about that whole scale of omissions and 14 failures and whether, as a minister, you might have 15 done -- or if you'd had all that information in one 16 space over such a long period of time for Lambeth, any 17 steps or measures that might have been taken by you? 18 A. Well, like Lord Laming, I was very aware of other 19 authorities with problems, Islington problems. There 20 were -- all the Pindown problems. The whole of 21 the Nottingham issues. Cleveland, you know, Rochdale, 22 Orkney. So there were a lot of areas where the 23 children's services needed focus and attention. 24 I think at that time I thought the reports were 25 presenting such a formidable force that there were no</p> <p style="text-align: center;">Page 140</p>

1 **excuses for inaction. So I sort of left day-to-day**
 2 **responsibility in '92, which is relatively early, I left**
 3 **the department in '95 when -- as I say, with, I think**
 4 **John Bowis there.**
 5 **It then carried on through the '90s, which is just**
 6 **appalling. So I don't think I could have done more at**
 7 **the time or should have done more at the time, in that**
 8 **I was giving it high priority in discussion with the**
 9 **Social Services Inspectorate and the social policy**
 10 **people. In the back of my thoughts quite often was, are**
 11 **we learning anything that we need to modify the**
 12 **Children Act? Is this covered in the Children Act?**
 13 **I felt what we needed was an absolute sort of rule book**
 14 **as to how, in each circumstance, what would be the right**
 15 **way to move.**
 16 **But it hadn't -- had I received repeated reports of**
 17 **this quite extraordinary, flagrant refusal to learn**
 18 **lessons, I think I would have started feeling rather**
 19 **differently.**
 20 Q. It even seems that the reports written either didn't see
 21 the light of day; if they did, recommendations weren't
 22 really set out, let alone followed upon. What about
 23 this constant commissioning of reports with little done?
 24 Could that have been something the SSI could have picked
 25 up on and you could have spotted, that they weren't

Page 141

1 **ministers handling personal Social Services had an**
 2 **understanding of the issues -- either they'd been in**
 3 **local government or they'd had an understanding of**
 4 **children -- and I would certainly have talked with each**
 5 **of them about, you know, how their job was going and**
 6 **what were the priorities and what were they -- did they**
 7 **need to give greater attention to.**
 8 **When you move from Secretary of State to**
 9 **Secretary of State, it all happens in more of a rush,**
 10 **and I know that, for my successor, Stephen Dorrell, for**
 11 **example, there was a great focus on mental health at**
 12 **that moment, let alone all the NHS and NHS Trust issues,**
 13 **I can't give an account then.**
 14 MS LANGDALE: Thank you. I have no further questions. The
 15 chair and panel may have.
 16 THE CHAIR: Thank you. I have no questions. I will ask my
 17 colleagues if they have any. Ms Sharpling?
 18 MS SHARPLING: No, thank you, chair.
 19 THE CHAIR: Mr Frank?
 20 MR FRANK: No, thank you.
 21 THE CHAIR: Sir Malcolm?
 22 PROF SIR MALCOLM EVANS: No, thank you, chair.
 23 THE CHAIR: Thank you, Baroness Bottomley, thank you.
 24 **A. And I'm not a Freemason. I wish you well.**
 25 **(The witness withdrew)**

Page 143

1 following through sufficiently with the material that
 2 was there?
 3 **A. I think the reports were pretty clearly worded and hard**
 4 **hitting. So I don't think, at that time, I would have**
 5 **done anything other. But then, of course, it goes on**
 6 **through another Secretary of State to another. It's**
 7 **just the persistent refusal to learn the lessons which,**
 8 **with hindsight, is so unforgivable. Usually, you know,**
 9 **there's no greater disinfectant than transparency. The**
 10 **reports were public and we have heard it described how**
 11 **they were presented to the committee, presented to the**
 12 **officers. And then for them to fail to act, looking**
 13 **back on it, is extremely serious, but I'm with**
 14 **Lord Laming that, at that time, they didn't -- they**
 15 **weren't sufficient of an outlier. Worrying, serious,**
 16 **ominous, but not sufficiently at that moment to take**
 17 **further steps.**
 18 Q. On your point of turnover of Secretary of State, does
 19 the incoming Secretary of State pick up or have readily
 20 available what may have gone on over the five/ten years
 21 before? What's the continuity within that role?
 22 **A. When an issue arrives, they will be given the relevant**
 23 **briefing about it. That slightly depends on, you know,**
 24 **the priorities that any particular minister has. When**
 25 **I was there, I was sure to make sure that the junior**

Page 142

1 MS LANGDALE: Chair, may I invite now Ms Kennedy to read
 2 a short statement to conclude the evidence today from
 3 Mr Tim Yeo to complete the SSI evidence?
 4 THE CHAIR: Thank you.
 5 Statement of MR TIM YEO (read)
 6 MS KENNEDY: Thank you, chair. I'm reading from the
 7 statement of Mr Tim Yeo. For the transcript, the URN is
 8 INQ005266. It reads:
 9 "I have been asked to make this statement regarding
 10 the Lambeth investigation of the inquiry in relation to
 11 the period I spent at the Department of Health as
 12 Parliamentary Under-Secretary of State from
 13 15 April 1992 to 27 May 1993.
 14 "In the 26 years between leaving the department
 15 in May 1993 and receiving the rule 9 request from the
 16 inquiry, I have never had reason to consider again any
 17 of the matters to which the request refers.
 18 "My recollection of the events which occurred during
 19 my period at the department is now, therefore,
 20 inevitably very hazy. Even after reading the documents
 21 that the request refers to, it is extremely difficult to
 22 remember exactly what I thought at the time about the
 23 issues you mention and why I took, or did not take,
 24 certain actions.
 25 "My relevant career history."

Page 144

<p>1 The next section is marked "DPA". It goes on to 2 say: 3 "I retired from [DPA] in 1983 following my election 4 to parliament as MP for South Suffolk earlier that year. 5 I was a member of the Health and Social Security Select 6 Committee from 1986 to 1988. I was appointed 7 Parliamentary Private Secretary to the Home Secretary in 8 1988 and to the Foreign Secretary in 1989. 9 "In 1990, I was appointed Parliamentary 10 Undersecretary for Housing and Planning. My appointment 11 to the department followed in 1992 and ended with my 12 promotion to Minister of State for the Environment and 13 Countryside, which post I held until January 1994. 14 "Following the 1997 general election, I held various 15 shadow ministerial posts, including Shadow 16 Secretary of State for Public Services, Health and 17 Education from November 2003 until May 2004. 18 "I ceased to be MP for South Suffolk in 2015. Apart 19 from my time at the department, the only involvement 20 which I can recall having with issues relating to 21 children in the care of local authorities was on 22 constituency cases arising from the adoption policy of 23 Suffolk County Council as it was applied to families in 24 my constituency. 25 "My role at the department.</p> <p style="text-align: center;">Page 145</p>	<p>1 "My responsibilities as parliamentary undersecretary 2 were defined publicly by the department. I do not any 3 longer have a copy of that definition. I recall that, 4 throughout the time I served in the department, a very 5 substantial part of my responsibilities related to the 6 government's plans for reforms to community care, and in 7 particular to planned changes in how residential care of 8 elderly adults is funded. This issue was the subject of 9 legislation which I took through the House of Commons 10 during the 1992/93 session of parliament. It took up 11 a great deal of my time during the 13 and a half months 12 I worked at the department. 13 "My recollection is that the department oversaw the 14 policy framework within which local authorities provided 15 residential and other care for children. Responsibility 16 for the day-to-day provision and management of that care 17 rested with the local authorities. They appointed all 18 the staff involved and set the necessary budgets. 19 "Within the department, the performance of the local 20 authorities in fulfilling their childcare 21 responsibilities was monitored by the Social Services 22 Inspectorate, the SSI. Throughout my time in the 23 department, I worked closely with the SSI. I also had 24 regular contact with individual directors of local 25 authority Social Services departments and with the</p> <p style="text-align: center;">Page 146</p>
<p>1 elected chairs of the relevant local authority 2 committees. 3 "In general terms, as far as I can recall, I became 4 aware of concerns about children in the care of local 5 authorities from officials in the department, from 6 reports in the media and from interested individuals. 7 One such individual was the Lambeth Councillor 8 Clare Whelan, to whom I refer further below. 9 "The SSI. 10 "I maintained a very close working relationship with 11 the SSI, meeting very frequently with Herbert Laming, 12 the Chief Inspector of Social Services, and his team, 13 and with other departmental officials, including 14 Tom Luce. Every significant decision or action which 15 I took in relation to children in the care of local 16 authorities was discussed with one or more of these 17 officials. 18 "At this time, the relationship between ministers 19 and officials on these issues was constructive, 20 co-operative and effective. I believe that the SSI was 21 effective at drawing to my attention any concerns of 22 which they were aware about the way local authorities 23 discharged their responsibility for children in their 24 care. 25 "It is impossible for me to judge whether the SSI</p> <p style="text-align: center;">Page 147</p>	<p>1 could have been more effective or more proactive at 2 finding out when and where the performance of individual 3 authorities was so inadequate that the welfare of 4 children in their care was put at risk. 5 "In my view, it was not the role of the SSI to try 6 to second-guess decisions taken by individual local 7 authorities or to intervene extensively in the 8 day-to-day management of local authority Social Services 9 departments, unless it had a specific reason to do so. 10 "I believe that my role as parliamentary 11 undersecretary was as effective as it could be in the 12 circumstances in which it was performed. Wherever I, 13 with the help of the SSI and other officials in the 14 department, was aware of situations in which local 15 authorities were seriously failing to carry out their 16 duties in relation to children in care, I responded in 17 a timely and effective manner. 18 "Lambeth Council. 19 "I have been provided by the inquiry with copies of 20 some correspondence between ministers of the department 21 and Councillor Claire Whelan, opposition Social Services 22 spokeswoman, on Lambeth Council. That document 23 reference is CWH000037. 24 "It appears from these documents that 25 Councillor Whelan had been in contact with</p> <p style="text-align: center;">Page 148</p>

<p>1 Virginia Bottomley since 1990 and that she wrote to 2 Virginia Bottomley on 19 October 1992. This letter was 3 passed to me for reply as I was then the minister 4 responsible. 5 "Contrary to the statement in your rule 9 request of 6 4 October 2019, that between October 1989 7 and February 1990 Clare Whelan, a Lambeth councillor, 8 drew a number of issues surrounding Lambeth's children's 9 homes to my attention, I did not in fact have any 10 contact on these issues with Councillor Whelan until 11 after my appointment as parliamentary undersecretary in 12 1992. 13 "Councillor Whelan referred to ongoing 14 investigations regarding paedophile activity in Lambeth 15 Children's Homes and urged an investigation by the SSI. 16 I wrote in response on 17 November 1992, confirming that 17 the investigations were still ongoing and further action 18 would be considered once they were complete. 19 "On 18 December 1992, Councillor Whelan wrote to me 20 saying she was pleased that there was to be an inquiry, 21 having apparently learned of the matters I refer to in 22 the following paragraph of this statement. 23 "I wrote to Councillor Whelan on 9 February 1993 24 confirming which steps were being taken. 25 "I have been provided by the inquiry with LAM013143,</p> <p style="text-align: center;">Page 149</p>	<p>1 being a copy of the letter I wrote to Stephen Whaley, 2 the leader of Lambeth Council, on 14 December 1992. 3 This states it was written in response to his letter to 4 David Lambert, which I do not now have and do not 5 recall. It appears from that letter that Steve Whaley 6 had written to the SSI inviting an inspection of 7 Lambeth's children's homes. I believe that this may 8 have resulted from the sacking of John Michael Carroll, 9 known as "Michael", as a Lambeth children's home manager 10 and the revelation to the media that he had a conviction 11 for child sexual abuse which Lambeth were made aware of 12 in 1986. 13 "I understand that Lambeth had instituted 14 a misconduct process in 1986 but decided to retain 15 Michael Carroll. I also understand that David Pope, who 16 subsequently became Lambeth Director of Social Services, 17 chaired the panel which decided to retain 18 Michael Carroll. I understand that the chair of Lambeth 19 Social Services Committee had demanded an inquiry into 20 why Michael Carroll had not been sacked then. 21 "Following discussions with the SSI, I had agreed to 22 ask Lambeth to arrange an independent person to carry 23 out the review of Michael Carroll's employment. Lambeth 24 appointed Richard Clough to do that. 25 "As is also recorded in LAM013143, I had agreed with</p> <p style="text-align: center;">Page 150</p>
<p>1 the SSI that it would carry out a full and early 2 inspection of Lambeth residential childcare services. 3 My recollection is that I hoped that asking the SSRI to 4 carry out a full inspection of Lambeth Council's 5 residential childcare service would identify the 6 failings in the service and the causes of those 7 failings. 8 "I have been provided by the inquiry with the SSI's 9 report of March 1993 relating to three Lambeth Council 10 children's homes, and that's LAM028733. I cannot recall 11 if I was involved in the decision to limit the scope of 12 the SSI's investigation to three homes or the reason for 13 that decision. I also do not recall seeing the report 14 at the time it was produced, although it's very likely 15 that I would have been made aware of it. 16 "From reading the report now, it does not appear 17 that any ministerial action was required in consequence 18 of its conclusions and recommendations. I have neither 19 any record nor any recollection of having seen or 20 discussed the contents of Richard Clough's report while 21 I was Parliamentary Undersecretary at the department. 22 "In the request sent to me, the inquiry states that 23 the Clough Report was provided to Lambeth in May 1993. 24 I have seen a BBC report of 2016 which refers to the 25 Clough Report as being made in June 1993. In the</p> <p style="text-align: center;">Page 151</p>	<p>1 Lambeth Council document, which has been provided to me 2 by the inquiry, it is stated that the Clough Report was 3 produced in August 1993. Accordingly, it appears that 4 the Clough Report was not produced until after I'd left 5 the department. 6 "I have been asked whether I raised any concerns 7 about the involvement of Lambeth's Director of 8 Social Services, David Pope, in the decision to retain 9 Michael Carroll. It is unlikely that I would have 10 considered it appropriate to take any action in that 11 regard until I'd seen the Clough Report. In any event, 12 as I have explained, that report was not produced until 13 after I'd left the department. 14 "My attention has been drawn to the decision of 15 Lambeth Council to commission its own internal 16 investigations. This appears to be referred to in the 17 first page of the document I have been provided by the 18 inquiry, being CWH000040, and a document provided to me 19 by the inquiry, being INQ002206. The latter document is 20 dated 23 February 1994 and states that the Lambeth 21 internal management investigation had been instituted 22 following the production of the Clough Report 23 in August 1993. This was, accordingly, well after 24 I left the department. 25 "My attention has also been drawn to the document</p> <p style="text-align: center;">Page 152</p>

<p>1 I have been provided with by the inquiry, being 2 LAM009811, which is a newspaper report regarding the 3 death of Mia Gibelli, who had been killed by her mother 4 whilst being monitored by Lambeth. In that report, 5 reference is being made to an interview I gave to LBC 6 Radio in which I expressed concern about Lambeth's 7 failings. 8 "It is likely that I considered taking further 9 measures in relation to Lambeth Council. I cannot 10 recall what specific steps I was contemplating at the 11 time I left the department in May 1993. Internal 12 departmental papers might shed further light on this 13 matter." 14 That concludes the reading, chair. 15 THE CHAIR: Thank you, Ms Kennedy, and that concludes 16 today's evidence. Thank you very much. 17 MS KENNEDY: Thank you. 18 (3.57 pm) 19 (The hearing was adjourned to 20 Tuesday, 28 July 2020 at 10.30 am) 21 22 23 I N D E X 24 25 MS JO CLEARY (affirmed)1</p> <p style="text-align: center;">Page 153</p>	<p>1 Questions from THE PANEL25 2 MR PAUL ANTHONY CLARK (affirmed)26 3 Examination by MS DOBBIN26 Questions from THE PANEL41 4 Further examination by MS DOBBIN44 5 DAME DENISE PLATT (sworn)45 6 Examination by MS LANGDALE45 7 LORD HERBERT LAMING (sworn)76 8 Examination by MS LANGDALE76 Questions from THE PANEL113 9 10 BARONESS VIRGINIA BOTTOMLEY (sworn)116 Examination by MS LANGDALE116 11 12 Statement of MR TIM YEO (read)144 13 14 15 16 17 18 19 20 21 22 23 24 25</p> <p style="text-align: center;">Page 154</p>
---	---

<p>A</p> <p>A&E 120:6</p> <p>ability 40:11 63:12 86:9 89:18</p> <p>able 8:13 17:9 30:7 31:10 40:8 56:5 56:6 84:12 97:13 134:8</p> <p>abolished 74:13</p> <p>absolute 40:21 112:17 126:1 141:13</p> <p>absolutely 17:13 37:9 40:13 44:18 58:11 97:3 98:6 98:15 109:24</p> <p>abuse 8:19 18:21 31:8 41:9,10 89:17,20 105:11 113:21 125:21 126:6,8,20,24,25 127:6,22,25 128:18 134:11 138:24 140:8 150:11</p> <p>abused 20:24 21:20 36:4 88:3 139:23,23</p> <p>accelerated 13:5</p> <p>accelerating 12:8</p> <p>accept 88:20</p> <p>acceptance 42:7</p> <p>accepted 42:21 93:10</p> <p>accessible 124:21</p> <p>accident 88:2</p> <p>accommodation 109:3,14</p> <p>accompanying 132:13</p> <p>account 42:5 48:5 143:13</p> <p>accountability 83:24 104:1 113:17 115:7,18</p> <p>accountable 102:2 102:3 104:5,6 130:19,21</p> <p>accurate 7:10</p>	<p>15:19 45:12 76:22 117:3,5</p> <p>achieve 112:14</p> <p>achieved 112:15</p> <p>achievement 48:25</p> <p>act 80:13 87:17 88:10,13 90:23 91:12 99:8 115:2 119:16,19,24,25 123:13 125:18 131:3 141:12,12 142:12</p> <p>acted 39:11,24</p> <p>action 4:16 13:1,7 23:22 42:23 43:6 43:8 55:4,8 60:20 62:9 63:16 63:21,23,25 64:24 66:5,18 67:12,23 82:7 86:16,19 88:6 95:25 114:4,13 114:14 134:10 135:2 147:14 149:17 151:17 152:10</p> <p>actions 67:24 68:1 144:24</p> <p>active 49:6 128:14</p> <p>activities 50:7</p> <p>activity 83:13 112:17 128:19 133:12,23 149:14</p> <p>actual 59:7 69:24 137:20</p> <p>addictive 127:4</p> <p>address 9:15 55:5 55:25 67:25 111:21</p> <p>addressing 62:19 89:9,9,17</p> <p>adequate 53:13 86:9 91:7</p> <p>adjacent 97:14 98:25</p> <p>adjourned 153:19</p> <p>adjournment 76:9</p> <p>administration 48:22 112:20</p>	<p>135:11</p> <p>administrative 16:4 47:22 74:19 80:24</p> <p>admired 133:10</p> <p>admitted 88:1 132:6</p> <p>adopted 37:25</p> <p>adoption 145:22</p> <p>adult 2:22 47:6 49:22 50:2 77:19 81:5 100:4 119:20 130:9</p> <p>adults 146:8</p> <p>advanced 121:12</p> <p>adverse 4:18 6:17</p> <p>advice 14:4,7,7,9 14:10 29:4,9,13 29:18,25 33:9 78:22</p> <p>advise 4:7</p> <p>advised 40:9 58:3 73:4</p> <p>advising 6:20,22</p> <p>advisor 28:3,6 78:2</p> <p>advisory 28:2</p> <p>affairs 52:17</p> <p>affect 95:2 111:14</p> <p>affirmed 1:7 26:9 153:24 154:2</p> <p>afraid 108:12 113:7 115:19 121:9</p> <p>after-care 77:4</p> <p>age 118:14</p> <p>agencies 120:4 123:8</p> <p>agency 65:10 106:5</p> <p>agendas 127:16</p> <p>agent 104:7</p> <p>ages 57:13</p> <p>ago 38:5 108:13 125:15 140:1</p> <p>agree 38:2 94:4 136:15,15 137:24</p> <p>agreed 49:14 73:5 150:21,25</p>	<p>agreements 95:6 95:10</p> <p>ahead 34:9</p> <p>AIDS 119:14</p> <p>AIDS-related 20:25</p> <p>aimed 82:23</p> <p>air 108:16,16</p> <p>Alan 53:1</p> <p>alarm 71:11</p> <p>alarming 131:12</p> <p>alas 90:25,25</p> <p>albeit 137:12</p> <p>alcohol 119:15</p> <p>alert 11:1</p> <p>alive 87:23</p> <p>allegation 21:19 24:17 37:12 39:15,18 43:25 105:15 111:3</p> <p>allegations 7:1 20:23 21:14 22:9 33:3,7 36:2,3,14 38:11 105:11 128:1</p> <p>alleged 95:8</p> <p>allocate 130:6</p> <p>allocated 4:19 5:14 62:13,14 65:7 129:6</p> <p>allow 63:16</p> <p>alongside 53:17</p> <p>alternatives 107:5</p> <p>altogether 75:4</p> <p>amateurs 139:5</p> <p>ambition 53:9</p> <p>amount 5:22 97:15 99:12 120:2</p> <p>analysed 96:15</p> <p>analysis 63:2,6 64:5 96:25 103:5</p> <p>Angell 19:11 73:22 92:19 103:3 135:19 136:5,13 138:22</p> <p>annotation 15:18 17:8 20:16</p> <p>annual 53:2 58:17</p> <p>answer 63:19</p>	<p>70:20</p> <p>answered 113:9</p> <p>answers 70:24 71:9 88:18</p> <p>antagonistic 112:1</p> <p>Anthony 26:9,13 154:2</p> <p>anybody 22:16 35:12 56:8 90:4 101:14 124:22,24 125:3 139:5</p> <p>anymore 29:25 112:6</p> <p>anyway 22:20</p> <p>Apart 145:18</p> <p>apologise 3:3</p> <p>appalling 98:5 141:6</p> <p>apparent 29:24</p> <p>apparently 149:21</p> <p>appear 103:5 151:16</p> <p>appeared 118:10 131:14</p> <p>appears 14:21 102:12 148:24 150:5 152:3,16</p> <p>appendix 131:2</p> <p>Appleby 98:2,4 128:3</p> <p>application 94:23</p> <p>applied 77:2 145:23</p> <p>appointed 45:19 74:11 77:4,8,25 78:6,16 117:23 145:6,9 146:17 150:24</p> <p>appointing 102:4</p> <p>appointment 61:9 65:10 71:16 124:2 145:10 149:11</p> <p>appointments 61:6</p> <p>appreciate 21:8 62:24 64:3</p> <p>appreciated 11:6</p> <p>approach 13:4 38:3,22 59:2</p>
---	---	---	--	--

<p>94:9 approached 13:21 appropriate 16:7 17:16 31:5 38:18 38:23 40:12,13 62:8 94:1 132:9 134:23 152:10 approve 55:17 April 45:9 76:20 116:25 144:13 area 29:4 53:5 77:16 89:17 106:12 areas 18:19 49:16 62:18 65:6 89:8 115:4 126:7 131:25 135:8 140:22 arguably 63:1 127:24 arises 18:17 arising 145:22 arose 100:18 125:18 arrange 92:16 150:22 arranged 92:25 arrangement 80:23,25 arrangements 80:2 84:20 92:10 93:9 110:22,24 arrested 14:23 arrive 57:2 103:14 137:16 arrived 59:1 arrives 142:22 arriving 63:7 119:1 ascertain 4:24 asked 20:8 44:15 54:7 87:18 93:10 144:9 152:6 asking 3:24 26:25 91:25 95:22 113:5 115:21 151:3 aspects 71:21 aspiration 86:20</p>	<p>assessed 55:8,9 80:6 assesses 132:5 assessing/evalua... 78:19 assessment 47:23 48:13 50:24 51:17 53:24 80:7 112:23 assessments 50:11 114:20 assistant 2:7 3:18 3:23 6:15,19 9:9 10:6,11 13:2 24:14 25:18 45:20 84:10 93:19,20 105:9 105:13,17 assisting 133:24 Association 45:24 51:14 assume 22:21 135:3 assumes 102:21 assurance 14:5 assure 10:16 11:2 134:25 astonished 88:11 89:1 atmosphere 66:20 attach 94:2 attached 90:22 96:6 116:25 131:25 attempt 24:19 50:8 attend 30:15 attended 54:15 58:20 59:4 attention 20:22 64:23 65:4 81:15 81:17 85:10 92:7 92:8 97:15,21 98:3,6 99:12 100:17 124:12 128:4 133:16 140:23 143:7 147:21 149:9 152:14,25</p>	<p>attitudes 52:18 Audit 46:21 August 11:25 14:18 65:5 69:14 152:3,23 austerity 109:6 authoritatively 74:21 authorities 4:8,9 4:20 5:2,9,21 6:1 6:7 8:18,20,22 11:10 27:11 28:23 29:5,10,14 29:20 30:17 47:13 49:9,18 54:2,3 59:20 78:15 79:3,8,22 80:1 81:3,5 82:16,23 83:7,8 83:23 84:9 86:20 97:14 98:7,9,11 99:4 105:19 106:4,8 107:9 109:7 113:19 120:12 123:7,11 140:19 145:21 146:14,17,20 147:5,16,22 148:3,7,15 authority 2:19 3:17 4:3,14 5:6 5:10,11 9:18 11:24 18:19 21:18 28:16 29:3 29:15,17,23 35:4 36:9 40:8 41:1 82:5,13,18 83:5 85:17 87:5,7,23 88:5 91:6 98:19 98:25 99:7,10,11 101:25 102:21,22 103:24 104:2,5,6 105:23 108:11 113:24 114:13,17 114:23 115:5,11 115:12,13,14 117:20,21 127:15 130:8,20 131:6 131:13 132:23</p>	<p>138:21 146:25 147:1 148:8 authority's 80:10 autobiography 121:4 autonomous 52:4 52:16 availability 86:5 available 31:14 53:8,9 65:19 85:15 109:11 124:23 142:20 avoid 75:4 105:5 avoidance 69:3 awarded 117:14 aware 6:17 10:18 11:3,9 12:12 13:14 19:5,9,14 73:12,16,19,24 97:4 98:19 126:22 133:21 134:17 140:18 147:4,22 148:14 150:11 151:15 awareness 127:22 138:21 awful 70:18 79:2</p> <hr/> <p style="text-align: center;">B</p> <p>Baby 78:8 91:3 back 7:17 12:15 13:6 22:23 28:8 30:18 31:1 33:11 71:9 74:13 81:25 82:3 105:20,25 126:17 141:10 142:13 backbench 81:22 backdrop 52:3 91:24 99:21 backed 91:7 background 1:24 27:1 36:19 45:14 46:2 61:14 76:25 77:12,13 117:10 119:23 backgrounds 77:12,24 backwards 51:15 67:21 68:3</p>	<p>107:23 bad 12:21 badly 105:25 134:9 balance 29:16 balanced 66:11 ball 111:8 Baroness 116:20 116:21 117:2 143:23 154:9 Barratt 6:20,24,24 7:5 13:8 64:18 based 17:25 18:5 64:1 117:17 baseline 9:18 basic 49:18 basics 50:1 basis 4:24 29:5 78:7 88:6 battle 86:21 BBC 151:24 becoming 118:20 bed 90:1 before?' 57:3 began 11:18 117:22 beggars 139:1,2 beginning 20:22 113:18 117:6 behalf 112:3 behave 120:13 behaving 139:7 behest 30:22 belief 1:16,21 26:18,23 78:17 112:17 139:1,2 believe 14:6 72:22 80:13 100:15 113:4 147:20 148:10 150:7 believed 131:5,8 believer 89:12 bells 71:11 benchmark 48:21 benefit 40:14 90:11 122:11 best 1:15,20 11:13 17:15 18:12 26:18,23 29:19</p>
---	--	---	--	---

<p>38:3,6,15 51:21 51:22 52:13 123:8 127:12 better 52:21 59:22 75:2 86:13 107:4 108:4 110:8 Bible 126:2 big 99:2 115:6 Bill 47:10 55:6 124:2 125:16 bit 15:3 26:25 30:18 40:3,18 42:17 52:16 70:14 137:3 bits 34:16 bizarre 25:15 Blom-Cooper 125:22 board 44:16 Boateng 16:18 17:5 19:10 69:17 71:7,12 72:13 73:4,21 74:1 bodily 88:9 body 52:4,6,16 75:4 102:1 115:6 130:19 book 72:3,4 141:13 boring 102:18 borne 111:24 borough 2:2,23 62:3 101:7 borough's 92:10 boroughs 3:20 8:9 8:14 84:1 98:25 129:5,12 bother 56:23 bottom 62:10 Bottomley 116:20 116:21 117:2 134:19 143:23 149:1,2 154:9 boundary 49:8 bounds 103:22 Bowis 121:23 137:11 141:4 box 122:13,14 Boy 98:19</p>	<p>branch 18:4 break 9:4 34:8 44:23 45:1 116:18 breakfasted 80:19 Brenda 120:1 brief 33:19,21,24 35:16 37:9 71:18 71:21 72:16,16 72:17 131:24 briefed 18:18 71:8 73:11 124:14 briefing 14:18,21 15:15,24 16:9,22 17:9,11,13,19,21 17:24 18:1,3 19:16 20:13,15 20:18 21:14,25 33:25 34:19,22 35:7,21,25 68:22 69:13,19,22 70:17 71:10 72:7 72:9 73:25 142:23 briefings 11:20 12:13 14:16 17:25 18:5,7,17 19:5,8 34:4 briefly 43:22 57:21 58:7 67:11 brilliant 120:2 bring 14:17 16:22 17:3 20:14 46:2 47:23 50:8 53:17 55:19 73:6 83:14 84:10 bringing 50:15,20 51:18 124:11 brings 116:3 Brixton 117:18,25 broad 119:7 broader 96:11,12 96:21,25 Bromley 27:12 brought 26:7 58:9 67:9 81:15,16 92:6 97:21 124:16 brutal 87:19</p>	<p>budget 115:13 budgets 146:18 build 10:12 48:13 building 109:20 124:4 built 40:7 bullets 88:17 business 3:19 4:21 10:13 13:15 36:8 103:25</p> <hr/> <p style="text-align: center;">C</p> <hr/> <p>calibrated 34:18 call 1:5 4:21 45:3 76:12 107:12 116:20 118:16 127:10 135:15 called 53:14 60:3,6 104:11,13,14 123:18 calling 48:4 Camberwell 117:18 capable 97:8 capacity 13:23 86:21 118:22 care 14:21 15:12 21:20 31:6,7,21 33:2 41:16 46:7 47:11 48:23 49:3 49:15 54:22,23 54:24,25 55:7,12 55:24 56:3,21 57:16,20,25 58:6 58:9,17,22 65:12 71:16 74:12 78:2 85:18 86:3 88:16 92:10 100:23 101:15 102:13,24 103:7 106:13 107:1 109:2,16 109:18 110:7 118:7,22 119:14 119:19 120:12 121:18 129:25 130:8 132:6,8 138:6 139:3 145:21 146:6,7 146:15,16 147:4 147:15,24 148:4</p>	<p>148:16 care-experienced 57:23 cared 108:19 119:12 career 25:20,21 35:12 45:14 138:11 144:25 careful 33:5 carefully 135:1 carer 100:13 caricature 52:18 caring 41:12 carried 30:12,22 32:12 34:7 94:1 141:5 Carroll 14:23 19:12 31:4 69:6 69:7 71:19,22 73:12,22 92:18 94:17 96:5 100:1 101:16 103:1 135:18 136:23 139:15,20 150:8 150:15,18,20 152:9 Carroll's 71:14 94:23 96:10,23 150:23 carry 56:14 148:15 150:22 151:1,4 carrying 56:21 case 10:23 11:11 14:6 17:18 18:23 19:19 42:15 69:7 73:8 95:10 97:16 104:25 108:3 124:18 cases 62:22 97:24 118:23 129:13,23 145:22 casual 34:13 catalyst 12:4 catch 125:1 caused 99:3 causes 151:6 caution 33:4 cautioned 33:2</p>	<p>ceased 145:18 Celia 21:7 cent 62:11,15 central 48:21 51:7 52:21 75:14 82:22 84:8 85:22 90:21 115:16 centrally 130:22 centre 88:4 90:24 91:10 103:11 106:7 110:4,5 118:25 centred 138:11 centres 110:1,1 certain 114:21 144:24 certainly 4:16 6:18 33:24 34:15 35:16 79:15 97:16 99:25 124:20 127:5,17 143:4 cetera 8:22 13:24 62:5,10,15 67:6 73:7 94:10 95:12 95:12 129:21 134:7 chain 18:8 23:9 34:3 chair 1:3 2:25 3:3 17:5 25:1,2,4,5,7 25:22 26:2,5,7,8 34:6,9 41:4,6,18 41:23 42:1,5,9,12 42:14,18,24 43:2 43:6,10,14,16,17 43:19 44:12,19 44:21,23 69:18 71:13 74:12 75:7 75:20,21,23,24 76:1,2,3,5,11,12 76:21 87:18 93:14 111:1 112:8 113:10,14 114:6,7 116:7,9 116:11,15,16 117:23 143:15,16 143:18,19,21,22 143:23 144:1,4,6</p>
--	--	--	--	---

<p>150:18 153:14,15 chaired 37:1 78:5 150:17 chairman 125:19 chairs 147:1 challenge 14:4 29:4,10 42:7 48:13 challenges 8:11 47:1,3 challenging 5:3 87:8 122:11 123:17 champions 118:17 chance 66:13 chances 48:24 change 6:2 12:4 28:6 30:1 32:6 47:13 64:16 67:1 74:15,16 83:1,14 90:10 106:1,1 112:10,11 115:17 116:3 130:17 131:9 changes 53:18 146:7 charge 39:5 charged 14:24 18:21 37:20 charities 57:25 charter 79:11,13 chats 89:11 chatted 68:9 cheap 108:1,1 check 31:6,23 70:3 70:9,13 checking 70:11 checklist 56:14,17 checks 65:8,9,12 140:10 chief 2:7 3:18,23 6:15,19 7:21,23 8:2,4 9:9,12,24 10:5,6,11,13,18 10:24 11:2,6,9 13:3 15:23 16:5 16:8 17:15,20,24 18:12 19:17,18 19:23 21:7,10</p>	<p>25:19 30:6 39:17 40:10 46:3,11 48:6 55:21 62:3 66:1 68:11 69:6 77:25 78:10 84:5 84:10 86:8 92:25 93:18,18,19,20 93:23,25 97:18 104:9 105:9 111:14,19 113:18 114:10 121:20 122:25 123:20,23 125:11 147:12 child 5:15 7:1 8:19 18:21 20:23 21:19 24:21 36:4 41:14,18 46:6 56:3 57:24 62:11 88:1 89:17,19 90:17,18,20,23 100:22 102:22,24 103:10,19 107:16 107:16,17 109:18 111:2,9,10,22,23 117:18 120:15 125:19,21,23 126:24,25 127:19 127:22,25 128:18 129:4,24,25 130:7 138:10 140:8 150:11 child's 109:12 child-centred 80:23 childcare 25:21 93:3 95:3 96:3 110:10 129:1 134:18 135:21 146:20 151:2,5 childhood 106:25 children 9:7 12:17 14:14 25:23 27:8 35:13 41:8,13,20 43:3,10 47:8,11 48:23 49:2 51:23 54:22 55:7 56:20 57:16,20 58:5,8,9 58:16 59:4 62:8 62:11,14,16 65:2</p>	<p>65:7,13 66:6,6 67:4,7,10,11,13 67:14 77:12 80:13,15,18,22 86:12,13 87:17 88:10,13 90:2,7 90:23 91:10,12 94:21 99:8 100:23 101:4,9 101:15,20,24 103:6,20 105:12 106:13,16,24 107:2,7,11,20 108:5,6,15 109:2 109:13 110:6,7 110:23 112:3 115:2 118:7,10 118:12,14,17 119:24,25 120:12 121:4,12,14 123:13 124:12,13 125:18 126:4,5,9 126:13 127:23 129:4,23 132:6 134:11 136:12 138:5,6,8,8,24 139:4,6,13,22 140:10 141:12,12 143:4 145:21 146:15 147:4,15 147:23 148:4,16 children's 18:20 19:7 27:19,23 28:4 30:21 32:21 41:24 43:9 47:5 47:7,9 49:22 50:1,19 51:5 55:21 57:3,25 58:13,14 59:15 73:14 77:18,19 80:8,17 81:1,4 85:8 88:4 92:11 92:19 96:22 97:1 101:4 103:3 110:4 126:21,23 127:12,23 131:23 132:2 133:15,23 134:6 135:7,19 140:23 149:8,15</p>	<p>150:7,9 151:10 CHILE 13:17,18 choices 86:6 chose 49:15 Chris 122:2 chronology 70:24 chums 90:3 circle 129:19 circuit 136:18 circumstance 141:14 circumstances 21:21 43:2 92:18 114:21 133:11 135:17 148:12 citation 53:1 cities 99:2 Citizen's 79:11 City 2:12 civil 122:2,5 133:4 Claire 148:21 Clare 147:8 149:7 clarify 41:23 73:11 114:9 clarity 12:1 43:21 Clark 5:19,21 13:15 23:12 24:4 26:8,9,11,13,14 26:25 32:9 33:1 34:10 35:15 39:21 41:3,7 43:21 44:15,20 44:21 154:2 Clark's 22:21 Clarke 120:20 121:3 clear 13:3 16:20 32:14 44:4 53:5 59:12 71:15 72:18 79:1 83:23 85:14 90:4 91:24 99:21 101:19 102:5 104:17 107:15,18 112:16 113:17 123:14 129:14 132:4 135:12 136:22 139:16 clearer 91:13</p>	<p>clearly 33:10 102:12 112:8 125:14 137:14 139:20 142:3 Cleary 1:6,7,9,11 1:11,12,23 14:18 15:16 16:14 17:10 19:4 20:16 21:15 23:4 24:18 24:24 25:9 26:3 27:15 35:21 39:1 43:23 69:14 70:6 70:23 153:24 Cleveland 27:7,14 98:11 126:8 140:21 Climbie 20:4 78:5 87:20 89:2 91:3 110:17 111:24 clinics 117:18 Clive 32:13 close 43:1 68:19,22 147:10 closed 43:9 88:6 110:1 closely 15:9 29:3 146:23 closer 52:7 closures 43:11,13 Clough 12:23 31:2 61:11 91:17,19 94:9 96:17 97:4 99:24 100:8 101:7 102:7,13 103:2 135:16 136:2,2,7,16 137:14 138:3 139:10 150:24 151:23,25 152:2 152:4,11,22 Clough's 99:17 104:25 151:20 co-operation 9:10 111:5 co-operative 147:20 coached 126:10 coast 107:12,24 108:2,15</p>
---	--	---	---	--

<p>code 58:21,25 coherent 121:24 cold-calling 38:1 collaborated 126:2 collaboration 79:24 collapse 88:8 collated 64:1 colleague 37:11 135:13 colleagues 25:2 42:2 75:22 113:15 143:17 collecting 54:5 College 3:2 combination 77:18 combined 77:8 come 11:13 16:10 17:25 18:9 36:2 41:14 70:21 77:11 79:3 81:25 99:4 110:7 120:4 128:4 130:8 136:22 comes 4:9 115:11 124:18 134:15 coming 18:25 57:5 67:18 command 18:8 34:4 comment 35:1 94:15,22 95:1,5 95:11 98:16 100:8 113:16 129:3 comments 129:2 136:16 139:14 commission 46:21 74:12 91:16 152:15 commissioner 65:22 commissioners 48:10 commissioning 103:17 141:23 commitment 66:2 79:19 91:8 committed 61:1,2</p>	<p>61:23 80:3 84:12 100:16,17 115:1 115:3 120:18 committee 30:7 54:10 93:15 142:11 145:6 150:19 committees 147:2 Commons 146:9 communicate 82:15 communicated 84:11 communication 82:22 83:18,19 83:21 84:8 94:24 108:22 communities 16:16 51:22 community 2:19 2:22 49:16 52:6 52:7,8 73:21 107:4,6,6,8 119:18 129:1 146:6 compared 83:6 97:11 comparison 8:8 compel 90:10 compile 38:12 complete 88:8 139:5 144:3 149:18 completed 84:17 92:23 completely 119:11 124:25 130:3 complex 12:14 127:24 complexity 8:23 complicated 130:7 components 10:1 139:19 comprehensive 63:6 compromised 68:25 69:1 concealed 23:23 39:11</p>	<p>concealment 100:19,20 101:2 concentrated 80:14 concept 49:8 concepts 29:9 concern 30:8 31:7 59:17,17 62:6 68:2 75:18 92:15 96:1 99:3 106:12 109:2 129:7 131:25 133:7 134:17 153:6 concerned 5:14 22:8 42:16,20 45:12 58:7,8 68:7 69:6 76:23 79:17 80:8 83:15 83:22 85:21 89:14 96:9 97:17 102:25 108:14 109:4,25 114:24 117:4 127:20 131:22 134:1 137:8 concerning 39:16 95:8 concerns 22:1 23:21 29:6 30:4 30:11,16 37:19 37:22 39:8 47:4 55:23 62:17 63:11 81:24 82:6 82:6 96:13,22 132:10,21,24 147:4,21 152:6 concerted 9:15 conclude 100:12 144:2 concludes 153:14 153:15 conclusion 109:1 137:17 conclusions 99:17 103:15 136:21 137:22 151:18 conditions 43:11 conduct 94:8,15 113:21</p>	<p>conducted 94:16 96:3 129:10 conducting 49:10 conference 53:3 54:16,19 55:19 58:17 conferences 59:5 confidence 31:23 75:9 130:10 133:25 confident 59:13 66:8 72:12 75:11 confirm 1:14,19 26:17,22 45:11 76:17,21,22 117:2 confirmed 11:19 39:4 confirming 69:5 72:22 149:16,24 conflict 71:15,17 73:6 95:11 confronted 21:18 56:12 conscientious 82:2 108:23 conscious 50:8 59:3 consent 51:18,19 consequence 8:24 22:15 90:10 151:17 consequences 139:7 Conservative 124:25 consider 41:8 65:18 66:4 86:8 135:1 144:16 considerable 30:14 31:7 83:12 92:14 consideration 6:25 69:15 117:9 considered 138:23 149:18 152:10 153:8 considering 40:10 135:10 136:11</p>	<p>consistent 60:25 61:3 consistently 132:22 constant 5:24 132:5 141:23 constantly 40:8 86:21 constituency 145:22,24 constituents 114:1 constituted 102:1 104:8 115:6 constitutional 115:18 constructive 4:13 147:19 consultation 59:7 94:1 consultations 58:5 contact 13:15 58:16 84:14 87:22 93:6 107:18,21 146:24 148:25 149:10 contacted 128:25 contained 53:19 contemplated 101:22,23 138:25 contemplating 153:10 contemporary 63:2 content 107:22 contents 1:14,19 26:17,22 45:11 76:22 117:3,5 151:20 context 31:5 46:14 64:3,11 65:1 75:16 108:9 continue 10:1 134:21 continues 110:15 continuity 83:16 142:21 contract 115:10 contrary 97:10 132:7 149:5</p>
---	---	--	--	--

<p>contribute 28:22 contributed 36:22 37:16 control 61:20 conversation 73:25 132:25 conversations 24:7 68:8 conviction 137:20 150:10 convincing 42:14 42:19 copies 16:14 148:19 copy 93:13 146:3 150:1 core 21:24 68:22 Cornwall 85:9 Corporate 2:17 correct 2:3,6,10,13 2:20,24 8:7 11:16 23:9 27:9 27:21,24 28:5,13 32:2,8,25 34:20 39:6,7 43:4,12 117:13 correctly 23:7 correspondence 84:6 128:22 148:20 corridor 124:3 125:1 137:13 council 3:1 10:19 21:13 30:15 47:24 48:4 49:20 49:25 54:8,9 55:2,4 60:19,21 60:23 61:5,19,21 63:12 65:3,21 75:11 77:9 81:12 92:17 94:7 95:9 95:15 132:7 135:17 145:23 148:18,22 150:2 151:9 152:1,15 153:9 council's 21:11 151:4 council-run 134:2</p>	<p>councillor 56:13 57:6 75:8 92:2,3 93:14 128:21,24 128:25 131:17 132:17 133:9 135:4 147:7 148:21,25 149:7 149:10,13,19,23 councillors 30:8 30:10 52:10 54:16,18 55:20 57:14,20 131:15 councils 4:5 48:9 48:19,20 50:10 50:12,18 51:3 52:9 53:12,14 54:7 55:18 60:10 counsel 5:20 8:17 11:5 13:2 17:12 76:21 country 82:19 87:21 91:4 98:8 Countryside 145:13 County 77:9 81:12 145:23 couple 5:9 38:25 70:9 coupled 5:10 courage 88:19 89:21 courageous 133:13 course 6:5 14:9 35:19 36:7 37:18 37:21 38:18 40:4 41:10 42:2 77:11 78:4,12 81:7 88:25 89:18 105:14 109:19 114:16 115:3 125:4 142:5 courses 121:24 court 117:23,24 118:5,11 125:19 127:11 courts 118:2,7 cover 135:8 covered 48:19 141:12</p>	<p>covers 17:1 CQC 22:15 CQC000002_001 14:17 CQC000002_004 16:22 CQC000002_022 70:5 CQC000002_023 70:21 CQC000294_001 95:18 CQC000294_00... 92:1 CQC000294_005 93:17 CQC000294_006 94:11 created 58:15 77:8 creating 78:17 107:4 credentials 13:22 credibility 70:19 criminal 134:3 crises 30:2 crisis 110:15,16 critical 29:13 32:1 114:22 131:13 139:20 criticised 75:14,18 criticism 4:13 42:10 87:11 criticisms 42:6 cross 91:21 crucial 130:17 crystal 43:21 53:5 72:18 culture 40:19 61:2 87:15 cure 130:14 current 109:25 currently 31:6 133:22 cusps 110:6 cut 102:5 cuttings 124:5,10 CWH000037 148:23 CWH000037_005 131:17</p>	<p>CWH000037_007 128:23 CWH000037_011 133:19 CWH000037_013 134:15 CWH000037_015 135:4 CWH000037_017 135:14 CWH000040 152:18</p> <hr/> <p style="text-align: center;">D</p> <p>D 153:23 daily 41:12 Dame 45:3,4 51:25 59:3 62:1,2,20 68:21 70:7 73:11 76:5 154:5 damning 7:11 danger 106:17 107:20 139:6 dangerousness 132:11 dangers 67:19 data 67:5 data-free 48:17 date 16:23 59:12 59:13,25 dated 1:13,18 26:15 45:9 76:18 116:24 152:20 daunting 83:11 David 68:8,9,11,23 69:4 84:3 92:5 93:13,19 95:21 97:8 99:25 104:19 105:9 108:11,24 150:4 150:15 152:8 day 21:25 32:24 86:24 87:21 88:4 99:15 104:4 121:5 124:4 134:13 141:21 day-to-day 141:1 146:16 148:8 daycare 110:5</p>	<p>days 3:16 40:6 77:10 107:23 DCI 24:5,8 dead 77:14 deal 11:14 43:7 70:4 118:9 146:11 Dealing 136:3 deals 97:19 dealt 39:13 97:7 death 46:6 47:8 78:8 87:19 153:3 debate 38:6,14 137:25 debates 128:15 decade 62:21 63:7 126:25 decades 112:9 decapitated 64:19 December 11:19 76:19 92:5 95:24 149:19 150:2 decide 17:21 104:23,23 decided 16:6 17:16 42:25 56:24 87:11 150:14,17 decision 39:14 40:22,23,24 66:11,17,21 94:16 100:8,11 100:12 101:22 102:8 103:15 120:8 122:15,17 140:3 147:14 151:11,13 152:8 152:14 decisions 121:11 122:14,21 136:10 136:11 148:6 decisive 13:1 deemed 55:10 deep 50:5 deeper 70:14 deeply 109:4,24 111:25 defended 112:24 defensive 98:16,17 defensively 67:20</p>
--	--	--	---	---

<p>defensiveness 52:20</p> <p>deferred 38:17,20</p> <p>defined 146:2</p> <p>definition 146:3</p> <p>degree 32:5 114:23 126:24</p> <p>delegated 121:14</p> <p>deliberate 77:22 78:16</p> <p>deliver 28:24 118:22</p> <p>delivered 9:7 78:20 80:4 88:20 88:22 110:21 112:21,23</p> <p>delivering 53:12</p> <p>delivery 86:13</p> <p>demand 86:4 129:15</p> <p>demanded 150:19</p> <p>demanding 113:3</p> <p>demarcation 138:19</p> <p>democratically 130:20</p> <p>demonstrate 12:13 97:13</p> <p>demonstrated 12:10 61:3</p> <p>demonstrates 135:14</p> <p>denial 52:13</p> <p>Denise 8:4 15:23 16:23 17:9 45:3 45:4,7 51:25 59:3 62:1,2,20 68:21,23 70:7 73:11 76:5 154:5</p> <p>department 4:4 7:7,15 12:19 22:14,17 46:8 47:22,22 54:15 55:10 58:24 64:17,19 67:15 67:21 68:3 74:19 74:19,22,23,25 77:9,19,20,21,22 78:1 85:25 95:15</p> <p>121:8 131:1 133:21 141:3 144:11,14,19 145:11,19,25 146:2,4,12,13,19 146:23 147:5 148:14,20 151:21 152:5,13,24 153:11</p> <p>department's 129:9</p> <p>departmental 147:13 153:12</p> <p>departments 11:4 77:16 87:25 120:6 146:25 148:9</p> <p>depend 18:23</p> <p>depending 5:13 29:6 48:19</p> <p>depends 18:10 142:23</p> <p>deprivation 8:11 8:17 118:10</p> <p>deputies 84:12 97:6</p> <p>deputy 7:20 19:17 27:18 84:19 85:1 93:18</p> <p>derived 47:14</p> <p>describe 116:1</p> <p>described 77:13 85:4 100:6 142:10</p> <p>describing 4:15</p> <p>description 15:1 60:16</p> <p>deserved 85:9</p> <p>designated 130:11</p> <p>designing 56:17</p> <p>desk 66:24</p> <p>despite 61:5</p> <p>detail 70:3 139:12</p> <p>detailed 132:9</p> <p>details 73:7</p> <p>detected 140:9,9</p> <p>Detective 32:13</p> <p>determination 88:18 90:25</p>	<p>determined 85:6 112:16</p> <p>developed 86:16</p> <p>developing 29:7 29:22</p> <p>development 28:4 28:22 83:6 84:20 90:21 108:4,14 108:19</p> <p>developments 18:19</p> <p>DI 22:2,5,25 32:20 33:17 36:6</p> <p>dialogue 133:16</p> <p>diary 122:18</p> <p>Dick 96:17</p> <p>dictated 58:21,25</p> <p>died 7:2 20:24 21:20 88:7</p> <p>difference 11:5 28:18 88:24 102:15</p> <p>differences 31:15</p> <p>different 3:22 5:9 6:16 23:3 28:14 48:19 66:1 77:11 77:24 81:23 88:2 98:25 99:1,1 109:17</p> <p>differently 61:23 141:19</p> <p>difficult 5:10,25 52:11 64:11 87:6 103:21 115:8 132:21 144:21</p> <p>difficulties 4:10 82:17,19 89:7 110:9,11</p> <p>difficulty 61:5 100:21</p> <p>digging 70:14</p> <p>diligent 121:10</p> <p>dinner 56:5</p> <p>direct 32:22 46:7 83:17,19,21 130:23 138:23,23</p> <p>direction 37:6 63:22 90:5 91:1</p> <p>directions 11:12</p>	<p>11:23 12:2,3 19:2 20:3 63:17</p> <p>directly 18:7,14 35:6 37:4 89:17</p> <p>director 2:12,17 2:18,22 4:22 21:7 24:13,15 27:19,22 30:4,15 42:3,21,22 45:21 45:22 46:5 53:17 68:11,14 77:10 81:10 82:10 83:17,19 87:4 93:7,12 105:17 110:3 137:21 150:16 152:7</p> <p>directors 10:9,14 10:16,23 45:24 55:22 64:13 68:6 77:11 119:14 123:5 146:24</p> <p>disadvantage 118:6,9</p> <p>disappointed 42:22</p> <p>disappointment 115:4</p> <p>discharged 147:23</p> <p>disciplinaries 64:21</p> <p>disciplinary 87:14 94:16 100:1,10 102:3,8 115:15 136:11</p> <p>disclose 100:2,5 101:10</p> <p>disclosed 21:21 24:11</p> <p>disclosure 101:6,6</p> <p>discouraging 104:1</p> <p>discover 109:13</p> <p>discovered 107:10</p> <p>discrepancies 31:15</p> <p>discuss 19:21 93:23 94:9</p> <p>discussed 22:4 37:11 92:21</p>	<p>147:16 151:20</p> <p>discussing 46:3 136:8</p> <p>discussion 16:5 65:17 133:6 136:20 141:8</p> <p>discussions 36:23 59:9 93:12 150:21</p> <p>disinfectant 142:9</p> <p>disintegration 7:14</p> <p>dismissed 113:20</p> <p>dispirited 88:11</p> <p>distressed 25:24</p> <p>distressing 38:9</p> <p>disturbed 111:25</p> <p>dive 50:5</p> <p>diverted 112:18</p> <p>divided 79:5</p> <p>division 82:21 85:1 110:4</p> <p>divisions 81:22</p> <p>doable 31:13</p> <p>Dobbin 1:4,5,8,9 24:24 26:5,10,11 34:6,10 41:3 44:12,14,15,19 44:23 154:3,4</p> <p>Dobson 33:20,21 34:1,2 35:17 46:15 49:1 55:25 58:1</p> <p>document 16:20 17:8 61:25 63:8 91:25 93:17 95:18 137:23 148:22 152:1,17 152:18,19,25</p> <p>documentation 132:13</p> <p>documented 8:21</p> <p>documents 69:22 84:23 91:16,20 112:25 132:1 144:20 148:24</p> <p>doing 5:5 20:11 21:13 25:23 28:11 31:13 36:9</p>
--	---	---	---

<p>36:11 52:20 57:10 71:20 84:15,16,16 100:24,24 105:3 107:25 121:1 138:18 domain 69:8 door 78:20 112:21 Dorrell 143:10 dots 101:8 139:24 139:25 double 127:15 doubt 64:11,25 69:3 86:14 doubts 50:23 downward 110:14 DPA 145:1,3 Dr 68:21 draconian 116:2 draft 20:16 85:2 94:2 drafting 125:16 drama 59:8 drastic 66:5,18 67:12 draw 108:25 drawing 62:23 147:21 drawn 98:3 137:22 152:14,25 dress 58:21,25 drew 149:8 drink 99:14 Driscoll 22:2,5,25 32:13,20 33:17 36:6 Driscoll's 32:23 drug 119:14 Durham 77:2 duties 41:2 120:12 148:16 dynamic 82:7 dynamics 8:24 9:13</p> <hr/> <p style="text-align: center;">E</p> <hr/> <p>E 153:23 earlier 5:17 13:2 40:2,14 62:21 69:10 99:6 104:2</p>	<p>106:2 112:25 113:16 115:5 126:25 132:10 134:17 136:8 145:4 early 80:18 93:4 123:13 141:2 151:1 ease 96:6 easy 88:17 echoes 62:21 edge 123:12 edgy 137:3 education 111:17 116:4 117:20 120:5 145:17 educational 48:25 84:20 effect 9:8 65:23 66:5 86:9 112:11 136:10 effected 103:16 effecting 74:15,16 effective 28:4 48:14 61:4 74:15 79:12 83:9 86:15 103:16 116:2 147:20,21 148:1 148:11,17 effectively 82:15 effectiveness 95:6 110:21 112:22 effects 83:3 efficiency 78:19 effort 9:15 120:2 eight 4:18 either 19:5 21:24 35:4 48:10 54:9 66:12 86:20 87:14 92:11 134:23 141:20 143:2 elderly 146:8 elected 52:6 118:2 130:20 147:1 election 131:21 145:3,14 elections 61:17 electorate 104:5</p>	<p>elements 127:7 else's 102:22 email 15:23 70:5 emails 70:6 embarrassing 114:22 Embryology 119:16 emerge 102:16 emerged 136:20 emergency 88:2 emerges 129:14 emerging 22:9 employ 101:16 102:2 106:4 employed 29:17 115:12 117:21 133:12 employees 95:9 employing 106:3 employment 71:14 92:18 96:5,10,23 115:10 135:18 138:13 150:23 enable 82:4 110:11 enables 102:14 enclosed 96:7 encloses 139:15 encountered 52:19 encourage 99:14 encouraging 82:23 83:3 105:24 ended 145:11 endemic 9:16 60:22 enduring 65:11 130:12 engaged 33:12 138:3 engagement 32:15 32:16 33:13 103:10 111:23 England 58:20 85:8 99:3 engrained 63:3 enhanced 53:15 60:4,6,12 66:9 104:10,12,14 enlarge 94:12</p>	<p>enlarged 37:9 enormously 25:24 enquired 105:4 enquiries 133:24 enquiry 93:24 96:4 ensure 108:18 121:12 134:9 ensuring 120:18 126:2 entirely 16:7 entirety 85:18 entity 104:8 entrust 102:23 Environment 145:12 equal 95:2 equally 101:17 102:7,9 error 16:4 especially 48:24 83:6 111:22 129:1 essentially 28:20 121:6 establish 98:12 established 29:20 establishing 61:5 111:5 establishments 106:24 107:19 et 8:22 13:24 62:5 62:10,15 67:6 73:7 94:10 95:12 95:12 129:21 134:7 eternal 105:21 European 28:3 evaluating 80:4 evangelising 120:18 EVANS 25:9 26:1 43:20 44:11 76:2 116:10 143:22 evenings 80:21 event 152:11 events 23:9 47:8,9 58:19 144:18 eventually 48:6</p>	<p>everybody 1:3 56:1 97:7 everyday 13:23 evidence 12:9 18:25 21:24 22:25 24:16 26:6 33:16 35:23 37:24 40:11 41:11,14,17 50:17 52:15 63:15,23 64:1 69:10,11 75:7 111:2 112:8 135:23 144:2,3 153:16 evidence-based 48:15 50:9 evidently 132:20 ex-employees 15:7 exactly 16:23 52:22 57:22 84:15 85:10 118:3 144:22 examination 1:8 7:6 26:10 44:14 45:5 76:14 116:22 154:3,4,6 154:8,10 examine 92:10 94:15,19,22 95:1 95:5,11 96:11 100:8 example 8:21 14:8 14:9 18:20 19:11 29:21 50:19 68:8 80:16 81:10 88:24 115:9 143:11 exceedingly 103:25 excellence 53:7,7 exceptional 89:24 exchange 72:6 exciting 119:17 excoriating 87:13 excuses 141:1 executive 2:21 9:12,24 10:5,18 21:7,10 30:6</p>
---	---	---	--	--

<p>39:17 54:8,11 61:1 62:3 66:1 93:18,18,23,25 121:20 executives 10:13 10:24 11:2,6,9 48:6 55:21 exercising 11:21 exhibit 116:25 119:5 exist 88:21 112:6 112:12 existed 54:10,11 58:15 63:20 104:15 expand 54:17 57:21 85:12 87:1 106:21 expect 49:25 50:18 50:22 105:12,16 105:19 expectation 23:18 89:5 expected 32:6 82:14 105:10 112:3 expediency 18:9 experience 5:13 13:22 28:21 31:21 41:16 46:7 48:23 54:21 56:13 57:7,20 58:9 74:14 107:1 112:7 118:6 121:9 experienced 129:17 experiences 47:11 experiencing 65:2 82:19 expert 28:3 53:19 53:20,21 expertise 77:16 explain 3:15 14:1 31:10 36:16 40:18 52:18 54:15 explained 152:12 explanation 42:12</p>	<p>explicit 30:4,8 exposition 119:2 express 102:9 expressed 100:24 153:6 expresses 102:13 expressing 62:6 109:2 expressions 96:1 extensive 17:14 113:21 126:20 140:7 extensively 148:7 extent 6:1 8:13,23 18:23 29:6 36:24 126:22 127:18 extra 137:18 extraordinarily 121:24 extraordinary 138:16 141:17 extremely 86:1 87:6,7 104:20 111:15,18 121:10 121:25 138:10 142:13 144:21 eye 111:8 137:9 eyes 138:15</p> <hr/> <p style="text-align: center;">F</p> <hr/> <p>face 31:12 98:17 136:9 face-to-face 71:24 71:25 72:12,15 faced 8:10,14 facing 8:18 33:7 fact 18:4 20:23 34:1 44:7 99:7 103:1 126:4 139:12 149:9 factors 9:1,4,5 18:24 facts 35:3 70:3 137:14,17 factual 6:25 fail 142:12 failed 100:5 failing 4:10 41:1 53:12 86:11 140:7 148:15</p>	<p>failings 151:6,7 153:7 fails 134:13 failure 62:8 100:2 failures 129:20 140:14 fair 4:15 fairly 33:14 fall 49:8 familiar 106:14 121:7 families 27:19 62:8 106:17 110:5,23 118:16 145:23 family 107:5,5 109:7 110:1 118:15 family-style 107:6 fantasise 126:5 far 45:12 68:6 69:5 76:23 79:17 80:7 83:15 85:20 89:24 102:25 104:3,13 105:9 114:24 117:3,5 147:3 fascinating 119:11 fear 75:14 110:12 fearful 75:18 fearlessness 131:7 February 149:7,23 152:20 fed 121:17 feedback 105:12 feeding 105:20 feeds 124:19 feel 66:19 112:13 137:2 feeling 47:12 68:25 122:12 132:22 141:18 feels 52:7 fellow 82:3 102:18 108:23 felt 10:21 31:5,23 36:18 118:12,25 130:25 141:13 Fertilisation</p>	<p>119:16 fewer 87:24 field 106:10 fieldwork 129:17 figures 19:6 24:20 56:13 73:13 97:12 file 88:6 files 38:10 41:18 41:19,24,24 filter 128:10 final 15:7 16:8 17:13,24 95:17 140:4 finalised 94:4 finally 2:25 74:10 112:5 113:5 140:4 financial 130:3 financing 50:6 find 24:16 87:5,7 103:12 105:2 134:8 139:11 finding 148:2 findings 113:1 fine 34:11 48:20 98:8 114:4 finely 66:11 first 1:5,13 3:13 6:24 9:5 14:22 15:15 20:21 24:8 26:15 28:6 32:11 33:20 40:3,16 54:14 56:12 61:7 61:18,19 63:24 70:2,17 71:5 77:1 80:10 83:18 85:12 87:22 91:17,25 94:2,13 103:20 107:15 117:6 118:6 123:4 131:10 136:4 139:5 152:17 five 64:13,17 103:2 103:4 129:12 five-year 49:25 five/six 51:5 five/ten 142:20</p>	<p>flagged 133:14 flagging 53:11 flagrant 141:17 flags 97:23 flood 38:8 flowers 57:4 focus 12:3 64:23 65:1 78:9,18 112:16,21 123:10 140:23 143:11 focused 29:14 31:9 31:11 61:15 84:7 focuses 11:8 focusing 3:6 67:11 96:23 folder 122:14 follow 25:19 46:9 96:1 102:4 follow-up 32:4 41:7 55:19 65:5 65:16 followed 18:8 43:8 78:12 108:21 126:18 129:11 136:7 141:22 145:11 following 6:23 38:13 46:6 55:15 71:4 78:8 82:10 87:19 133:7 142:1 145:3,14 149:22 150:21 152:22 foolish 34:3 force 15:6 140:25 forced 101:6 forefront 114:2 139:13 Foreign 145:8 forensic 63:15 123:17 foreword 46:16 Forgive 38:4 form 89:10 formal 11:18,21 11:23 34:18 60:7 63:22 72:6 94:24 95:6 123:4 133:3 formally 42:1 48:1</p>
--	---	---	---	---

<p>57:8 63:9 66:23 125:10 former 15:5 33:17 77:19,19,20 79:10 107:11 132:1 formidable 124:5 140:25 Forrest 7:2 20:19 22:10 35:25 36:12 forth 120:7 forward 38:15 41:14 50:20 79:20 84:21 104:21 forwards 68:3 107:24 foster 54:24 65:12 67:6 94:23 fostering 67:24 138:14 140:10 found 7:11 25:15 32:5 52:9,12 83:11 123:19 125:5 129:12 four 4:20 64:14,18 126:7 framework 53:24 80:7 146:14 France 122:2 frank 25:5,6 33:20 33:21 34:1 35:17 43:17,18 46:15 49:1 55:25 58:1 75:24,25 82:18 115:24 116:7,8 143:19,20 frankly 99:4,13 freedom 21:3 22:15 Freemason 44:17 113:6 143:24 freestanding 104:7 frequency 62:12 frequently 17:17 50:23 81:1,8 147:11 fresh 108:16,16</p>	<p>freshly 57:1 friend 24:1 132:19 friends 106:17 front 1:13,18 16:13 26:15 78:20 97:12 112:21 front-line 66:23 67:16 68:4 80:16 88:13 89:14 frontline 89:1 frustration 132:5 fulfil 31:11 fulfilling 146:20 Fulham 45:21 full 1:9,11 26:12 26:13 35:2 50:16 85:16 93:2,5 120:19 121:2 151:1,4 fully 10:18 11:3 function 48:11 65:21 67:9 90:14 functions 88:9 fundamental 102:16 103:19 funded 117:19 130:22 146:8 funding 50:6 112:19 further 15:22 17:14 18:13 26:2 43:6 44:14 66:10 66:18 75:19 77:5 88:6 93:22 94:3 105:11 113:9 117:10 125:7 129:11 135:2,3 142:17 143:14 147:8 149:17 153:8,12 154:4 future 61:16 105:6 130:10</p> <hr/> <p style="text-align: center;">G</p> <hr/> <p>gain 31:22 Gargini 24:5,8 37:1,13 44:3,5 gather 127:19 general 3:24,25</p>	<p>4:1 86:4 145:14 147:3 getting 11:3 50:17 91:20 132:22 ghosts 126:11,11 126:12 Gibelli 153:3 Gilroy 7:20 girl 87:22 give 1:9 5:8,10 14:4,5 20:6 26:6 26:11 29:21 45:6 47:20 52:2 53:1 56:24 57:9 111:12 117:9 118:19 143:7,13 given 3:17 4:2 11:24 13:21 15:21 16:1 31:9 33:9 41:15 89:6 116:23 140:7 142:22 giving 35:23 66:13 104:17 119:19 141:8 go 7:17 13:6 15:2,7 17:16 21:1,12 27:16 28:8,15 30:7,18 34:9 36:14 37:2 52:17 54:8 56:5 57:13 60:9 63:8 67:21 70:1 71:6,16 73:10 80:17,20 82:3 84:2,6 89:8 91:24 95:17 96:19 104:2,18 118:25 125:7 128:21 129:22 131:2 134:8 goes 22:6 107:19 115:8 135:4 142:5 145:1 going 1:23 5:3 6:3 8:25 11:3,13 12:25 14:15 15:4 16:13 18:10 19:2 22:23 28:8 29:11 30:10,18 32:9</p>	<p>46:2 48:25 49:10 51:13 52:14 60:9 60:13 61:7,15 65:24 67:4 70:4 79:2 84:5 85:7 91:23 107:15,22 108:1 111:1 112:18,20 114:5 116:4 119:3 122:9,10 124:8 131:1 137:5 139:3,12 140:12 143:5 Gold 36:17 Goldie 68:21 good 1:3 9:20,23 9:24 30:17 37:3 41:13 52:1 55:3 61:2 80:22 86:19 89:3,10 90:12 102:23,23 108:16 108:17 109:17 110:9 111:15 112:7,11,15 122:1,1 135:12 136:18 gossip 33:3 35:2,3 government 4:6 36:21 51:7,11,14 51:15,19 52:4,21 75:15 78:2 79:18 82:22 84:9 85:22 85:25 86:15 90:18 104:6,7 110:19 115:16 123:16 129:7 143:3 government's 146:6 governments 123:11 GP 125:24 grade 22:16 Graham 122:2 grandparents 120:16 grant 119:21 granted 55:2 grateful 104:20</p>	<p>135:7 grave 132:10 gravity 21:16 64:8 64:9 great 89:12 97:7 99:3 103:6 118:9 124:23 143:11 146:11 greater 29:1 107:17 108:6 142:9 143:7 greatest 107:20 129:13 greatly 111:14 134:1 Greenwich 27:11 grip 127:16 ground 28:11 46:4 97:1 group 13:24 14:2 36:17 57:17,19 57:23 groups 41:20 49:17 growing 127:2 guess 81:13 108:12 guidance 29:18 36:21 78:23 80:11 104:17 117:18 125:17,20 guiding 114:3 Guy's 45:18</p> <hr/> <p style="text-align: center;">H</p> <hr/> <p>Hackney 8:21 Hale 120:1 half 146:11 hall 59:7 Hammersmith 45:20,21 hand 118:6 handed 122:3 handicapped 81:7 handle 131:2 handled 14:5 106:20 136:19 138:13 handling 139:4 143:1 happen 17:17</p>
---	--	---	--	--

<p>125:9 132:25 happened 16:3 60:2,14 122:13 140:1 happening 10:19 13:25 38:6 64:7 68:10 70:15 97:1 124:13 126:19 happens 29:24 84:3 110:16 143:9 hard 121:10 131:14 142:3 harder 127:16 Haringey 20:4 harmonious 122:12 harmoniously 122:5 Harris 61:11 98:1 128:3 Harrow 27:23 Hart 122:2 Hastings 107:12 hat 130:22 hazy 144:20 head 2:14 27:8 51:13 64:17 109:12 123:22,24 124:1 heading 85:1 health 2:1 4:5 22:15 46:15 47:22 49:16 50:3 53:2 55:10 58:24 62:9 74:19,22,23 77:20 78:2 81:6 95:16 119:15 120:5 125:25 130:22 133:21 143:11 144:11 145:5,16 hear 55:22 93:9 111:2 heard 8:10 13:19 21:24 28:9 33:16 33:17 37:24 38:25 58:11 75:7 112:9 123:2</p>	<p>137:25 142:10 hearing 1:4 3:13 94:16 153:19 heart 65:18 100:23 119:23 Heather 9:12 10:21 21:6 22:1 height 64:21 109:23 held 2:14,25 28:2 51:12 58:5 111:4 145:13,14 Helen 13:19,20 Hello 34:2 help 15:11,18 17:9 36:19 48:9 55:11 67:16 69:8 79:2 79:8 83:1 110:8 118:18,19 119:3 119:21 130:10 148:13 helpful 27:18 36:18,23 50:16 81:19 123:19 helpfully 45:8 116:23 117:9 heralded 55:16 Herbert 8:1 59:17 76:13 124:3 147:11 154:7 Hertfordshire 27:17,20 77:9 81:11 111:15 hesitant 51:20 hesitating 111:12 hidden 87:20 high 8:11 9:10 17:23 21:8 141:8 high-profile 22:3 32:20 33:18 34:23 35:9,17 36:7 37:6 high-quality 75:10 75:12 highlight 82:4 83:5 94:13 highlighted 62:24 83:7 highlighting 105:3</p>	<p>highly 19:20 21:23 hindsight 40:14 90:11 128:12 137:1,25 142:8 historic 8:19 history 12:6 40:2 45:14 140:8 144:25 hitting 142:4 hoc 140:2 hold 58:17 65:23 holding 77:7 home 18:20 19:11 56:5 57:3 73:22 80:17 90:19 92:19 96:24 101:4 103:4 135:19 136:13,14 138:9,22,25 145:7 150:9 homes 15:5 19:7 30:21 31:10,16 31:17 32:1,21 41:9 43:9 47:9 70:12 73:14 81:2 81:13,14 85:8 92:11 97:1,25 105:12 107:5,6 126:21,23 127:12 127:23,23 132:2 133:23 134:2,6 135:7,10 136:4,6 136:6 138:18 149:9,15 150:7 151:10,12 homes' 41:24 honest 16:11 25:15 97:3 honestly 17:12 hope 110:12 113:7 113:8 115:25 135:9 hoped 77:24 151:3 hopeful 66:25 hopefully 31:22 horizon 91:22 horse 99:14 horses 121:23 Hospices 119:17</p>	<p>hospital 45:18,18 45:20 88:7 hospitals 88:2 hostile 124:17 hour 136:8 hour's 76:4 hours 121:5 House 146:9 houses 81:21 107:12 Housing 2:17,18 145:10 huge 5:22 79:18,25 97:15 120:2 127:1 hugely 43:3 Hughes 120:3 122:3 human 59:2 119:15 humiliate 86:22 87:1 104:3 114:12,16 humiliating 87:13 104:4 hung 61:21 hunker 67:19 Hutton 20:2 62:2 65:17 72:23 73:8 Hyde 14:16 15:14 16:21 17:3,7 20:14 21:12 62:1 62:18 63:8 70:21 70:22 71:6 72:22 94:11 95:19 99:19 128:23 131:17</p>	<p>ill-equipped 107:3 illness 20:25 illustrate 87:16 imagine 12:7 56:2 56:9 97:5 immediate 42:15 42:19 immediately 20:9 24:4 51:12 immense 99:12 impact 9:6 57:10 90:11 130:17 136:11 impinge 95:10 implement 104:21 104:24 112:10 implementation 79:8 87:18 95:1 119:24 120:10 implemented 40:2 60:24 110:16 120:19 implementing 79:19 82:20 115:1 120:25 implications 138:5 importance 22:23 90:24 114:11 139:8,8 important 33:4 85:14 112:13 116:12 118:19 119:17 importantly 99:24 impossible 147:25 impress 24:16 25:12,14 impression 108:15 111:13 132:25 improve 55:2,12 60:20 61:16 64:15 86:12 improved 43:3,5 65:6,9 improvement 12:24 42:16 48:8 55:3 60:25 62:25 improvements 42:20 86:10</p>
--	---	---	--	---

<p>improving 29:14 46:17 54:21,22</p> <p>inaccuracies 71:10</p> <p>inaccurate 131:19</p> <p>inaction 141:1</p> <p>inadequate 62:9 86:12 148:3</p> <p>inappropriate 33:6 132:8</p> <p>inappropriately 139:7</p> <p>inaudible 103:10</p> <p>inches 124:5</p> <p>incident 51:1</p> <p>include 17:21</p> <p>included 17:14 65:6</p> <p>including 2:14 28:2 41:10 98:20 129:12 134:6 145:15 147:13</p> <p>incoming 48:21 61:13,22 142:19</p> <p>incorporates 15:24</p> <p>incorrect 100:13</p> <p>increased 129:15</p> <p>increasing 12:11 63:10</p> <p>independence 46:17 48:25 49:4 68:5 69:1 79:14 131:6</p> <p>independent 14:4 74:18,20,24 75:2 75:16 92:11,17 96:4 135:16 150:22</p> <p>independently 47:17 49:10</p> <p>indicate 114:19</p> <p>indicated 78:24 81:11 82:12 94:6 115:5</p> <p>indicators 6:3 12:20 48:1 50:13</p> <p>indifferent 131:14</p> <p>individual 23:25 31:17 41:15 59:8</p>	<p>94:8 146:24 147:7 148:2,6</p> <p>individually 41:21</p> <p>individuals 35:18 147:6</p> <p>industrial 127:6</p> <p>inevitably 144:20</p> <p>inexplicable 103:13</p> <p>influence 130:24</p> <p>influenced 68:16</p> <p>inform 24:9</p> <p>informal 11:22 94:24 95:7</p> <p>information 15:25 17:2,15,19 19:6,9 19:14 20:6,7 21:4 22:16 23:6 23:7,11,22 31:3 33:20,22 34:16 34:22 39:1,4,9,10 39:16 43:22 48:18 50:10,20 54:4 59:25 61:14 62:10 70:8,14 73:13,17,19 74:4 80:9 121:17 124:10,16,18 125:6,7,8 126:3 140:15</p> <p>informed 73:3</p> <p>infrastructure 31:17</p> <p>ingredients 79:13</p> <p>inherit 49:20</p> <p>inherited 61:24 120:9</p> <p>initial 24:17</p> <p>initiative 54:17,20 54:21 55:1 57:15 57:17 58:3,10,18 58:19</p> <p>initiatives 66:4 135:22</p> <p>injuries 88:8</p> <p>injustice 110:13</p> <p>injustices 134:13</p> <p>Inner 117:19,22 118:1</p>	<p>innovative 29:7</p> <p>input 14:2</p> <p>INQ002185_001 20:15</p> <p>INQ002206 152:19</p> <p>INQ005266 144:8</p> <p>INQ005745_001 72:21</p> <p>inquiries 87:19 91:4 98:10 125:21</p> <p>inquiry 1:10 6:20 6:21,22,24,25 8:10 12:7 20:5 26:12,16 32:24 33:13,16 36:24 43:24 44:16 45:8 59:12 78:5 88:12 89:2 92:11 94:8 96:18 99:23 100:11,12,18 104:23 105:3,6 111:25 116:24 126:18 127:9 132:3 135:6 136:19 139:25 144:10,16 148:19 149:20,25 150:19 151:8,22 152:2 152:18,19 153:1</p> <p>insensitive 87:11</p> <p>inside-out 51:15</p> <p>insidious 127:3</p> <p>insight 79:25</p> <p>insipid 136:22</p> <p>insofar 42:15</p> <p>inspect 4:7 49:17 49:18 85:16,18 110:20 111:19</p> <p>inspected 32:2 41:9 49:21 50:1 50:18,22 51:5 55:13 97:25</p> <p>inspecting 104:16</p> <p>inspection 3:8,21 6:3,17 12:23 27:14 30:20,21 31:9,10,12,19</p>	<p>32:4,5 41:8,19 42:2 49:7,12,13 51:2,17 54:5 59:15,18,19 63:13 65:16 74:13 78:23 79:6 79:7,12,25 80:6 81:14,16 83:4 84:13,18,22 85:1 85:5,6,7,15 86:17 87:3 92:12 93:3 93:5,8 96:3,15 98:12 99:6 103:24 104:19 105:22,23,25 112:5,7,10,11,15 135:20 138:18 150:6 151:2,4</p> <p>inspections 4:17 5:16,17 28:11,14 28:15 30:12,13 30:19 39:22 49:9 49:11 59:20 81:1 84:15,23 90:12 97:10,14</p> <p>inspector 2:5,7 3:18,23 4:21,22 5:5,13,15,18,23 6:15,19 7:21,23 8:2,5 9:9 10:6,11 10:13 13:3,15 15:23 16:6,8 17:16,20,24 18:12 19:18,19 19:23 22:12 23:12 25:19 27:10,16 28:9,18 28:19,21 29:2 32:13 39:22 40:10 46:3,11 68:12 69:7 77:25 78:10 82:13,14 83:16 84:5,10 86:8 92:25 93:19 97:18 104:9 105:9 111:14 113:18 114:10 123:21 125:11 147:12</p>	<p>inspectorate 2:4 2:15 3:7,14,16 4:2,12 13:13 21:17 27:5 28:10 30:11 38:17 39:24 40:20,24 46:20 47:12,14 47:15,20,25 51:4 51:13 55:9 58:13 78:1,17 90:9 92:6,9,21 93:2,6 93:11 103:23,23 110:20 112:18 122:6,23 123:6 123:15,17,18 129:10 131:8 134:5 138:18 141:9 146:22</p> <p>inspectorate's 78:18 129:15</p> <p>inspectors 4:19 5:8 19:25 30:19 41:15 50:25 80:17 123:1</p> <p>inspects 136:5</p> <p>inspirational 64:16</p> <p>inspired 120:8</p> <p>instance 96:10</p> <p>instinctively 138:10</p> <p>instituted 150:13 152:21</p> <p>institution 107:2</p> <p>institutionalised 107:2</p> <p>integrated 107:8</p> <p>integrity 113:2</p> <p>intelligence 38:10 38:12 50:15</p> <p>intelligence-led 37:25 38:22</p> <p>intended 12:3 90:19</p> <p>intense 5:4</p> <p>intensely 29:13</p> <p>intensified 9:2</p> <p>intensifying 6:9,12 19:3</p>
---	---	--	---	---

<p>intensity 11:22 12:10</p> <p>intention 6:5 35:11 77:22 78:16 86:18 106:23</p> <p>inter-agency 110:22,24 111:5</p> <p>interaction 80:21</p> <p>interest 71:15,18 73:6 95:12 137:8</p> <p>interested 122:18 147:6</p> <p>interests 48:20 51:21,22 111:22 120:14</p> <p>interfere 115:7</p> <p>interference 67:6 101:22</p> <p>interfering 52:17</p> <p>intermediary 123:16</p> <p>internal 19:20 49:9 94:1 98:12 152:15,21 153:11</p> <p>intervals 12:22</p> <p>intervene 40:11,25 134:24 148:7</p> <p>intervening 101:5</p> <p>intervention 12:5 12:9 48:9 53:16 53:18</p> <p>interventionist 114:15</p> <p>interventions 40:7 53:22 139:4</p> <p>interview 28:17 36:25 153:5</p> <p>interviewed 24:13 134:22 137:19</p> <p>interviewing 41:21</p> <p>introduce 53:16</p> <p>introduced 49:23 49:24 50:21 52:23</p> <p>introduction 47:25 48:1</p> <p>investigate 37:14 38:7 78:7</p>	<p>investigated 24:11 37:13 127:25 134:12</p> <p>investigation 7:4 13:9 24:20 32:12 32:19 34:17 37:10,16 38:19 38:21 44:2 71:19 71:22 72:19 73:4 81:18 95:8 129:11 133:20,22 134:3,5,20 135:1 144:10 149:15 151:12 152:21</p> <p>investigations 12:24 13:17 14:10 15:3 32:10 35:9,12,14 37:5,8 71:22 134:24 149:14,17 152:16</p> <p>investigatory 95:25</p> <p>invite 92:9 144:1</p> <p>invited 56:2,8 96:18 100:7</p> <p>inviting 150:6</p> <p>involved 6:20 13:12,18,20,23 23:15 29:3 30:10 39:21 57:14,19 80:1,2 90:17 107:17 117:20 118:4 120:24 121:22 126:9 146:18 151:11</p> <p>involvement 3:10 12:11 13:5,11,13 57:16 79:14 127:14 145:19 152:7</p> <p>Islington 2:2 8:21 140:19</p> <p>issue 10:10 21:16 65:11 102:4,17 110:24 111:7 114:25 115:7 130:12,17 138:19 142:22 146:8</p> <p>issues 5:1 6:16</p>	<p>7:17 8:18,23 9:15,16 10:7,18 10:22 11:25 21:9 22:12 24:21 37:16 38:7 49:19 62:24 63:3 67:10 68:2 84:10 88:23 89:3,4 99:1 100:18 102:19 103:17,19 105:3 112:19,20 121:22 122:11 125:13 127:19 128:14 132:6 140:21 143:2,12 144:23 145:20 147:19 149:8,10</p> <p>issuing 63:17,21</p> <hr/> <p style="text-align: center;">J</p> <hr/> <p>James 120:1</p> <p>Janet 71:12</p> <p>January 92:24 131:18 134:19 145:13</p> <p>jaundiced 118:21</p> <p>JC 100:16</p> <p>JC's 100:13</p> <p>jigsaw 125:23 126:15,19</p> <p>Jo 1:6,7,11 16:14 27:15 37:12 43:23 69:14 70:6 70:23 153:24</p> <p>Joan 1:11</p> <p>job 33:25 35:2,3 51:12 86:7 89:12 112:2 119:10 143:5</p> <p>John 14:23 19:12 20:2 31:4 62:2 65:17 69:6,7 71:14,19,22 72:23 73:8,12 79:10,16 92:18 96:5,10,23 121:23 135:18 136:23 137:11 141:4 150:8</p> <p>joined 27:5,13</p>	<p>54:14 101:8</p> <p>joining 139:24,25</p> <p>joint 46:20 50:4 54:5,6 63:14 134:20</p> <p>journey 130:7</p> <p>judge 147:25</p> <p>judgment 89:21 101:12 131:6</p> <p>judgments 48:15 137:17</p> <p>July 1:1 61:18 117:8 153:20</p> <p>June 23:5 26:16 151:25</p> <p>junior 119:14 137:5,10 142:25</p> <p>juniors 122:16</p> <p>juvenile 117:23,24 118:1,5 125:19 127:11</p> <hr/> <p style="text-align: center;">K</p> <hr/> <p>keen 49:1</p> <p>keep 66:9,12 99:15 103:21</p> <p>keeping 67:4 106:9 137:9</p> <p>Ken 120:20 121:3</p> <p>Kennedy 144:1,6 153:15,17</p> <p>Kenward 13:19,20</p> <p>kept 10:22</p> <p>key 48:3 50:12 55:5 62:18 65:6 79:12 112:2 130:6</p> <p>keynote 55:25</p> <p>killed 153:3</p> <p>kind 18:22 41:10 68:19 89:4 101:11,12 105:5 110:10 116:3</p> <p>kindly 94:12</p> <p>kinds 107:21</p> <p>knew 19:11 23:5 51:15,16 52:13 52:13 68:14 73:22 84:14 97:3 99:24,25 107:16</p>	<p>114:21 121:21 125:21 126:24 127:11 136:16</p> <p>know 4:4 6:6,19 9:17,20 12:15 13:19 15:20 16:11 24:2 30:2 34:3 35:22 44:5 52:12,21 56:23 57:6 59:4 66:19 68:13 69:9 74:11 75:10 78:12 86:2 86:3,7,22 89:4 90:17 91:17,18 91:24 92:13 97:6 97:17 99:15,23 99:24 102:18 103:1 104:15 109:15 110:2 115:24,25 117:5 120:6 124:7,20 125:4,24 126:12 126:17 127:6,17 127:21 128:9 129:9 130:11,25 131:8 133:20 134:1 135:8,23 136:3,19 137:18 139:6 140:21 142:8,23 143:5 143:10</p> <p>knowing 54:1 107:19 126:17</p> <p>knowledge 1:15,20 5:15 26:18,23 46:3 121:9</p> <p>known 1:11 6:15 8:20 31:3 87:24 87:25 98:14 124:21 135:1 136:13 137:7 150:9</p> <hr/> <p style="text-align: center;">L</p> <hr/> <p>Labour 124:25</p> <p>lack 8:25 12:23 83:23 109:19 113:17 115:4 130:11 132:8</p> <p>lacked 9:19</p>
--	--	--	---	--

<p>lacking 10:3 LAM000020_039 99:20 LAM009811 153:2 LAM013143 149:25 150:25 LAM019887_00... 62:1 LAM028733 151:10 Lambert 84:3 92:5 93:10,19 95:21 97:8 104:19 105:9 108:11,20 108:24 150:4 Lambeth 2:23 3:8 3:10 5:14,17,21 6:8,16 7:7 8:9,10 8:15,23 9:2,8 11:12,14 12:5,22 13:4,5 15:6 17:6 18:24 19:7 23:13 27:11 30:10,21 31:2 32:7,21 35:2 39:17,21,25 59:10,11,14 60:19 61:8,18 62:3 63:9 65:11 65:13 66:19 68:16,16,25 71:23 73:12,14 75:11 83:15 84:2 91:15 92:14,17 93:10,19 94:25 95:7,9,15 97:1,11 97:15 98:4,8,13 98:22 99:9,10 103:17 104:10 105:10 106:12 107:9,24 111:2,4 112:8,9 113:22 117:24 118:23 126:19 127:12,21 127:23 128:2 129:1,5,12 130:2 130:12 133:7,14 133:23 134:9,14 135:17 138:12 140:2,7,11,16</p>	<p>144:10 147:7 148:18,22 149:7 149:14 150:2,9 150:11,13,16,18 150:22,23 151:2 151:4,9,23 152:1 152:15,20 153:4 153:9 Lambeth's 31:3 40:2 93:3,14 94:19 95:2 96:2 96:13,22 126:20 126:23 131:22 134:2,6 135:7,20 149:8 150:7 152:7 153:6 Lambeth-comm... 128:5 Laming 8:1 59:17 59:23 76:12,13 76:15 78:9 93:1 93:20 95:22 96:19 99:21 113:5,16 114:8 116:5,11 123:1 124:3 135:24 136:7,21 140:5 140:18 142:14 147:11 154:7 Laming's 136:15 landmark 120:16 Langdale 45:3,5,6 75:19 76:3,11,12 76:14,15 113:9 116:15,20,22,23 143:14 144:1 154:6,8,10 language 56:18 104:3 large 83:10 95:20 106:23 107:2 latest 53:6 launch 54:17 laundry 56:8 law 29:18 89:5,6 101:10 110:16 lay 79:14 LBC 153:5 lead 13:21 47:13</p>	<p>93:24 leader 87:7,13 150:2 leaders 48:3 leadership 9:1,19 9:23,23,24,25 10:2,5 21:10 61:1,4,22 64:12 64:16 82:24 83:2 83:9 86:15 91:5 91:7 106:1 leading 38:21 140:4 leaning 48:7 learn 110:9 141:17 142:7 learned 127:18 149:21 learning 141:11 learnt 127:8 leave 49:2 101:23 104:22 leaving 144:14 led 15:13 19:1 28:15 100:20 105:4 129:21 left 27:16 98:21 141:1,2 152:4,13 152:24 153:11 legal 40:11 63:16 63:21 99:9 103:22 legislation 52:5 78:25 79:1,4,9,19 82:20 88:14 89:15 99:5 119:25 120:5,11 120:17 146:9 legitimate 131:4 legitimised 100:13 length 62:22 lengthy 65:18 lessons 141:18 142:7 Let's 128:21 131:16 letter 12:1 62:2 63:9,14,22 64:9 75:8 92:2,5,9</p>	<p>93:13,17,21 95:24 96:5 123:4 128:24 131:16,18 132:15 133:18 139:15 149:2 150:1,3,5 letters 15:4 38:8 122:18 135:12 level 9:10 29:1 129:18 133:6 liaison 79:7 82:13 82:14 84:20 Liberal 124:25 life 48:24 78:4 85:24 106:6 life-limiting 107:1 light 39:18 141:21 153:12 limit 81:8 86:2 151:11 limited 85:15 136:10 Limiting 107:18 line 20:10 lines 83:23 link 4:5,21 10:13 13:15 27:10,16 28:19,21 29:2 39:22 82:14 84:8 139:21 linked 10:14 32:21 34:22 35:9 36:3 37:8 89:20 linking 19:6 73:13 links 82:22 list 56:24 listed 70:12,13 listen 126:4,13 listening 135:23 literally 74:10 little 15:3 20:13 28:22 121:9 141:23 lively 87:22 living 2:19 43:10 54:23,24 58:16 local 2:19 3:17 4:2 4:7,9,14,20 5:9 5:10,11 6:1</p>	<p>18:19 21:18 27:11 29:3,10,14 29:15 47:13 49:8 49:17 51:7,10,14 51:15,19 52:4,6,7 52:8 54:2,3 59:20 61:16 78:14 79:3,8,22 80:1,2,10 81:24 82:13,16,18,22 83:8 84:9 85:17 86:15 87:22 88:5 91:6 98:7,9,11,18 98:24 99:7 101:25 102:20,22 104:2,5,6 106:8 107:7 109:6 113:19,24 114:13 114:16,22 115:5 115:10,12,13,14 117:21 120:12 123:7,11,11,16 128:13 130:8,20 132:23 143:3 145:21 146:14,17 146:19,24 147:1 147:4,15,22 148:6,8,14 log 39:14 London 2:2,8,12 2:22 3:20,20,22 4:20 5:2 8:9 10:24 15:12 27:11,14 62:3 69:23 84:1 98:25 106:20 117:12,19 117:23 118:1 129:5 London-centric 85:7 lonely 56:4 long 9:21,22 12:4 60:22 63:20 108:13 134:9 140:1,16 longer 146:3 look 14:20,20 16:13 20:17 29:8 49:19 54:13</p>
---	--	---	---	---

<p>56:19,24 59:1 60:17 61:9 62:7 70:24 96:21 97:10,13 99:17 99:22,23 109:12 112:7 120:25 131:16 135:17 136:6 looked 9:20 12:6 50:5 51:4 82:1 83:25 98:19 121:6 134:14 135:11 looked-after 62:14 62:16 65:7 looking 11:1 12:15 31:16 50:10 56:10 68:25 74:13 80:17 91:18 98:8,18 126:16 137:2 142:12 looks 70:23 89:22 91:18 128:24 131:24 136:4 138:15 Lord 59:23 76:12 76:13,15 78:9 93:1,20 95:22 96:19 99:21 113:5,16 114:8 116:5,11 123:1 135:24 136:7,15 136:21 140:5,18 142:14 154:7 Lords 72:8 Lorn 136:5 lost 103:11 112:13 123:25 lot 15:24 18:11 31:1 79:2 81:20 89:2 98:11 104:16 108:16,17 108:18 109:25 121:17 125:21 127:13 137:19 140:22 Louis 125:22 low 9:17 129:21</p>	<p>LSE 117:15 Luce 122:3 147:14 Luton 2:19</p> <hr/> <p style="text-align: center;">M</p> <hr/> <p>Mackay 120:1 magic 88:21 magistrate 117:22 main 78:18 123:6 131:25 maintained 147:10 maintaining 79:12 major 60:21 78:25 79:1,16 119:19 Major's 79:10 majority 61:19 making 22:18 25:17 37:20 42:6 94:16 100:8 103:16 Malcolm 25:7,9,24 26:1 43:19,20 44:11 76:1,2 116:9,10 143:21 143:22 man 133:13 139:17 manage 3:19 46:10 129:20 managed 119:20 management 29:22 31:18 48:18 55:4,8 62:10 64:20 65:25 77:7,23 83:1,9 86:6 90:5 91:8 92:16 96:2 96:13 97:20 112:20 119:13 127:15 129:17 134:18 135:10 136:10 138:4 146:16 148:8 152:21 manager 113:20 132:2 150:9 managerial 91:1 managers 41:22 67:17 managing 37:15</p>	<p>41:12 86:24 mandate 52:6 manner 148:17 March 129:9 151:9 marginally 43:5 marked 9:13 145:1 market 38:8 match 59:25 material 70:24 142:1 matter 55:2 74:24 90:20 129:6 153:13 mattered 120:10 124:12 matters 18:15 20:17 82:1 90:18 90:18 96:12 100:22 137:9 144:17 149:21 mean 5:7,12 6:11 10:15 14:7 28:10 36:11 37:9 67:10 71:1 85:4,6 87:12,12 88:25 98:4 103:12 105:6 113:18 114:25 118:8 119:10 121:4 123:18 128:16 136:16 138:15 139:9 means 15:11 16:15 109:10 122:15,16 meant 10:16 11:11 101:3 138:7 measure 40:20 measures 11:9,10 11:15 39:25 40:1 40:17,22 48:2,6 52:10 54:7 59:11 59:14,23 60:7,8 60:13,15 63:10 104:11,13,14 115:21,23 116:1 140:17 153:9 media 20:22 36:3</p>	<p>96:1 147:6 150:10 medical 45:16 meet 4:10,23 10:15 19:25 20:1 40:8 42:1 47:25 50:13 128:21 meeting 4:11 19:21 22:3,4,5,8 22:11,13,24 28:24 30:15 32:19 33:23 35:25 36:5,8,25 41:19,20 48:3 66:23 71:25 72:6 72:12,15 93:22 111:4 123:20,22 133:8 134:19 147:11 meetings 32:14 33:11,18 34:5 36:7 48:5 81:22 111:6 133:3 member 89:19 97:9 128:11 145:5 members 54:11 94:25 113:23 114:3 128:13 memo 22:6 memory 20:11,12 32:18 33:12 36:5 men 136:25 mental 2:1 49:16 50:3 62:9 77:20 81:6 143:11 mention 22:11,24 23:2,24 144:23 mentioned 13:8 19:15 22:5 31:19 32:20 33:19 35:18 38:24 44:3 44:4 51:24 73:25 106:2 mentioning 22:2 23:1 32:25 36:6 mess 98:5 met 20:3 21:6 30:3 46:23 57:25 58:1</p>	<p>58:2,4 109:15,15 132:17,19 methodology 37:22,25 38:1,1 Metropolitan 95:7 Mia 153:3 Michael 100:1 150:8,9,15,18,20 150:23 152:9 Middlesex 45:18 Middleton 13:9,11 14:2,19 23:16 24:22 32:17 33:14 35:4,19 36:15,17 37:9,18 38:3,4,11 39:6,15 69:5 Milburn 53:1 mild 42:9 miles 106:13 mind 11:8 12:3 34:6 78:9 91:23 106:18 108:3 114:2 mine 120:8 minimised 137:20 minister 11:12 12:1 15:24 17:22 18:15 19:16 20:2 34:1 35:8,16 63:16 71:8,15 72:8 75:9 79:11 114:14 115:20,23 117:7 119:6 120:21 121:8,19 123:25 126:16 128:4,8 130:16 130:23 131:3 137:5,10 140:6 140:14 142:24 145:12 149:3 minister's 81:17 ministerial 34:18 40:23 122:22 131:4 145:15 151:17 ministers 10:17 11:2 18:18 19:6 19:22,25 34:14</p>
---	--	--	---	---

<p>40:9 49:14 58:1 58:9 70:1 72:5 73:14 74:5 79:18 81:21,25 86:1 114:24,25 121:25 123:23 143:1 147:18 148:20 minute 26:6 minutes 34:8 72:5 74:10 misconduct 150:14 miserable 130:7 missed 42:17 96:21 97:2,9 139:11 missing 101:1 misunderstood 114:10 Mmm-hmm 36:1 model 122:4 Modernising 46:16 47:19 modify 141:11 moment 7:19 38:5 142:16 143:12 Monday 1:1 money 53:20 55:11 monitor 4:7,16 monitored 15:9 43:8 50:14 146:21 153:4 monitoring 6:6,6,9 11:18,21 19:1 28:23 41:12 48:4 49:5,7 52:1 53:15 60:4,6,12 66:10 67:25 104:10,12 129:11 140:11 monster 119:10 months 87:23 146:11 morale 129:21 morning 1:3 69:11 69:20 80:18 90:1 Morton 70:25 71:1 132:2 133:10</p>	<p>Morton's 133:8 mother 153:3 motion 34:22 35:7 mounted 93:4 move 14:15 23:3 32:9 78:22 107:3 141:15 143:8 moved 2:4 27:15 118:13 121:22 137:10 moves 109:16 moving 33:13 107:4 MP 82:3 118:2 145:4,18 MPs 39:17 81:23 MSc 117:14 multifaceted 53:22 mutual 122:25 mystifying 131:12</p> <hr/> <p style="text-align: center;">N</p> <hr/> <p>N 153:23 name 1:9,11 21:4 22:3,20,21 24:6 26:12,13 44:1,5 45:6,7 116:23 names 23:1 32:20 33:18 34:23 35:17 36:6 37:7 naming 25:11,13 narrowly 31:11 national 48:17 55:1 57:24 78:7 84:18 98:10 nationally 58:5 84:13 85:11 nature 4:1 25:17 34:5 93:8 101:11 109:19 126:22 127:3 139:16 near 101:15,20 nearly 100:17 125:15 necessarily 20:17 89:20 necessary 53:18 114:12 134:10 146:18 need 17:2 26:6</p>	<p>29:13 59:4 61:3 62:19 64:22 83:7 91:6 94:9 96:14 103:19 108:17 114:1 123:9 124:20 137:18 141:11 143:7 needed 10:12 11:1 44:1 64:22 71:11 88:7 104:18 118:20 125:10 133:15 140:23 141:13 needing 65:6 needs 65:4 106:9 127:24 135:2 neither 85:16 111:4 151:18 net 90:11 never 18:16 35:11 37:14 56:7 57:4 66:13 83:13 87:20 90:12 101:19 117:20,21 118:10 144:16 new 46:21 55:16 58:13 65:25 66:1 67:18 79:3,9 83:10 93:4 119:19 120:11 newly 77:8 newspaper 153:2 NHS 119:13,18 123:22 143:12,12 nice 89:11 Nicholas 93:14 night 21:8 56:17 121:5 nine 59:20 non-disclosure 94:17 non-political 124:25 normal 18:18 67:25 north 85:8 99:2 North-West 85:9 Norwich 27:25 nostalgic 110:3</p>	<p>note 17:4 34:6 35:21 69:13,19 86:10 122:16,21 135:21 137:7 noted 72:3 124:15 notes 69:22 72:4 notice 58:12 noting 65:8 Nottingham 140:21 Nottinghamshire 77:5 November 1:19 11:24 20:16 35:22 62:4 145:17 149:16 November/Dece... 13:10 nowadays 110:12 NSPCC 88:4 number 8:10,18 8:20,22,25 9:1 24:6 28:23 45:17 47:7 60:10 64:20 83:22 97:10,14 103:6 107:14 132:3 134:2,22 149:8 numbers 129:4,13 numerous 12:20 nurse 123:24</p> <hr/> <p style="text-align: center;">O</p> <hr/> <p>oath 118:12 objective 112:23 123:6,17 objectivity 79:6 obscure 35:13 observations 94:4 128:12 observe 28:16 118:6 observed 37:15 113:17 observer 14:4 36:22 observing 38:22 obsessively 121:10 obtain 125:8 obtained 23:8</p>	<p>obvious 140:9 obviously 6:15 13:14 36:22 46:25 70:8 92:3 93:1 102:5 103:3 112:5 occasion 30:6 121:11 occasionally 37:2 occasions 36:22 occupied 2:8 81:20 occurred 113:21 144:18 October 26:21 72:24 117:8 133:19 149:2,6,6 odd 38:20 offence 94:18 100:2,4,5,16,19 100:19 101:2,3 101:11,12 offences 18:21 95:8 offender 101:8,14 102:5,24 103:8 136:12 138:6 139:1 offending 126:23 offer 42:12 office 8:1,6,16 17:25 106:20 123:20,22 133:4 officer 37:1 39:5 58:15 77:3 officer-in-charge 92:19 135:19 officers 56:22 142:12 official 59:1 120:3 officials 56:16 58:2 122:1 147:5 147:13,17,19 148:13 Ofsted 111:1 Oh 41:19 76:24 108:23 126:11 Okay 43:14 44:11 old 79:9 110:13 133:4</p>
--	---	--	---	---

<p>older 81:13 119:22 ominous 142:16 omissions 140:13 omitted 44:12 once 50:22 100:16 149:18 one-off 83:13 one-to-one 72:6 ones 67:4 ongoing 6:1 85:21 149:13,17 open 53:24 93:11 openly 33:6 openness 79:14,24 operated 68:17 operation 13:9,11 14:2,19,21 22:2 23:16 32:10,11 32:18 33:15 36:15,17 37:18 38:3 39:5,15 89:25 90:22 operational 55:18 operations 24:21 35:19 74:3 opinion 102:15 opportunities 95:2 opportunity 32:23 41:15 63:24 96:21,25 97:2,9 99:22 139:11 opposed 49:6 50:19 opposition 148:21 option 108:1,1 options 29:22 65:19 order 94:4 123:8 130:1 134:10 organisation 103:22 original 129:13 139:25 originally 21:2 127:17 Orkney 126:7 140:22 ought 1:18 4:11 17:10 26:20 89:9</p>	<p>114:2 outcome 24:10,10 134:3,25 outlier 98:22,24 142:15 outlining 63:22 131:25 output 106:8 outside 67:25 74:20 103:24 107:20 115:11 outstrips 86:4 overall 21:10 90:11 96:13 135:10 overcome 110:9 110:11 overdue 62:16 overlooked 91:2 oversaw 146:13 overseeing 110:25 overseen 57:19 oversight 31:18 overspeaking 34:16 57:12 72:1 74:7 75:4,5 82:11 84:5 106:16,20 109:23 118:9 122:8 oversympathetic 138:20 overview 64:4 109:20</p> <hr/> <p style="text-align: center;">P</p> <p>P 78:8 PA 16:4 pace 106:9 paediatric 111:17 paedophile 133:23 149:14 page 14:20 15:2,15 17:2,3,4 21:12 62:7,14,17 69:17 94:11 96:16 99:18 152:17 pages 70:22 95:19 paid 112:2 painful 88:16 painted 57:1,2</p>	<p>panel 25:8 41:5 75:7,20 76:21 99:23 100:11 102:8 111:1 112:9 113:11,13 143:15 150:17 154:1,3,8 paper 33:10 47:19 58:12 131:24 papers 18:1 122:20 153:12 parachuted 115:17 paragraph 14:22 15:8 20:21 21:1 54:12 59:10 60:17 73:2 85:13 96:8 100:7,7 106:11 122:24 129:3 149:22 parallels 108:25 108:25 paramount 90:24 paramouncy 120:14 parent 102:23,23 109:17 120:13,14 parental 102:21 parents 56:4 110:8 110:8 118:11 120:15 park 105:8 136:5 parliament 79:20 81:22 87:17 88:15 124:22 128:11,13 145:4 146:10 parliamentary 16:16 73:21 121:15 124:19 128:15,19 144:12 145:7,9 146:1 148:10 149:11 151:21 part 4:4 13:24 21:3 24:19 30:20 35:11 43:7 50:11 55:16 59:19 60:24 71:13</p>	<p>74:22 75:1 79:5 79:7 96:15,20 99:8 110:19 111:11 146:5 participant 21:24 participants 68:22 particular 5:1,15 9:13 20:8 23:25 34:5 36:20 47:16 48:8 49:1,16 68:2 82:15 96:24 98:24 126:13 138:22 142:24 146:7 particularly 4:17 6:8 10:10 12:17 19:24 20:2 38:14 48:22,24 51:22 54:6 58:4 66:22 81:9 84:7 123:19 132:1 138:1,17 parties 81:24 partnership 78:14 78:22 123:10,14 partnerships 123:7 parts 12:18 58:20 party 61:20 82:3 pass 34:4 passed 44:1 87:17 88:10,15 99:8 149:3 passing 43:22 44:7 passionate 119:2 passionately 113:4 patchy 48:18 pattern 18:25 111:20 paucity 37:20 Paul 13:15,16,24 16:18 23:12 24:4 26:9,13 71:7 72:13 73:21 154:2 pausing 59:3 63:18 67:2 77:10 93:5 pay 119:13 peer 78:4</p>	<p>people 12:17 14:14 16:15 28:20 31:20,22 32:20 33:4 35:9 37:20 38:8 41:16 55:10 56:12,18 57:1,4 57:23 58:21 59:2 67:19 70:9 77:21 77:23 78:21 79:20 80:5 81:7 81:13,23 83:1,11 87:9 88:20,20,22 88:22 89:9,14,25 99:13 101:10 107:17 119:22 120:1,10 121:7 123:9 124:17 126:2 127:10 132:8 134:22 137:19 140:11 141:10 people's 23:1 perceived 73:5 129:20 perception 75:5 perch 66:24 perfectly 137:15 performance 4:25 6:10 47:4,23 48:1,13,15 49:22 50:9,11,13,24 51:17 53:6,24 55:15 63:11 114:20 146:19 148:2 performed 148:12 performing 50:24 period 6:11,14 7:24 8:1,5,15,15 9:21 12:25 13:6 15:21 28:11,16 49:25 55:14 71:14 78:10 83:15 86:8 97:16 101:5,9 104:9 118:4 140:16 144:11,19 periods 29:12 30:2 Permanent 122:1</p>
--	--	--	---	--

<p>123:23 permit 96:24 perpetrators 127:5 persistent 142:7 person 24:11 25:12,14 37:15 56:10 58:24 65:23 83:25 89:19 92:17 93:24 96:5 135:16 136:18 150:22 personal 47:5 69:3 98:6 123:9 132:19 143:1 personally 68:13 84:2 personnel 50:6 53:20 119:13 persons 22:3 35:18 36:7 37:7 perspective 112:6 124:14 persuaded 51:21 persuasion 48:7 Peter 91:3 phoning 70:12 phrase 56:6 physical 126:25 physically 81:6 pick 20:21 61:13 117:10 118:4 142:19 picked 34:17 96:14 141:24 picking 25:10 100:22 picture 4:24 40:7 80:23 129:14 139:24 pictures 38:12 piece 113:20 119:25 120:17 126:3 pieces 33:10 61:14 78:25 79:1 88:14 95:25 126:15 pile 137:7</p>	<p>piling 106:7 pillar 118:13 Pindown 98:10 140:20 place 4:17 10:9 11:23 15:2,4 40:7 43:12,13 55:18 59:7,19 66:9 67:23,25 68:1 81:2 86:18 108:18 109:12 135:6 placed 18:13 65:14 109:3,14 111:3 140:10 placement 107:5 placements 65:12 65:15 132:5 140:12 places 107:12 127:13 placing 106:13 107:11 108:15 plain 98:7 plan 43:8 55:4 82:7 86:19 planned 146:7 planning 57:14 132:7,9 145:10 plans 4:16 55:8,18 60:20 86:16 Platt 8:4 15:23 16:14,23 17:10 45:3,4,7 68:23 154:5 play 59:8 109:25 111:11 please 1:5,10 9:5 14:17 20:15 21:12 26:8,11 34:9 36:16 44:13 45:3,6 57:21 60:17 61:25 62:18 70:22 72:21,22 76:12 76:17 85:13 87:2 94:3,11 95:19 97:12 99:19</p>	<p>106:21 116:20 117:2 128:23 131:17 pleased 92:15 93:9 135:6,21 149:20 plethora 60:23 pm 44:24,25 45:2 76:8,10 116:15 116:17,19 153:18 pocket 56:15 point 13:14 14:24 16:9 22:18,23 23:3,4,24,25 25:10 29:16,24 30:9,16 38:6 40:2,9,16 41:1 48:3 63:1,7 65:20,22 66:7,14 67:13 71:20 72:10 100:22 101:1 102:10 105:2 108:8 120:21 124:20 126:13 132:18 133:14 134:16 135:15 136:20 140:4 142:18 pointing 29:18 62:4 points 62:25 70:9 139:19 police 12:24 14:9 23:19 26:21 32:10,12,19 34:17 36:20 37:14 38:15,18 38:21 43:23 44:2 71:22 73:3 74:3 74:4 87:25 95:7 95:8 111:16 120:6 133:24 policies 95:2 policy 2:14 18:4 28:22 37:3,16 51:14 55:9 56:16 58:2 78:3 80:11 80:13 89:3 99:6 108:4 117:15 122:5 141:9</p>	<p>145:22 146:14 political 8:24 9:5 9:13,23 19:6 24:20 52:5 55:23 61:1,20,22 64:12 64:12 66:2 73:13 80:2 politically 87:8 politicians 9:11 32:21 37:7 48:5 51:16 54:9 politics 112:19 pondering 15:21 poor 43:11 48:24 97:20 poorly 50:23 pop 34:14 Pope 68:8,9,11,23 69:4 93:13,15 99:25 102:14 150:15 152:8 position 12:21 62:20 72:14 85:3 85:20 100:13 positions 45:17 positive 66:15 possibilities 38:13 140:5 possible 30:5 31:8 31:14 37:11 85:16 94:5 100:10 102:7,10 105:11 123:8 134:1 137:15 possibly 52:14 102:13 post 49:12 58:15 58:15 118:13 140:2 145:13 posts 117:8 145:15 potential 66:21 71:17 potentially 138:9 power 55:17 powerful 56:11 88:14 139:14,19 powers 46:21 47:14,15,16,21 86:9 89:5 130:15</p>	<p>practical 115:9 practically 56:16 practice 29:19 30:17 31:16 36:23 37:3,17 41:11 61:2 78:3 80:11 83:1 116:3 practices 94:19 praise 30:17 precisely 4:19 predated 59:21 predecessor 62:5 73:9 78:12 predecessors 47:11 prefer 116:4 preferred 94:2 preoccupied 48:22 preoccupying 18:12 preparatory 69:25 prepared 69:23 80:19 82:1 preparing 12:7 presence 139:21 present 22:13 54:16 55:6 109:5 127:8 134:12 presented 30:14 139:18 142:11,11 presenting 140:25 President 45:24 press 124:4,10,18 124:19 press-driven 124:14 pressure 37:14 48:7 presumably 42:14 82:10 91:11 pretty 139:16,16 142:3 prevalence 127:2 prevention 119:14 preventive 109:7 previous 37:10 primarily 4:22 14:12,12 80:24 primary 13:14</p>
--	--	---	---	---

<p>119:14 137:12 prime 79:10 principal 2:1 45:19 132:2 principle 107:10 114:3 prior 23:21 39:8 51:13 65:10 121:9 priorities 142:24 143:6 prioritise 129:20 priority 54:14 86:6 130:6 141:8 private 67:24 72:2 72:3 145:7 privileged 121:25 proactive 70:10 148:1 proactively 38:2 probably 20:6 58:23 122:16,19 probation 77:3,4 89:13 problem 60:21 105:4 130:14 problematic 5:12 5:25 29:11,11 63:3 problems 7:6 8:14 60:22 115:9 122:8 140:19,19 140:20 procedurally 67:20 procedures 94:19 102:3 115:15 proceedings 87:14 100:1 process 34:18 37:15 48:2 60:15 79:25 83:4 94:22 94:25 103:10 113:3 150:14 process-driven 138:4 produce 53:23 118:24 produced 151:14</p>	<p>152:3,4,12 producing 105:5 production 152:22 PROF 25:9 26:1 43:20 44:11 76:2 116:10 143:22 professional 9:1 9:19,25 13:22 118:15 profile 17:23 21:9 programme 3:21 49:13,14,15,20 49:24 50:21 53:15 54:14 59:19 60:8 84:13 84:18,22 programmes 60:11 progress 13:16 32:6 35:4 37:19 60:20 66:3 86:19 115:4 134:24 project 29:22 prolonged 30:2 prominence 127:1 promote 90:7 promoting 46:16 90:1 108:4 promotion 90:21 145:12 prompt 13:1 43:6 prompted 114:14 proper 90:21 91:1 111:23 properly 104:8 108:19 proposed 93:23 94:8 95:25 96:17 propriety 94:23 95:5 prosecuted 103:1 protect 24:20 35:13 134:10 protecting 25:23 90:3 protection 5:15 24:21 46:17 62:11 88:1 103:19 129:4,24</p>	<p>Protects 54:13 57:15 58:19 provide 17:18 90:5 provided 23:5 45:8 50:10 55:12 56:14 76:18 84:1 85:17 116:24 146:14 148:19 149:25 151:8,23 152:1,17,18 153:1 providers 109:9 providing 4:13 12:17 55:24 75:12 provision 29:12 110:22 123:8 146:16 Provisional 94:14 PS(C) 16:15 PS(C)'s 95:24 psychiatric 77:6 117:12,17 public 1:4 48:23 53:5 54:8,22 55:7 56:21 58:6 69:7 79:11 84:23 87:19 98:10 102:1 106:13 109:2 112:2,25 114:4 115:6 142:10 145:16 publication 31:2 publicly 104:8 112:24 124:15 146:2 publish 54:4 published 78:6 pulling 66:12 punchier 136:24 137:3 punchily 139:18 purchase 109:10 purchasers 109:9 purpose 35:10 89:25 112:17 pursue 33:5 put 9:17 11:8,10 11:12 12:1 24:18</p>	<p>34:12 35:6,7 37:4,21 39:19 46:14 52:17 53:15 56:15,18 60:10 61:25 62:17,23 63:9 66:10 69:21 70:4 71:10 83:24 86:18 87:17 91:24 93:16 97:5 99:19 103:20 105:8 108:2,6 109:12 120:1 125:23 126:21 139:13 148:4 puts 90:23 putting 34:21 52:9 54:7 55:18 91:10 104:16 126:15 puzzle 125:23 126:15,19 Pyke-Lees 21:7</p> <hr/> <p style="text-align: center;">Q</p> <hr/> <p>qualified 27:2 45:16 77:3,6 qualities 127:4 quality 9:6 28:17 28:23 31:6,7 54:13,22 55:12 55:23 57:14 58:18 63:11 78:19 80:4 91:8 91:11 94:15 110:20 112:22 131:22 query 22:19 question 3:25,25 18:17 20:8 42:1 43:20 44:13,15 44:19 57:2 63:19 67:7 68:25 81:19 89:21 96:19 99:11 101:23 113:14 130:15 questions 1:23 24:24 25:1,3,8 26:2 36:4 37:3 38:25 41:3,4,5 75:20,21 91:23</p>	<p>113:10,13,15 124:19 128:15,20 143:14,16 154:1 154:3,8 quite 5:11 12:21 25:15 27:13 31:11 42:9 53:19 61:21 64:21 83:12 87:10 89:2 95:20 118:21 121:18 123:14,17 127:13 128:17 133:3,4,11 136:22 138:16 139:14 141:10,17 quoted 58:12</p> <hr/> <p style="text-align: center;">R</p> <hr/> <p>Rabbatts 9:12 10:21 21:6 22:1 racism 97:20 Radio 153:6 raise 103:16 128:11 raised 19:17,18 20:10 22:12,19 24:1 128:20 132:24 152:6 raising 46:17 106:12 128:14 132:21 ram 90:19 ran 81:12 84:13,18 85:8 random 81:14 randomly 55:14 rang 24:5 range 33:1,3 50:6 85:16 96:11,22 102:12 rape 111:3 rates 8:11 ratification 92:22 rating 53:11 ratings 52:23 rationalisation 140:3 reached 100:11 102:8 reaching 138:8</p>
--	---	---	---	---

<p>read 41:18,23 70:9 87:3,6,9,10 91:19 103:13 118:11 119:8,8,9 132:13 132:15,15 137:4 138:2 144:1,5 154:11 readily 137:22 142:19 reading 41:19 133:7 137:16,23 138:15 144:6,20 151:16 153:14 reads 144:8 ready 26:5 80:19 real 81:8 114:25 122:8 132:10 realise 87:8 126:14 127:5 realised 111:19 realistic 115:19 reality 85:24 98:17 98:18 106:6 really 3:10,24 6:14 12:3 16:2 22:18 30:1 55:25 64:5 65:11 66:6 70:19 115:21 118:16,17 119:3 120:4,18 121:2,8 122:10 125:3 126:9 131:11,12 133:13 136:20,23 139:5 139:9 141:22 reason 39:13 144:16 148:9 151:12 reasons 63:23 90:22 107:14 reassurance 65:13 reassure 66:20 recall 4:19 24:8 33:21,23 34:25 104:14,15 128:9 145:20 146:3 147:3 150:5 151:10,13 153:10 receive 9:10 69:19 69:25 100:16</p>	<p>128:7 received 23:11 39:2,2 54:23 69:21,24 70:2,8 70:15,18 97:15 104:19 141:16 receiving 99:12 144:15 recognise 60:13 89:10 recognised 120:15 recognising 74:16 105:7 recognition 118:20 127:2 recollect 17:11 22:8 24:7 recollection 10:21 18:14 22:4 24:9 32:16,22 34:5,21 35:1 42:21 44:9 144:18 146:13 151:3,19 recommend 86:22 90:10 recommendation 110:18 111:6 recommendations 55:6 60:24 65:9 84:21 86:17 95:14 103:15 104:22,24 105:1 105:5 110:18 113:1 136:21 141:21 151:18 recommended 79:15 recommending 118:24 reconcile 29:12 record 151:19 recorded 39:18 150:25 records 15:6 100:9 recruited 57:24 recruitment 65:8 96:12 134:7 rectify 11:25 red 122:13</p>	<p>redacted 21:5 22:13,14,16 redaction 21:2,3 redrawn 71:11 reduced 37:10 refer 18:2 29:19 82:21 129:2 147:8 149:21 reference 6:21 14:23 36:6 69:17 80:12 91:12 92:20 93:24 94:3 94:14 95:22 96:6 96:7,9 100:6 136:1,9 139:11 148:23 153:5 referred 17:5 63:14 70:25 75:9 88:3 149:13 152:16 referring 5:18 39:15 73:1 refers 20:24 68:22 144:17,21 151:24 reflect 33:9 99:7 reflection 64:6 74:14 refocus 111:9 Reform 53:4 reforms 146:6 refusal 141:17 142:7 regard 94:7 97:7 118:21 126:4 152:11 regarded 9:3 11:22 136:18 139:15 regarding 12:1 144:9 149:14 153:2 regards 9:5 39:25 119:17 region 2:8 15:12 69:23 regional 58:19 106:20 regions 49:5 50:14 Register 62:11</p>	<p>Registers 129:5 registration 109:19 regression 139:3 regret 112:12 regular 4:24 29:5 33:14 48:4,4,5 84:1,14 146:24 regularly 13:16,25 50:11 58:1,2 regulate 51:19 relate 4:22 100:18 related 44:8 86:16 113:1 146:5 relating 3:19 39:3 113:21 132:5 145:20 151:9 relation 4:16 5:1,5 5:14,17 6:8 10:19 14:7,13 24:21 30:12 59:10 127:25 128:25 140:7 144:10 147:15 148:16 153:9 relationship 3:15 4:1 10:12 19:22 32:14 34:13 68:15,19,23 69:4 109:20 112:1 122:22 147:10,18 relationships 68:5 89:11 111:16 relatively 141:2 released 55:11 relentlessly 25:22 relevant 17:20 82:9 111:11 142:22 144:25 147:1 reliable 125:6 130:9 reluctance 52:2 118:23 reluctant 51:20,25 rely 49:5 79:23,23 84:9 93:20 121:16 remained 78:3</p>	<p>79:1 89:6 remaining 132:8 remains 91:6 remarkable 122:2 remarks 99:17 remember 11:17 11:18 17:12 32:11 43:25 44:6 46:25 56:15 57:3 60:1 65:16 71:5 79:16 104:9 106:12 108:8,10 125:13,14,16 126:3 133:1 144:22 remembers 56:1 remind 6:23 reminded 57:8 remit 7:5 96:15 remove 48:10 65:20 67:8 106:23 removed 75:15,17 repeated 43:24 141:16 replaced 8:4 75:17 reply 134:15 135:13 149:3 report 7:4,11,13 12:23 13:25 23:15,18,19 28:17 30:14 31:2 32:1 35:3,3 36:9 42:22,25 47:10 55:7 60:1,19 61:11,11 64:19 65:5,16 69:24,25 69:25 70:2 78:5 82:1 91:17,19 95:15 96:20,20 97:4,19,21,23,25 98:1,1,2,4 99:18 101:7,17,18 103:2,13 104:20 105:24 110:17 128:3,3,4 132:1 132:10,14,16 133:8 135:16 136:2,2,3,4,7</p>
---	---	--	---	--

<p>137:2,4,14 138:12 139:10 151:9,13,16,20 151:23,24,25 152:2,4,11,12,22 153:2,4 reported 7:20,23 22:1 23:12 25:11 30:13 33:11 37:12 39:5 60:3 70:16 92:14 reporting 28:25 31:1 49:6 reports 6:3,18 43:2 60:23 61:3 61:8,10,11 64:18 67:22 70:25 71:2 80:6 84:23 86:17 87:3,9 98:3,13,14 103:14,18 112:24 114:11 118:24 127:22 128:1,2,5 128:6,7 131:11 131:13 132:3,11 140:24 141:16,20 141:23 142:3,10 147:6 represented 101:3 137:20 139:22 represents 52:8 129:23 request 21:4 93:25 144:15,17,21 149:5 151:22 require 29:19 54:4 92:22 required 40:9 42:19 51:7 55:4 60:19,25 62:12 62:25 65:10 82:9 84:17 98:12 101:10 110:5 151:17 requirement 47:24 requirements 36:20 requires 88:18 reservations 94:7 residential 25:20</p>	<p>30:13 31:18 43:1 54:24 58:14,17 81:12 93:3 96:2 96:14 106:24 107:1,19 126:20 134:18 146:7,15 151:2,5 residents 15:5 41:18 resort 40:21 resource 130:3 resources 31:14 85:14,20 86:2,5 91:7 104:16 132:9 respect 7:1 11:7 14:7 36:12 94:17 94:20 100:1 122:25 respected 132:20 133:10 137:1 respond 42:5 responded 148:16 response 21:11,13 42:9 62:9 70:22 71:4 87:15 92:4 103:18 135:3,15 138:4 149:16 150:3 responsibilities 4:6,8 11:7 14:13 56:20,22 57:9 79:4 81:4,5 83:11 89:16 99:9 106:7 121:15,18 146:1,5,21 responsibility 3:22 5:8 102:21 113:24 119:19,22 121:2 137:12 141:2 146:15 147:23 responsible 3:21 55:20 84:19 86:24 88:5 115:14 119:10 149:4 rest 15:1 rested 146:17</p>	<p>rests 104:1 result 44:2 59:18 64:18 88:8 resulted 150:8 resulting 91:16 resume 76:4 116:15 retain 150:14,17 152:8 retained 79:6 retention 31:4 retired 145:3 retrograde 107:13 retrospective 63:2 retrospectively 61:10 return 44:24 returning 33:15 reveal 24:12 revealing 50:16 revelation 150:10 revert 43:22 review 50:5 54:6,6 63:15 92:16,20 92:22 150:23 reviewed 62:12 85:2 reviewing 49:6 reviews 46:20 49:8 62:15 119:13 revisions 94:2 Richard 44:3,5,10 136:16 150:24 151:20 right 1:25 3:1,4,5 3:7 5:19,20 7:3,6 7:8,14,19,22,25 8:6 11:15 16:17 16:18,19 17:13 17:18 23:11 25:23 27:1,8,13 30:24 31:25 34:19 68:13 70:16,17 71:10 77:14,14 78:23 90:24 105:8 109:24 119:4 121:11 141:14 rights 58:14</p>	<p>rigid 112:17 rigorous 13:4 rigorously 14:5 ring-fenced 119:21 riots 117:25 risk 41:9 66:7 67:7 108:7 109:23 129:24,24 139:22 148:4 risks 67:10,12,13 67:14 Road 19:11 73:22 92:19 103:3 135:19 136:5,5,5 136:13 138:22 Robert 132:2 133:10 Rochdale 126:7 140:21 role 2:8,25 3:6,8 3:14,18 4:7,11,15 27:25 28:8 36:15 36:16 37:5 46:2 46:6,19 50:9 55:16 59:8 61:13 61:17 78:13,13 83:18 84:7 103:14 112:5 118:1 119:6 120:15,24 125:1 128:7 131:4 142:21 145:25 148:5,10 roles 2:14 28:2 77:7 119:12 roof 109:12 rooming 107:12 root 112:10 roots 66:12 ropey 127:10 rounded 48:14 route 116:4 routes 124:11 rule 141:13 144:15 149:5 rumour 19:10 24:3 73:20 run 88:4</p>	<p>rung 71:11 running 101:4 136:12 Rupert 120:3 122:3 rural 49:16 99:4 rush 143:9 ruthlessness 127:4</p> <hr/> <p style="text-align: center;">S</p> <hr/> <p>sacked 150:20 sacking 150:8 sad 105:21 Sadly 123:24 safe 31:24 66:8 108:18 safeguards 107:18 safety 62:7 90:2,7 90:20 111:9 sample 31:13 81:14 85:10 sampled 85:5 samples 85:5 sat 68:9 90:14 123:21 satanic 126:6,8 satisfactory 55:11 saved 125:24 saw 15:15 35:22 69:9,19 80:19 122:20 124:2,3 126:12 136:1 137:13 saying 25:17 32:15 33:21,23 34:13 67:8 93:5 126:3 149:20 says 16:8,13 17:9 21:4 93:21 95:13 95:23 111:8 121:3 122:14 SCA 96:17 scale 127:17 140:13 scales 127:6 scandals 128:19 scares 126:6 schedule 94:18 100:2,4 101:8,14 102:5,24 103:7</p>
--	---	---	---	--

<p>136:12 138:6,25 school 80:20 106:17 133:5 schools 27:19 107:7 109:17 schoolteacher 126:1 sciences 77:2 scope 121:20 126:22 151:11 SCR(L) 15:10 screen 61:25 62:17 69:14,19,22 70:5 72:21 92:1 97:5 99:19 128:22 129:22 scrutinising 4:13 scrutiny 6:1,12 29:2 50:9 searching 65:18 second 6:20 7:4,10 69:17 76:19 82:21 84:8 87:21 second-guess 148:6 seconded 2:11 27:7 29:17 secondly 71:7 80:14 107:22 115:13 secretary 16:16 19:23 30:23 35:8 46:15,22 47:15 47:18 53:2 72:2 72:8,23 73:21 117:7 120:20,22 121:13 122:1 123:23 142:6,18 142:19 143:8,9 145:7,7,8,16 secretary's 72:3 section 85:18 103:12 122:21 145:1 sector 31:19 secure 15:6 118:25 123:8 securing 90:1 Security 145:5</p>	<p>see 12:8 14:22 15:3 15:8 19:2 20:18 21:12,14 32:23 43:14 50:25 56:4 60:13 62:18 67:22 69:11 70:5 70:15 71:16 80:11,21 81:9 83:3 88:19 92:3 94:13 95:21,23 96:7,7 100:5 101:25 102:6,6 102:19 110:7 111:21 116:5 124:1 126:11,11 128:5,9 130:16 131:10,14,19 133:18 134:16 135:3,13 136:2 138:16,19 141:20 seeing 70:11 125:11 151:13 seeking 38:2 seen 61:8 65:24 67:5 69:9,13 114:22 118:8 132:3 136:17 151:19,24 152:11 Select 145:5 selection 49:17 94:20 self-limiting 133:12 seminal 47:10 send 16:6 48:10 65:22 sending 48:8 93:13 senior 28:3 37:1 58:23 61:6 77:7 77:23 113:20 sense 31:13 33:8 69:2 90:4 sensitive 139:4 sent 15:16 16:15 18:2 72:7,9,13 75:8 131:24 132:12 151:22 sentence 85:12 separate 87:18</p>	<p>107:16 124:1 separately 102:1 115:6 128:6 separating 106:16 September 27:10 54:19 65:5 132:4 sequence 17:12 95:18 series 115:9 serious 21:17,23 24:2 47:7,8 62:6 63:3 64:4 129:23 133:22 142:13,15 seriously 10:7 66:6 124:9 148:15 seriousness 21:9 servant 122:3 133:4 servants 122:5 serve 35:10 served 10:8 118:1 146:4 service 12:16 28:17,24 29:7,22 38:15 60:21 64:15 77:4 78:20 80:4 85:19 86:13 88:19 93:3 96:3 109:11,11 111:17 112:22 118:22 130:21,22 151:5 151:6 services 2:4,12,15 2:18,22 3:6,14,16 3:19 4:2,6,8,12 4:23,25 7:7,15 9:7 10:9,14,20 11:4 12:18 13:13 14:1,13 17:6 21:8,17 24:14 25:22 27:5,8,23 28:5,9 30:7,11 36:19 38:16 39:24 40:20,23 42:3 45:19,21,25 46:5,16,19 47:5,5 47:6,7,20,24 48:16 49:22,23 50:1,3,4,19 51:5</p>	<p>53:2,4,5,7,13,17 53:21 54:10 55:21 58:14,14 59:16 61:4 62:7 62:9 64:13,17 65:21 67:9 68:7 68:14 69:18 70:11 71:13 75:10,12 77:8,20 78:1,7 79:12 80:8,15 81:5,6,6 81:11,25 82:10 83:17,20 85:15 85:17 86:12,25 87:5,24 88:12 92:6,21 93:2,6,7 93:11,12,15 96:14,22 104:17 109:7,8,9,10 110:3,21,23 111:11,17,24 112:2 113:25 118:19 119:18,20 120:3 121:3,14 122:6,23 123:1,5 123:9,15,21 124:6 125:11 129:10,16 130:4 130:4,19 131:7 131:23 133:15 134:4,18 135:21 137:21 138:13,17 140:23 141:9 143:1 145:16 146:21,25 147:12 148:8,21 150:16 150:19 151:2 152:8 session 146:10 set 13:12 15:6 21:13 45:14 50:12 62:17 67:18,18 70:23 80:7 100:25 114:16 119:5,7 129:8,19 137:15 137:19 141:22 146:18 sets 115:13</p>	<p>setting 13:18 14:19 34:21 58:13 73:1 98:9 100:14 101:13 132:10 settle 66:13 seven 4:18 severe 42:6,9 sex 126:24 127:6 sexism 97:20 sexual 41:10 89:17 89:20 101:11 105:11 126:20,22 127:22,25 138:24 140:8 150:11 sexually 139:23,23 shadow 74:12 145:15,15 shape 130:10 shared 115:3 126:2 Sharpling 25:3,4 43:15,16 75:22 75:23 114:6,7,18 115:20 116:5 143:17,18 she'd 10:22 shed 39:17 153:12 Sheffield 111:3,4 shocked 109:13 127:20 shocking 127:7 131:12 short 45:1 76:9 116:18 144:2 shortage 8:12 shortages 129:16 shortcomings 30:14 98:20 shorthand 60:7 show 70:21 showed 33:10 shown 59:16 side 121:3 sight 106:18 108:3 significance 24:1 significant 15:21 48:3 64:21 147:14</p>
---	--	---	--	---

<p>signing 122:19 signs 66:14 140:9 silver 88:17 similar 8:22 115:21 similarly 138:3 simply 86:10 119:11 140:8 Sir 25:7,9,24 26:1 43:19,20 44:11 76:1,2 78:13 116:9,10 123:3,3 143:21,22 sit 56:25 sitting 117:22 125:16 situation 9:2 10:1 15:9 16:12 17:23 64:8,10,12 65:24 66:8 82:8 92:14 102:15 105:6 132:12,21 138:14 situations 9:22 65:2 148:14 sixth 65:23 skilled 129:16 slightly 38:20 48:12 74:25 142:23 slipped 105:25 slog 83:14 slogging 99:16 small 15:5 107:5 smells 57:1 snapshot 63:6 so-called 138:23 social 1:25 2:1,4 2:12,15,18,25 3:2 3:6,14,16,19 4:2 4:6,8,12,23,25 7:7,15 8:12 9:20 10:9,14,20 11:4 12:18 13:13 14:1 14:13 15:12 17:6 21:8,17 24:14 25:18,22 27:2,4,5 28:9 30:7,11 36:19,19 38:16 39:24 40:20,23</p>	<p>41:21,23 42:3 45:16,17,19,19 45:21,25 46:5,16 46:19 47:5,20,24 48:16 51:14 53:4 53:7,17,21 54:10 55:21 59:6 61:4 62:13,15 64:13 64:17 65:7,21 67:9 68:7,14 69:18 70:11 71:13,15 74:12 77:2,6,8 78:1,2,7 81:11 82:10 83:17,20 85:18 86:3 87:5,24 88:16 89:3,4 92:6,21 93:2,6,7 93:11,12,15 97:24 100:23 102:13 106:3,5,8 107:23 109:20 110:3 117:11,12 117:14,17 118:19 118:22 119:18,20 120:3 121:3,14 122:6,23 123:1,5 123:9,15,21 124:6 125:11 129:6,10 130:4,4 130:12,19 131:7 133:15 134:4 137:21 138:13,17 141:9,9 143:1 145:5 146:21,25 147:12 148:8,21 150:16,19 152:8 Society 121:21 soldier 87:12 solely 22:8 80:3 somebody 13:21 122:17 132:20 soon 94:5 134:25 sorry 34:10 41:23 42:17,18 51:25 57:13 60:5 91:14 108:13 113:7,8 122:9 sort 10:2 12:5 13:1</p>	<p>14:10 19:14 21:18 28:18,21 29:4 33:9 34:2 38:19 118:14 119:2 127:3,14 127:15 128:16 131:1 134:11 141:1,13 sorts 8:14 120:1 sounds 70:18 116:2 source 24:5,6,12 124:10 125:6 South 145:4,18 Southvale 97:19 133:20 Southwark 45:18 space 140:16 Spastic 121:21 speak 6:14 30:16 41:15 54:8,13 71:17 74:20,24 89:18,18 124:22 126:15 133:11 speaking 74:23 89:22 103:6 138:7 speaks 132:11 special 6:6 11:8,10 11:15 19:1 39:25 40:1,17,22 48:2,6 52:10 54:7 59:11 59:14,23 60:7,7 60:13,15 63:10 104:11,13 113:24 115:21,23 116:1 specialist 77:15,16 77:21 87:25 specific 47:20 49:19 51:1,1 58:18 60:15 67:24 68:1 81:18 91:16 96:10 119:21 148:9 153:10 specifically 10:25 47:6 50:3 58:16 81:15 specifics 43:25</p>	<p>67:23 71:19 specify 101:18 spectrum 83:6 speculation 19:10 73:20 speed 92:23 speedily 39:24 spell 30:10 spend 107:23 spending 130:5 spent 144:11 spin 125:5 spiral 110:15 split 82:12 spoke 18:14 68:4 71:6 73:4 79:11 114:11 125:3 133:1 spoken 73:9 74:3 spokeswoman 148:22 spotted 131:19 141:25 spread 5:4,7 53:8 squarely 24:19 SSI 7:18 12:9 21:2 22:14 29:12 43:7 46:9 49:5,6,10 50:19,20 54:1 55:16,17 60:19 61:11 65:5 68:6 69:1 73:3 79:5 82:12 86:9 90:9 92:12 94:8 96:4 96:15 97:23,24 112:5,12 114:15 123:24 124:1,11 125:5,8 128:6,9 130:15 133:16 134:23 135:21 136:3,4 141:24 144:3 146:22,23 147:9,11,20,25 148:5,13 149:15 150:6,21 151:1 SSI's 8:25 90:12 135:14 151:8,12 SSIs 86:22 SSRI 151:3</p>	<p>stabilise 64:22 stable 64:12 staff 41:20 65:10 66:23 67:16 68:5 68:6 80:16,22 83:12 88:2,13 89:1,19 94:20,25 96:11 97:9 102:2 106:5 115:10,12 129:17 134:22 146:18 staffing 106:2,2 134:6 stage 69:4 108:12 stand 118:24 125:16 standard 28:15 standards 4:10 28:25 30:3 40:9 46:17,22 47:2,2 49:18 52:1 79:13 86:11 91:9,11 standing 60:22 star 52:23 53:11 stark 102:9 103:15 start 3:10 40:3 48:2 60:8 110:1 137:23 started 141:18 starting 13:7 25:20 36:2 state 19:23 30:23 35:8,16 46:15,22 47:15,18 53:2 72:8,23 109:25 117:7,7 119:6 120:20,22 121:13 121:16 126:16 142:6,18,19 143:8,9 144:12 145:12,16 stated 85:21 123:5 152:2 statement 1:13,15 1:18,20 9:17 18:3 26:15,16,17 26:20,21,22 31:20 32:24 39:14 43:23,24</p>
---	--	---	---	--

<p>45:8,15 54:12 60:17 69:8 70:1 71:12 77:1,1 78:24 80:13 85:12 90:8,18 91:5,18 92:13 106:11 109:1 111:1 116:24 122:24 144:2,5,7 144:9 149:5,22 154:11 statements 1:12 26:14 76:18 79:17 80:11 99:6 states 150:3 151:22 152:20 statistics 48:17 statutory 56:20 57:8 63:17,22 87:19 89:12 120:13 129:25 stay 7:18 stayed 56:17 steer 37:5 steering 13:24 14:2 57:17,19,23 step 46:22 58:3 64:5,8 107:14 133:17 Stephen 143:10 150:1 steps 39:9 62:6 108:5 133:19 140:6,17 142:17 149:24 153:10 Steve 92:2 150:5 Steven 7:2 20:19 22:10 35:25 36:12 Stockwell 136:5 stood 83:24 Stop 52:17 story 102:25 138:11,14 straight 18:9 strategic 64:16 strategy 48:14 111:4 strengthen 46:19</p>	<p>stressed 79:13 striking 128:18 strong 9:22 33:12 83:25 86:15,23 91:7 102:20 135:12 stronger 32:16 82:23 83:2,8 strongly 131:5 struck 118:13 structure 7:18 structures 80:3 struggling 16:2,11 99:10,11 studied 77:2 80:10 studies 77:5 subject 12:5 59:11 131:13 146:8 subjects 121:6 subsequent 15:22 18:1 33:12 42:25 76:19 100:21 128:2 subsequently 20:1 20:4 22:14 24:4 150:16 substance 24:3 substantial 146:5 substantially 18:5 substantiated 38:10 succession 61:6 Successive 61:2 successor 143:10 suffered 8:12 138:24 sufficient 63:21 65:25 66:7 142:15 sufficiently 39:24 43:5 142:1,16 Suffolk 145:4,18 145:23 suggest 36:25 76:3 87:14 116:15 suggesting 13:20 19:10 40:19 73:20 suggests 20:22</p>	<p>suitability 101:13 summarise 45:15 summarised 96:8 summarises 63:1 summary 31:25 Sunday 56:5 supervising 65:14 supervision 96:12 139:9 supplementary 98:1 support 24:17 29:4,21,25 48:14 59:6 66:16 77:15 83:25 84:1 109:7 110:10 supported 49:3 59:5 supporting 65:15 132:1 supportive 86:1,1 supports 118:15 118:17 suppose 37:21 38:20 89:13 suppressed 23:23 39:16 73:16 sure 56:25 57:6 77:23 110:1 111:10 128:10 142:25,25 surely 53:9 surgical 131:1 surprise 110:25 surprised 113:19 113:23 128:13 surrounded 81:23 surrounding 74:5 88:23 149:8 surroundings 106:14 survey 129:10,14 suspected 88:3 suspicion 74:22 suspicious 89:19 swiftly 36:15 69:10 sworn 26:8 45:4 76:13 116:21</p>	<p>154:5,7,9 sympathetic 121:21 system 31:21 49:3 53:11 90:15 115:18 118:5 134:13 systematic 50:17</p> <hr/> <p style="text-align: center;">T</p> <hr/> <p>tables 53:6 tackle 67:23 68:1 tackling 103:18 take 12:4,22 14:10 20:13 35:15 38:19 40:7,22 44:23 56:8 61:9 62:8 63:16,21,25 64:7,24 65:23 66:5,18 69:10 70:7 72:4 81:2 81:14 85:5 93:16 99:13,18 104:21 114:5,14 115:25 119:21 122:15 135:6 142:16 144:23 152:10 taken 4:17 13:1 21:10 40:18 42:23 46:6 62:6 63:23 64:5 68:3 106:13 111:8 127:1 134:10 135:2 140:6,17 148:6 149:24 takes 9:22 72:23 102:21 talk 10:25 31:22 33:6 56:25 66:22 66:24 119:9 125:2,2 127:21 talked 125:13 143:4 talking 6:11 8:17 8:19 9:18 16:21 52:10 74:15 80:15,15,16 98:4 115:2 125:24,25 talks 7:13 103:8 targeted 138:23</p>	<p>targets 50:12 task 15:5 113:3 116:12 tasks 109:15 Taylor 93:11 team 4:18 6:16 13:3 15:12,25 53:16 59:12 64:20 65:25 77:23 120:18 121:24 122:12 147:12 teams 48:9 53:18 88:1 Technically 40:3 techniques 139:3 tedious 102:18 teenage-approved 58:24 telephone 24:6 94:6 tell 38:4 46:25 56:2 72:15 76:17 77:1 97:2 117:6 121:13 122:19,23 telling 25:17 57:4 126:14 ten 87:23 109:5 tenner 56:7 tension 85:22 terms 6:21 12:9 14:11 21:16 41:12 42:19 46:9 48:18 65:25 79:3 79:22 80:1 83:17 87:10 89:4,5 90:19 92:20 93:24 94:3,14 95:22 96:7,9 99:5 100:6 101:18,19 102:9 102:19 120:24 121:4 122:4,22 129:22 136:1,9 138:7 139:10,22 140:6 147:3 terribly 108:13 test 70:19 testimony 32:23</p>
---	---	---	---	---

<p>33:8 thank 15:14 17:3,6 24:18 25:4,6 26:1,2,3,7 41:6 43:14,16,18 44:11,19,20,21 63:8 67:3 69:5 71:6 73:10 75:19 75:23,25 76:2,3,5 76:6 91:13 113:5 113:9,12,14 114:6,7,8 116:5,6 116:8,10,11,12 116:16 143:14,16 143:18,20,22,23 143:23 144:4,6 153:15,16,17 thematic 49:13 theme 49:15 they'd 64:13 67:3 67:5 89:6 104:21 104:21 120:9 124:1 138:13 143:2,3 thing 17:4 18:22 19:15 25:23 80:5 88:11 89:25 105:2,21 124:23 125:22 139:5 things 6:3 12:8 18:11 19:2 33:6 46:4 48:19 52:9 52:11 56:25 61:16 63:20 67:20 79:15 80:20 81:20 83:4 83:22 86:3,5 88:25 97:5 108:18 110:14 111:13 122:19 124:12 125:15 134:8 137:6 think 1:24 4:15 5:18 6:7 7:10,13 7:19 8:1,5 9:12 9:14,18 10:5,7,8 10:10,23 11:5,5 11:14 12:7,13,15 14:22 15:1,7</p>	<p>16:15,18,20 17:1 17:2,3,14 20:17 21:2,3 22:19,23 23:4,6 24:24 25:19 27:1,25 30:23 31:19,25 34:12 35:15 37:24 39:3,23 40:13 46:11 47:3 49:24 51:24 54:1 56:17 58:23 59:17,20 60:3,6 61:18 63:9 64:9 64:10,13,25 66:2 66:13,14 67:1 74:3 75:2,15 87:5 88:23 89:23 98:15 100:24 102:6 103:21 104:11 108:11,13 108:20 109:4,5 110:14 112:11 114:24 115:19,22 120:17,20 121:22 122:12 123:12 124:11 126:7,19 127:7,8 128:11 128:14,21 130:6 131:18 132:17 136:16,19 137:6 137:6,10,11 138:1,10,12,12 139:10,14,17,19 140:24 141:3,6 141:18 142:3,4 thinking 89:24 103:6 138:5 thinks 136:23 thinly 53:8 third 88:7 Thirdly 115:14 thorough 134:5 thought 12:20 17:20 25:13 87:4 107:13 115:1 133:12 138:1 140:24 144:22 thoughts 141:10 three 4:20 9:25</p>	<p>30:20 31:9 32:1 41:8 49:21 50:22 70:22 79:13 87:18,24 94:13 97:25 136:4,6 151:9,12 three- 49:25 tie 120:5 Tim 30:23 92:2,8 121:15,19 134:15 135:5,13 137:11 144:3,5,7 154:11 time 4:5 7:14 9:3,9 9:11,12,21,22 10:3,6,22 12:11 12:14,22 13:6 14:3,16 15:2,4,22 16:4,12 18:4,6,11 19:4,8 20:3,14 22:1 23:4 24:14 24:19 28:16 30:24 31:3,14,23 34:6 38:5,14 41:17 42:3 43:11 44:5,7 46:9,14 47:3,21 48:12,16 50:4 54:18 55:22 56:12 58:23 59:3 61:15,18,19,21 62:22 63:1,6,20 64:5,25 67:8 69:23 70:2,7 73:11 75:10 76:4 78:10 81:3,12,20 81:21 83:10 85:3 98:10 99:24 102:16 103:5 104:11,18,19 105:24 106:4,6 106:22 108:13 109:5 113:18 117:25 118:5,14 119:11 122:25 123:4,10,13,13 126:6,16 129:16 131:5 136:14 137:4,13,22 138:1,6,17 139:21 140:1,16</p>	<p>140:24 141:7,7 142:4,14 144:22 145:19 146:4,11 146:22 147:18 151:14 153:11 timely 148:17 times 5:3 64:17 114:2 timing 93:7 tip 35:7,11 today 1:5 12:7 46:3 78:10 94:6 144:2 today's 138:15 153:16 told 24:3 25:11 44:9,10 54:18 55:13 67:5 72:16 74:7,8 76:15 104:18 105:10,17 114:20 tolerated 131:15 Tom 122:3 147:14 tomorrow 111:2 tool 57:9 tools 47:13 top 123:20,21 topic 108:20 topics 28:14 total 127:3 totally 125:6 132:7 touch 56:7 110:13 tough 46:21 47:2 86:7 103:24 122:10 track 119:4 tracking 15:6 trade 127:14 trail 40:24 train 13:8 107:24 trained 77:2 106:8 trainers 58:25 training 88:23,24 89:3,13,20 134:7 139:8 transcript 144:7 transparency 51:10 142:9 transparent 53:23</p>	<p>54:2 68:24 transpired 35:5 Trawler 22:2 24:22 32:11,12 32:18 33:11,15 35:19 treated 126:10 tried 57:9 121:11 trigger 51:1 tripping 107:23 trouble 46:8 true 1:15,20 26:18 26:23 45:11 76:22 117:3,5,16 124:17 truly 133:14 trust 82:9 122:24 143:12 trusted 132:20 136:25 137:1 trustee 125:20 truth 97:3 114:20 125:4,5 126:14 try 5:3,9 9:15 29:21 37:5 61:23 65:23 70:15 83:14 115:7 120:4 148:5 trying 10:16 11:18 56:18 64:15 67:16 115:24 116:1 Tuesday 153:20 tune 74:25 turbulence 65:3 turbulent 64:25 turmoil 67:15,17 turn 7:23 23:8 46:8 48:9 63:12 turned 42:15 turnover 83:12 106:2 142:18 twice 88:1 two 1:12 24:7 26:6 26:14 28:16 29:16 30:13 49:21 74:10 76:18 78:25 79:5 82:12 84:12</p>
--	--	--	---	---

<p>87:25 88:1 95:19 95:25 118:11 120:9 122:25 type 18:19 19:15 28:20 29:15 74:7</p> <hr/> <p style="text-align: center;">U</p> <p>Uh-huh 30:25 UK 78:7 ultimately 19:22 48:10 90:9 130:23 unable 118:24 unacceptable 12:16 unallocated 62:22 97:24 129:13,23 130:1 uncertain 90:19 uncovered 41:13 Under-Secretary 121:16 144:12 underline 64:8 underlines 64:9 undermined 127:14 underpinned 89:15 undersecretary 145:10 146:1 148:11 149:11 151:21 understand 16:2 22:18,25 23:7 25:16 34:12 36:20,24 56:19 70:20 72:18 82:5 82:6 98:18 100:10 102:7,10 114:18 134:20 150:13,15,18 understanding 17:15 43:13 82:16 89:15 102:14 140:12 143:2,3 understood 71:20 106:3 120:11 127:13 130:2 undertake 6:22</p>	<p>28:14 96:18 134:5 undertaken 5:16 92:16,23 97:11 116:13 undertook 77:5 unfair 100:15 unfolding 12:14 131:11 unforeseen 139:7 unforgivable 129:25 130:1 139:9 142:8 unhelpful 24:12 union 28:4 127:14 units 43:1 unknown 44:8 Unpacking 48:12 unqualified 97:24 106:3,5 139:2 unreasonable 114:23 unregistered 109:3,14 140:11 unremitting 83:14 103:25 unsubstantiated 33:3 unsuited 101:15 untrained 89:7 unusual 40:6,17 89:23 update 13:16 upside-down 51:16 upwards 7:20 urge 134:4 urged 132:14 149:15 URN 144:7 use 37:4 47:17,17 57:10 97:23 104:3 123:9 users 80:15 113:25 usual 19:24,24 Usually 18:8 142:8 Utting 47:10 78:13 123:3,3 124:2 125:16</p>	<p>Utting's 55:6</p> <hr/> <p style="text-align: center;">V</p> <p>variety 99:13 various 50:12 55:17 57:25 61:10 103:14 129:2 145:14 verbally 132:24 version 94:5 very-deep-dive 63:13,14 vetting 65:12 67:6 94:20 140:10 vicious 129:19 victims 38:2 Victoria 20:4 78:5 87:20,20 89:2 91:3 111:24 view 8:25 9:6,23 10:2,11 11:19 12:15 14:3 38:17 63:5 68:16 74:17 88:14 89:7 90:12 92:13 101:14,16 102:4,11 104:3 108:5 111:25 112:15 124:20 133:15 148:5 views 102:12 vigilance 5:25 88:18 91:1 105:21 vigilant 128:17 VIP 23:6 39:3,16 44:1,8,9 VIPs 19:7 24:20 33:1 73:13 74:5 Virginia 116:21 134:19 149:1,2 154:9 vision 91:8 visit 29:5 51:4 56:20 66:18 81:8 visited 19:11 73:22 visiting 57:3 visitor 125:25 vital 53:4 vitriolic 139:16 voice 57:24 58:8</p>	<p>74:21,24 voices 58:11 vote 124:24 vulnerable 35:13 78:20 80:5 111:22 127:24</p> <hr/> <p style="text-align: center;">W</p> <p>Waldegrave 120:22 walk 105:8 wander 34:2 Wandsworth 94:24 want 13:6 20:13 23:3 26:25 36:14 38:24 59:22 64:15 68:24 70:7 70:9 72:18 81:25 91:15 98:16 110:2 111:12 119:7 122:4 125:2,2 wanted 7:18 8:8 16:6 29:7 66:19 66:20,22,24 67:3 70:3,4,18 82:2 114:19 124:22 125:4,4,7 126:12 wanting 59:16 wants 123:25 wasn't 5:11 11:14 22:18,20 35:2 38:4 42:24 48:15 68:11,19 72:6 74:18 77:12 78:15 82:18 97:2 97:9 98:24 103:1 103:3 104:13,13 119:1 120:20 121:7 125:24,25 132:19 watch 126:21 watching 137:9 water 99:14 way 4:15 23:23 25:21 37:5,21 38:6,9,11,15 39:11,19 41:12 50:17 51:12 54:1</p>	<p>58:3 69:2 73:17 81:17 83:25 85:22,24 89:23 98:13,22 100:25 102:6 115:25 124:24 133:1,22 141:15 147:22 ways 84:21 We'll 40:3 we're 3:13 8:17,19 52:16 week 1:3 28:16 75:7 123:19 124:2 125:12 weeks 134:21 weight 40:11 welcome 1:3 127:9 135:22 welfare 121:12 127:19 148:3 well-being 90:2,7 90:20 111:10 well-informed 97:8 went 18:3 36:25 37:13 64:20 66:18 70:2 74:11 77:3 81:21 107:7 weren't 52:23 53:12 56:21 59:6 75:11 84:24 86:24 128:14 140:11 141:21,25 142:15 Whaley 75:8 92:2 92:3 150:1,5 whatsoever 22:11 65:13 Whelan 128:21,24 128:25 131:17 132:17 133:9 135:4 147:8 148:21,25 149:7 149:10,13,19,23 whilst 134:24 153:4 White 47:19 58:12 wholesale 7:6 wider 7:5 106:17</p>
--	---	---	--	---

willed 79:21	27:4 45:16,20	X 36:25 153:23	10.30 1:2 153:20	131:19,21 132:4
William 78:13	62:13,15 65:8		11 54:12 109:17	145:9 149:1,7
120:22 123:3,3	77:6 109:21	Y	11.45 34:8	1990s 12:21 61:12
wish 86:18 106:22	117:11,12,17	Y 36:25	11.47 44:25	1991 62:21 77:25
106:22 116:12	129:6	year 27:7,25 50:14	113 154:8	97:23 117:24
143:24	workers 8:12	55:14,14 93:4	116 154:9,10	131:18,18,19
withdrawal 109:6	41:21 59:5,6	145:4	12.05 44:24 45:2	134:19
withdrew 26:4	97:24 106:3,5,9	yearbook 70:11	12.47 76:8	1991/1992 105:16
44:22 76:7	107:23 130:12	years 8:25 21:21	128 88:8	1992 27:7 97:25
116:14 143:25	139:3	49:21 50:22 51:6	13 87:16 88:9	133:19 144:13
witness 1:5,12	workers' 41:24	64:14,18 87:16	146:11	145:11 149:2,12
3:13 18:2 25:1	working 14:8,12	88:9 100:17,21	14 95:24 109:16	149:16,19 150:2
26:4,5,14,20 34:7	29:25 36:21 46:4	103:2,4 106:25	150:2	1992/93 146:10
39:14 41:4 44:12	53:23 78:14	109:5 111:15	144 154:11	1993 12:23 27:10
44:22 46:10 76:7	79:18,22 94:20	120:9 125:15	15 34:8 59:10	28:12 30:20
116:14 143:25	101:9 111:16	127:8 134:2	144:13	31:12,25 39:21
witnesses 44:16	114:3 122:5,12	142:20 144:14	15/16 49:2	45:25 62:21
126:10	123:10 125:17,17	Yeo 30:23 92:2	150 79:3 81:3,5	92:24 97:25 98:1
woman 109:16	126:1 139:6	121:15 134:15	98:7,9,19	136:3 144:13,15
women's 119:15	147:10	135:5,13 137:11	157 100:7,25	149:23 151:9,23
wonder 26:6,8	workload 28:13	144:3,5,7 154:11	158 100:7 101:1	151:25 152:3,23
114:8	workmates 90:3	Yeo's 92:8	16 11:24 45:9	153:11
wondered 73:8	works 112:11	yesterday 125:14	17 35:22 76:20	1993/'94 130:11
word 28:6 38:20	workshops 59:8	young 12:17 14:14	116:25 149:16	1993/1994 41:7
86:23	worried 124:7	31:20,22 38:8	18 20:16 62:12	1994 12:24 32:4
worded 142:3	worry 59:21	41:16 56:9 57:4	100:4 149:19	39:21 43:13
words 21:19 30:1	Worrying 142:15	57:23 58:21 79:9	19 26:16 133:19	45:25 62:21
39:10 40:1 44:6	worst 9:3 134:11	109:16 110:5	149:2	145:13 152:20
86:10 96:23	worthy 81:16	132:8 134:22	1968 45:16	1995 98:2 117:8
116:2	wouldn't 20:5	youngster 119:3	1971 77:7	1997 59:12,15,18
work 3:1,2 5:5,22	52:21 71:20	youth 59:5 109:8	1974 27:2 117:11	145:14
9:20 27:14,15	72:16,17 125:10		1975 77:10 117:14	1998 2:5,8 3:7,11
28:23 36:19 37:2	131:1	Z	117:22	6:12,18 8:2 9:14
38:10 45:17 48:7	write 11:17 101:17	Zephyrine 97:19	1978 45:20	9:14 13:3,10
51:8 53:16 66:25	writing 72:19	128:3	1980 1:25	14:18 27:15
78:18 89:8,12	101:7 102:7	zone 48:17	1982 17:6	28:10,12 32:10
101:13 110:19	108:9 131:20		1983 45:22 145:3	35:22 46:11,14
112:2 115:19	written 15:20 62:5	0	1984 17:6 69:18	49:12 54:19
117:14 123:7	72:9,13 92:3	007 128:23	117:12 118:2	61:17 69:14
126:18 129:15,20	141:20 150:3,6	009 128:23	1986 45:22 69:18	72:24 78:3
138:23,24	wrong 6:4 89:22		127:21 128:1	1999 6:7 11:15,19
worked 27:4 51:16	89:22 105:7	1	145:6 150:12,14	13:1 23:5 39:1
85:25 111:18	111:13 131:1	1 11:19 62:7 94:18	1987 127:21 128:1	43:23 60:8 63:10
114:25 117:11	134:9 140:3	100:2,4 101:8,14	1988 129:9 145:6,8	73:1
119:11 120:3	wrote 19:5 82:9	102:5,24 103:7	1989 27:4 90:23	
121:5,10 125:19	93:22 108:11	136:12 138:6,25	117:8 119:25	2
146:12,23	149:1,16,19,23	153:24	145:8 149:6	2 124:5
worker 2:1,1	150:1	1.45 76:10	1990 1:25 2:5 3:7	2.44 116:17
21:20 25:18 27:2		10 1:19 18:4 34:8	97:19 129:3	20 60:17
	X	110:18		2000 11:24 27:10

27:16,18 60:14 62:4,20 63:13 64:1	45 154:5,6			
	<hr/> 5 <hr/>			
2001 11:25 53:2 65:5 78:4	5 22:16 85:13			
2002 2:9,11	<hr/> 6 <hr/>			
2003 27:22 74:11 78:6 111:6 145:17	<hr/> 7 <hr/>			
2004 46:12 145:17	7 92:5 106:11 131:18			
2007 2:21	7-year-old 87:21			
2008 78:6	76 154:7,8			
2009 74:13	<hr/> 8 <hr/>			
2010 27:22	82 62:14			
2012 28:2	89 87:16			
2013 2:21 3:1 110:17	<hr/> 9 <hr/>			
2014 1:19 26:21	9 122:24 144:15			
2015 145:18	149:5,23			
2016 3:1 111:2 151:24	90s 102:16 127:2 131:11 141:5			
2018 28:3	92 141:2			
2019 76:19 149:6	94 43:2			
2020 1:1,14 26:16 45:9 76:20 116:25 153:20	95 141:3			
21 1:14				
23 152:20				
25 154:1				
26 144:14 154:2,3				
27 1:1 144:13				
28 14:18 62:15 153:20				
29 26:21				
<hr/> 3 <hr/>				
3 62:17 73:2				
3.05 116:15,19				
3.57 153:18				
30 100:17 125:15				
31 11:25				
33 3:20				
<hr/> 4 <hr/>				
4 1:3 76:19 96:8 129:3 149:6				
40 81:12				
41 154:3				
42 62:11				
44 154:4				