

<p>1 Monday, 8 October 2018 2 (10.00 am) 3 THE CHAIR: Good morning, everyone, and welcome to Day 6 of 4 this public hearing. Mr Sadd? 5 MR SADD: Good morning, chair and members of the panel. 6 This morning, we are going to be hearing from Rod Jones. 7 His statement is at INQ002007. 8 MR ROD JONES (affirmed) 9 Examination by MR SADD 10 MR SADD: Mr Jones, good morning. 11 A. Good morning. 12 Q. You have provided a 93-page statement to the inquiry. 13 If we can go to the last page of that statement. 14 Although it is Data Protection Act with the signature, 15 we have the date there. Do you remember signing the 16 statement? 17 A. I do. 18 Q. At the time that you signed it, had you read through the 19 statement? 20 A. Many times. 21 Q. Were you content that what was set out there was to the 22 best of your memory of events from 1976 to 1998? 23 A. Yes, to the best of my memory, although there was one 24 thing that I did spot, but it was about the timing of 25 the work on changing nurseries to family centres, which</p> <p style="text-align: center;">Page 1</p>	<p>1 is not relevant here particularly. 2 Q. All right. So that you know, the panel have a copy of 3 your statement. In the time that's been allotted, I'm 4 not going to go through the statement line by line. 5 What I intend doing is identifying specific topics which 6 you have addressed in your statement, and you and 7 I going through your evidence on that -- 8 A. Yes. 9 Q. -- and my taking you to various documents. You will 10 find that there is the document bundle in front of you, 11 and it might be easier to have your statement to one 12 side. I see you have got that. But I think first you 13 would like to read a short statement to the inquiry. Is 14 that right? 15 A. Please. Chair, I am acutely aware of those people who 16 gave such moving and painful testimonies and 17 recommendations throughout last week. I hope that what 18 I can say does not sound hollow, however distant it is 19 from their experience. 20 In answering as one of the staff in the former 21 county, it is not appropriate to describe my own 22 personal experiences in the development of understanding 23 of abuse, from children, from families and from 24 competent colleagues, much though I would love to do so. 25 Suffice it to say that I tried my best within the roles</p> <p style="text-align: center;">Page 2</p>
<p>1 and levels that I held within the various structures. 2 I worked in social work for many years, and even 3 now, 20 years after retiring, I feel the same sense of 4 outrage that individuals, particularly in the department 5 where I worked, sexually abused their position and 6 caused harm to vulnerable children. 7 The suffering of any child, harmed by staff or 8 carers, is awful and deeply regrettable. 9 I, and, I believe, all decent children's social 10 workers locally and across the country, abhor the abuse 11 of children, and sadly know all too well that abuse in 12 all its types does happen, and in recent decades know 13 that it happens too often in care settings. It is 14 especially abhorrent when those responsible for abuse 15 are in positions of power and trust. 16 Child abuse, as I'm sure you're aware, whenever it 17 happens, is rarely known at an early stage and is 18 difficult to detect and to establish sufficient evidence 19 to respond. Social workers are not always given enough 20 time to do the work. Social workers vary in their 21 sensitivity, in their ability to probe, to see patterns, 22 and to have, as it were, scanning antennae. 23 No doubt learning from the past will lead the 24 inquiry to recommend improvements in skills, learning, 25 supervision in safeguarding and, hopefully, not</p> <p style="text-align: center;">Page 3</p>	<p>1 ever-more complex procedures. 2 I'm mindful that most children and young people come 3 into care from backgrounds of instability, and neglect, 4 emotional turmoil and experiences of life from which 5 they should have been protected. The recipe of meeting 6 these young people in residential settings with care and 7 control through relationships is neither simple nor 8 indeed possible for a long time. In adolescence, the 9 influence of other young people can be greater than 10 adults. Into this mix have stepped abusers. So I hope 11 that, in order to reduce the future incidence of abuse 12 in care settings, the inquiry will consider the context, 13 especially the adequacy of available resources, the care 14 settings, the training for skills, the professional 15 on-the-job support, which I personally believe has been 16 lacking, and the ever-changing and prescriptive demands 17 upon the delivery of Children's Services. Thank you, 18 chair. 19 Q. Are you happy to move on? 20 A. Yes. 21 Q. Can we then go, please, Mr Jones, to the summary of your 22 roles and responsibilities. We go to page 1 of your 23 statement, paragraph 1.2, please. 24 A. Yes. 25 Q. You worked for the County Council from 1976 to 1998. At</p> <p style="text-align: center;">Page 4</p>

<p>1 1.3, over the page, you say that your roles were in 2 policy, which we are going to come on to. This is 3 policy in relation to what principal area and 4 department? 5 A. In childcare. 6 Q. Did the consequence of being involved in policy involve 7 you in the implementation of policy? 8 A. No. 9 Q. Did it involve you in following up as to whether or not 10 policy was being regarded and paid heed to? 11 A. Unfortunately not. I should say that in the development 12 of policy, most things were heavily consulted upon, both 13 with officers in charge and with area directors or, 14 subsequently, district managers, and obviously with 15 senior managers who ran the services in the divisions. 16 So it wasn't just writing policy in abstract without 17 dialogue. 18 Q. At paragraph 1.4, you mention in passing, but not with 19 any less relevance, that you had retained some records 20 when you left in 1998 and others which weren't kept by 21 the county; is that right? 22 A. Yes. 23 Q. You kept some and others weren't kept? 24 A. Yes, I passed to the role holders, who were going to 25 carry on in the remaining county, documents that I had</p> <p style="text-align: center;">Page 5</p>	<p>1 that were relevant to their roles. The incoming 2 assistant director said to me that she didn't want any 3 historic records, she was having to work for the future. 4 I took some, a small proportion, of -- I was a bit of 5 a hoarder of records, I have to say. 6 Q. I think more recently, for the purposes of this inquiry, 7 you have given records to the county and a small number 8 to the inquiry itself? 9 A. Yes. 10 Q. Can we go, please, to paragraphs 1.8 to 1.9, where you 11 explain your policy role. At 1.9, you say this in the 12 second sentence: 13 "I set, and was seen to stand for, high standards in 14 childcare and the position/rights of the child." 15 Who judged you to have done that? 16 A. I can't honestly say, but I'm pretty sure that was my 17 reputation in the department. That might have irritated 18 some people, but there were so many issues in childcare, 19 whether it be from cases that arose or blood 20 transfusions for Jehovah's Witness children, or goodness 21 knows what. There were so many issues. But, yeah. 22 Q. You go on to say in that same paragraph, please: 23 "Some managers criticised me for this." 24 What were the criticisms directed at? 25 A. The main one that I can remember is somebody said to me,</p> <p style="text-align: center;">Page 6</p>
<p>1 "You should be writing policy on one page, Daily Mirror 2 style". 3 Q. The criticism that you met, was it wide ranging? Was it 4 shared amongst a large number of your colleagues? 5 A. Not that I'm aware of, no. I think most people 6 respected -- especially when the law or guidance came 7 through, you had to reflect that and advise staff and 8 change procedures accordingly. 9 Q. Those that did criticise you, did you see that as 10 a reflection of a particular attitude within the 11 department? 12 A. I don't think so. I don't think so. I think in the 13 hurly-burly of work, some people do tend to put people 14 down, and it may be just one or two of those occasions. 15 Q. Paragraph 1.11, please. You say there that you didn't 16 manage residential homes and that you weren't 17 responsible, as you've mentioned a moment ago, Mr Jones, 18 for implementing policy or procedures. 1.13, please. 19 You refer there to child abuse procedures were outside 20 your brief for many years: 21 "I was involved in changing and writing the 22 child abuse procedures during 1982-84." 23 We are going to look at those procedures in some 24 detail. But when you talk about child abuse procedures, 25 and for the avoidance of any confusion, as at 1984 --</p> <p style="text-align: center;">Page 7</p>	<p>1 again, as I say, we will look at it in more detail -- 2 child abuse procedures, was that in relation to child 3 protection, that is, the child in the domestic setting? 4 A. In 82 to 84, yes. 5 Q. Meaning that, what were the procedures necessary to 6 establish whether or not a child was being harmed in the 7 home and what should then be followed up? 8 A. That was the purpose of the procedures. I think I was 9 specifically involved because I made a point of 10 attending some seminars about -- a national seminar 11 about child sexual abuse and I distributed an amount of 12 stuff and the procedures needed massively rewriting and, 13 for both those reasons, I think I was asked -- there was 14 only an assistant director on the Area Review Committee 15 at the time, so I think that for those reasons I was 16 asked. 17 Q. Again, we will look at this in a bit more detail in 18 a moment, but at what point in the timeline of your 19 career in what I'm going to call Children's Services -- 20 I know that isn't the right name, but within 21 Social Services looking at children -- 22 A. Yes. 23 Q. -- did children's homes themselves come under the 24 umbrella of child protection guidelines? 25 A. I think in the '93/'94 changes.</p> <p style="text-align: center;">Page 8</p>

<p>1 Q. Up until then, what were the guidelines that children's 2 homes followed?</p> <p>3 A. I don't know what they followed, but I know what they 4 should have followed, and that was that any harm to 5 a child should be reported to the officer in charge, and 6 if not -- if the officer in charge was felt to be likely 7 to ignore it, to the divisional director or the 8 principal assistant, who was the manager for that home. 9 I think that's covered in one of the --</p> <p>10 Q. Indeed, when we come to look at your 1978 guidelines for 11 community homes, you set that out.</p> <p>12 A. Yes.</p> <p>13 Q. Again, we will look at that.</p> <p>14 A. Yeah, and I think there's also a statement somewhere 15 that no-one has the right in the department to withhold 16 information about an offence of any sort against 17 a child, unless the divisional director had agreed that.</p> <p>18 Q. Again, I think that's something that you set out in the 19 community regulations which, as I say, we will come on 20 to. 1.18, please. This is page 5 of your statement. 21 You tell the inquiry that you decided to stick to posts 22 in Children's Services to improve what you could. You 23 viewed what you did as a vocation and not simply a job. 24 Mr Jones, when you left the County Council in 1998, 25 what was your view of the state of health of services</p> <p style="text-align: center;">Page 9</p>	<p>1 for children in care in the county?</p> <p>2 A. Well, it was somewhat besmirched by the level of abuse 3 that we were getting to know. I have to say that there 4 were many good and competent staff in the department, 5 I have no doubt, and carers and residential staff, 6 because, as we know, abusers are very adept at hiding 7 their tracks. But there were many areas of progress -- 8 family centres being one, approved daycare schemes, 9 child minder schemes. The level of -- we will perhaps 10 come on to that, but the number of children who were in 11 care had started to reduce, and particularly those in 12 residential care. I couldn't form a view when I left. 13 I was concerned about what the future held, because any 14 restructuring usually means turmoil for five to ten 15 years, and I spent the last year dominantly preparing 16 and proposing ways of dividing up the Child Protection 17 Register and various other changes to police -- 18 connections and goodness knows what.</p> <p>19 Q. But in relation to the response to allegations of abuse 20 of children in care, did you leave aware of the fact 21 that there was -- I hope this doesn't sound too glib -- 22 room for improvement?</p> <p>23 A. Oh, certainly.</p> <p>24 Q. Where should that, or did that, improvement need to be 25 made?</p> <p style="text-align: center;">Page 10</p>
<p>1 A. Well, in a mixture of sensitivity of staff and the 2 management of services and the onsite -- well, the level 3 of staffing, for one, for sure. I think you could list 4 quite a number of improvements that would be ideal.</p> <p>5 Q. You talk about the management of the sensitivity of 6 staff. One of the refrains that has been picked up by 7 the inquiry in preparing for these hearings, looking 8 through the documentation available in that era, was the 9 refrain of training for those working with children in 10 residential care.</p> <p>11 A. Totally.</p> <p>12 Q. At the point that you left in 1998, what is your view of 13 the level of training given to those working with 14 children?</p> <p>15 A. I can't honestly remember the extent of in-service 16 training. There was some in-service training, but it 17 was very difficult for residential staff to attend it 18 because they often didn't have enough staff cover to 19 release people. I know that was a tension. I was 20 appalled when, nationally, somebody decided to get rid 21 of the training for residential childcare, because what 22 that led to was an increase in the level of unqualified 23 staff coming into community homes, which I think was 24 a major consequence from the national change. 25 I can't remember what changes, certainly since, have</p> <p style="text-align: center;">Page 11</p>	<p>1 been made in training for staff working in the difficult 2 situations of residential care.</p> <p>3 Q. At the point of leaving in 1998, did you have any 4 concerns about the level of resource that the County 5 Council was prepared to devote to children in 6 residential care?</p> <p>7 A. Always, throughout my period there.</p> <p>8 Q. Was that indicative, do you think, or was that 9 a reflection of political will in relation to looking 10 after children in care?</p> <p>11 A. I honestly don't know, because my focus was on 12 Children's Services, and of course the wider department 13 had many concerns to do with care for the elderly and 14 the disabled, and I wasn't in a position to judge the 15 pulls and pushes of that. All I can say -- you may come 16 on to that -- is, when I led the initiative towards more 17 effective use of community homes in 1984 and we reduced 18 the number of children's homes, it was -- myself and the 19 people who worked with us -- our dearest hope that the 20 capital resources released from the sale of those 21 buildings and the revenue for staff posts would be 22 redeployed into residential -- the remaining residential 23 services.</p> <p>24 Q. Did that materialise?</p> <p>25 A. I think there were some changes, but I think they were</p> <p style="text-align: center;">Page 12</p>

<p>1 very small, and I think, by and large, county treasurers 2 took the dosh. 3 Q. Paragraph 2.1. This is under the heading of, between 4 1976 and 1980, your role as a senior professional 5 officer in childcare. You say that your main duties 6 were to develop and propose policies. You have already 7 told the inquiry this morning that you didn't have any 8 influence in ensuring implementation of policies. Is 9 that right? 10 A. Yeah, at the time, there were three big divisions -- 11 city, north and south -- and they each had a divisional 12 director, a principal assistant and various other staff 13 establishments and homes advisers. They were 14 responsible for the management of all establishments, 15 including the community homes with education and the 16 observation assessment centres. You may want to come on 17 to that later, I guess, but, yeah, my role was, amongst 18 a number of other people, in a rump of a group that had 19 county-wide functions, like adoption in particular, 20 which didn't fit with the big divisions. 21 Q. We have seen, and you have provided, a number of 22 examples of policies that you were directly involved in, 23 and we have already mentioned the community homes 24 policies. It's one thing having the policies, Mr Jones. 25 What steps, to your own knowledge, were taken to ensure</p> <p style="text-align: center;">Page 13</p>	<p>1 that the policies were followed through? So, for 2 instance, in the case of the community homes policy that 3 you formulated in 1978 -- very, very extensive; we are 4 going to look at it -- what was the follow-up, as far as 5 you were aware, for staff, for management, that these 6 policies were being followed and evaluated and audited? 7 A. Just to repeat, in producing that, there were meetings 8 with officers in charge, and there were many discussions 9 about different aspects of it -- 10 Q. Pausing there, by "officers in charge", you mean of 11 homes? 12 A. Of homes, sorry. So one hoped there was enough 13 professional oomph to take that most of that on board. 14 Certainly we changed the job descriptions for 15 residential posts in '77 before even that, which was the 16 thing about describing the primary task of care. All 17 I could do for my role would be to reiterate to 18 primarily the homes advisers, were they checking that 19 things were being done. I couldn't do more than that in 20 the role I had. Management of services was fairly 21 jealously guarded by those who managed them, and fair 22 enough. 23 Q. By "those who managed them", who do you mean? 24 A. I mean the three divisional directors, their three -- or 25 in the case of city, two -- principal assistants, the</p> <p style="text-align: center;">Page 14</p>
<p>1 homes advisers, the establishments managers, and 2 obviously officers in charge of the establishments. 3 Q. Just following up on one issue, you mentioned that you 4 would have meetings with the officers in charge of 5 the establishments, the homes? 6 A. As one-offs on policy matters. 7 Q. Yes. Those meetings, as I understand it, would involve 8 going through and working out what the procedures should 9 be? 10 A. Yes. 11 Q. Did you come away with the impression that, as to the 12 exercise of those policies and procedures, that was very 13 much to the discretion of the officer in charge? 14 A. Well, it was the responsibility of the officer in 15 charge, yes. I have to say, some of the old former 16 approved schools and remand homes were -- well, mainly 17 the former approved schools were more resistant to being 18 told how they should operate. 19 Q. Of which the Lindens was one? 20 A. No, no, I'm talking about Risley Hall and Skegby Hall. 21 Q. 2.47, please. This is the next stage of your career 22 with the county. Between 1980 and 1986, you were 23 principal professional officer in childcare. Then at 24 2.78, you tell the inquiry that from 1986 to 1992 you 25 were principal assistant in childcare. Should the</p> <p style="text-align: center;">Page 15</p>	<p>1 inquiry understand that that incorporated fostering but 2 not residential care? 3 A. In my first two roles, I supervised an admissions 4 officer who dealt with admissions to observation 5 assessment centres. Obviously, that includes 6 Ashley House, Beechwood, South Collingham Hall and 7 Amberdale. Sorry, what was your question? 8 Q. Whether in your role as principal assistant in childcare 9 that incorporated -- 10 A. Oh, fostering. Yeah. At all times, there was a role 11 holder initially of a fostering officer and in the 12 second role in the second period -- so within the first 13 ten years, there was a policy person to do with 14 fostering. And then, as time went on, we -- as we 15 established specific posts in the areas for substitute 16 family care, in other words, adoption and fostering 17 together, we created roles in my group that were 18 bringing adoption and fostering together. 19 Q. My question a long way back, as it were, in relation to 20 that was whether the role included residential care for 21 children? So this is in your role as principal 22 assistant in childcare. We know that you were concerned 23 with fostering. It's just so that we get an idea of 24 the span of your responsibilities? 25 A. Yes. In the period 1976 to 1986, I had responsibility</p> <p style="text-align: center;">Page 16</p>

<p>1 towards policy for residential care. From 1986 onwards, 2 I did not. There was a principal assistant in the 3 division I had -- I was in, who was the person 4 responsible for all residential care, running it and any 5 policy changes. 6 Q. Then we learn from paragraph 2.92, page 28, that you 7 were seconded to the Children Act team, 1989 to 1992. 8 A. Yes. 9 Q. And then, page 29, paragraph 2.95, you were head of 10 children and family policy from 1992 until you retired 11 in 1998. Again, you had responsibility there for 12 fostering. Presumably, in the light of what you have 13 just told the inquiry, not for residential care? 14 A. That's correct. I mean, by that point, the department 15 had been restructured and the management of residential 16 homes lay with district managers, who also managed the 17 field staff. But the assistant director, Martin Eaden, 18 and others, took on managerial changes, such as staff 19 appointments, and further changes to residential care, 20 so that -- yeah. 21 Q. Okay. 22 A. I should say that, throughout that period, I was having 23 to service a subcommittee on -- firstly, on assumption 24 of parental rights and on restriction of access to 25 children in care, and a whole host of other functions,</p> <p style="text-align: center;">Page 17</p>	<p>1 as people may be aware. 2 Q. We are going to turn then to looking at some aspects of 3 fostering whilst you were in post. Can we go, please, 4 to page 21, paragraph 2.60. Please could I have up on 5 screen NCS000944, and it is page 2, please. That's 6 tab 11 of your bundle, Mr Jones. Can you tell us, 7 first, what is it we are seeing on screen? This is an 8 article, and it is an article from a magazine called 9 Focus. Can you tell us a bit about Focus? 10 A. Yeah, I can't remember when it started, but, as you can 11 see, it's edition 38. I think it had a long history, 12 from maybe the early '80s, where the fostering officer, 13 with a group of foster carers, decided to create 14 a foster carers' newsletter. This was in addition to 15 the annual information that was sent out to the changes 16 in the then boarding-out allowances, which was quite 17 extensive as time went on. 18 I don't know the precise time of this, except it was 19 obviously in the late '80s, or I think it was obviously 20 in the late '80s, and it was an attempt to communicate 21 to foster carers that many of them were fearing taking 22 children who might accuse them of abuse because of their 23 abuse in the past, and also there were obviously -- 24 there must by that point have been some known cases of 25 foster carer abuse. So it was attempting to reassure</p> <p style="text-align: center;">Page 18</p>
<p>1 but also to point out that if there were allegations, 2 then social workers should act, and that may mean -- 3 I can't remember whether it says -- but obviously foster 4 carers would need some support through that, but it 5 would be a separate worker who would be looking into the 6 abuse, but obviously by that point would be under the 7 Child Protection Procedures which were brought in in 8 '84. 9 Q. We are going to look at some of the details of 10 the article, but just to be clear, if we go to the 11 bottom right-hand corner, we can see your name there? 12 A. That's correct. 13 Q. We can assume that you wrote the article? 14 A. I did. 15 Q. Back to the body of the text, and the left-hand column 16 there, and the third paragraph down, starting "This fear 17 becomes real"; do you have that? 18 A. Yes. 19 Q. We work our way down, and we come to a line about 11 20 lines down: 21 "Abuse within a domestic household and within the 22 child abuse procedures requires investigation by 23 a social worker and usually by the police. 24 Increasingly, lately, this is done jointly. In the few 25 occasions when this happens within foster care, the</p> <p style="text-align: center;">Page 19</p>	<p>1 child still gets first consideration and this can be 2 particularly distressing for a foster parent." 3 If you can take yourself back there, why was it 4 necessary to remind the reader that the child gets first 5 consideration? 6 A. It's just part and parcel of the whole statement, but 7 I think it is the case that, as children are with foster 8 carers over a long period, the foster carer starts to 9 feel a greater sense of ownership, and particularly if 10 there's gaps in social workers or there's a high social 11 work turnover or there isn't a sufficiently probing 12 social worker, sometimes people's sense of balance in 13 what they're doing is lost. 14 Q. Had you had any direct experience of that sense of 15 balance being lost? 16 A. When I was a social worker, yes. 17 Q. The sense of balance lost when you were a social worker 18 was others coming first before children? 19 A. I wouldn't really say it as that. It's just that -- my 20 understanding is that some foster carers begin to feel 21 that they own the child, and they don't, and it's trying 22 to remind them that other people have a view about the 23 first interest of the child, not just them. 24 Q. Can we then go to the right-hand column, starting at the 25 bottom of the middle column, talking about:</p> <p style="text-align: center;">Page 20</p>

<p>1 "The child's social worker should be brought into 2 the child's life and informed of major events. Their 3 role requires them to be satisfied and it is in 4 everybody's interests that they know what caring for the 5 child means. The social worker should regularly see 6 your living and sleeping accommodation ..." 7 Then you write this: 8 "... and you should encourage the social worker to 9 see the foster child alone." 10 Reading that suggests that the issue was one that 11 was in the gift, as it were, of the foster carer rather 12 than an obligation on the part of the social worker? 13 A. I was writing it to foster carers, and it was to remind 14 them that they should encourage that rather than 15 obstruct it, and that has been the expectation since the 16 1955 boarding-out regulations, where possible, where 17 practical, obviously depending on ages and whatever, and 18 I think most people who are competent social workers 19 know that they need to see the household, they need to 20 see the foster carers, they need to see the child and 21 ideally they should see the child separately on a number 22 of occasions and, if old enough, outside the home, 23 although some social workers were very concerned about 24 doing that because of allegations about them. But this 25 was written to foster carers, not to staff.</p> <p style="text-align: center;">Page 21</p>	<p>1 Q. Were you aware at the time of any instruction to those 2 field social workers visiting an allocated child in 3 their foster placement in circumstances where the foster 4 carer would only let them see the child in the presence 5 of the foster carer? Was that something that needed to 6 be noted and reported back on? 7 A. I wasn't aware of that within the role I had. Yeah, you 8 would have expected a competent, probing social worker 9 with enough time to make sure that happened, and you 10 would expect the then senior social workers or 11 eventually team managers to reinforce that. Whether 12 that was done, I do not know. I mean, there are so many 13 individual responsibilities in this work. 14 Q. So implicit in what you are saying is that it would need 15 to be noted by the social worker in their record, and 16 then, when it came to supervision of the social worker, 17 that would be picked up in the note and something 18 discussed about it and what should be done? 19 A. It should be, because the legal requirement, or the 20 requirement from the regulations, was to report on each 21 visit to a child in care, and there were certain 22 intervals or, if there was a complaint about the care, 23 immediately, and to make a report on that visit and the 24 health and welfare of the child. So it stands to reason 25 that you can't do one without doing the other.</p> <p style="text-align: center;">Page 22</p>
<p>1 Q. I imagine in your role as involved in policy, policy 2 would involve evaluation of whether policies are being 3 followed through. Is that fair? 4 A. I'm afraid it isn't fair, no. In a county -- in 5 a service that is managed by others to a population of 6 over a million, through 13 area officers, you have to 7 rely on people to do what they should be doing, I'm 8 afraid. It wasn't in my role to monitor, or -- it would 9 have been nice to do so, if I had the time and role to 10 do that. 11 Q. My question was more directed not at your role as 12 monitoring -- you have already explained that's not 13 something you would do. But was there ever any 14 opportunity to evaluate policies or procedures that you 15 had been involved in putting into place to see the 16 pick-up rate, for instance, or how policies and 17 procedures were being approached in practice? 18 A. I can't recall that. I can't say that it didn't happen. 19 Clearly, the fostering officer in my group may well have 20 done that. I mean, there's lots of detail about 21 follow-through and things that I struggle to actually 22 remember. But, yeah, there was an enormous effort to 23 establish information systems about children in care, 24 and that was another of my big preoccupations, which is 25 establishing a computer system which did the</p> <p style="text-align: center;">Page 23</p>	<p>1 notifications the Department of Health required and 2 tracked where children actually were. 3 So there were many, many preoccupations in the roles 4 that I had. 5 Q. In setting up that tracking system, were you adequately 6 resourced? 7 A. Yeah, there was a fair back-up. I mean, it was the 8 first computerised system in the department before the 9 known persons index. But that was helped because the 10 Department of Health required the information and doing 11 it on paper was no longer viable. 12 Q. Mr Jones, as you may or may not know, there are accounts 13 before this inquiry that children in foster care were 14 not seen on their own, but often -- or, sorry, with each 15 visit, they would be chaperoned by one or other of 16 the foster carers. My understanding of your evidence is 17 you weren't aware of this at the time? 18 A. No. 19 Q. Again, in the light of your evidence, the steps that 20 were taken to address this you've explained would be 21 monitoring supervision, looking back through the records 22 with the social worker, and taking steps to address 23 this? 24 A. That was the primary responsibility of the team leader 25 or the senior social worker, yes. Yes, there was no</p> <p style="text-align: center;">Page 24</p>

<p>1 regular reporting of that in any systematic way that 2 I can remember. It should have been an issue that was 3 picked up in case reviews which were supposed to be held 4 three months after a child was fostered and then at 5 six-monthly intervals or other special circumstances, 6 but even then -- I mean, I don't know whether all 7 reviews occurred in time. I suspect that they didn't, 8 in the helter skelter of the pressure of work. But, 9 yes, they should have picked that up, and that would 10 often be -- that could be the same senior social worker 11 or team manager, or it could have been the assistant 12 area director who did the reviews. I think in some 13 cases, area directors did some case reviews.</p> <p>14 Q. Going back to the article, and it doesn't matter that 15 it's come off screen, I'm just going to read -- oh, 16 thank you. We can see in the right-hand column four 17 bullet points there, and it's the first of those bullet 18 points I just want you to help the inquiry with. It is 19 prefaced by you writing: 20 "Maybe we should be saying more about the rare 21 situation where a foster parent is subject to an 22 allegation." 23 First bullet point: 24 "If there is a support worker, they should not be 25 the investigator and should be available to talk if the</p> <p style="text-align: center;">Page 25</p>	<p>1 foster parents wish." 2 The role of support worker, can you just clarify 3 what that would have been? 4 A. Well, there were specific roles in the area officers 5 which would have been, at one point, just one or half 6 a fostering officer post, and then eventually there was 7 a senior substitute family care worker and somebody 8 under them, I think. What that's saying is, the person 9 who recruited them and the person who was there to 10 support the foster carer should not be the same person 11 who investigated any allegation of harm.</p> <p>12 Q. Were you aware, at the time of writing the article, of 13 support workers leading investigations into allegations 14 of abuse? 15 A. Not that I can remember. It's always possible, I guess. 16 Q. The inquiry has seen evidence of at least one case, and 17 it is one that was mentioned in the opening, in 2000 18 where the investigation there into the allegation was 19 largely carried out by the supervising social worker and 20 her manager. Does that surprise you? 21 A. Unless I know the circumstances, and I can't recall 22 those, it may or may not be surprising. It depends what 23 the state of play was in the area office at the time. 24 Like most things, you do know that there are exceptions 25 to what you expect to occur. But the principle was</p> <p style="text-align: center;">Page 26</p>
<p>1 important to establish. 2 Q. Finally in relation to the article, the penultimate 3 paragraph there, you write: 4 "Regretfully, some people who foster or adopt, like 5 others, have been found guilty of offences against 6 children." 7 You write: 8 "Life changes and not everything can be foreseen. 9 Some allegations are dismissed as unfair criticisms. 10 However, we need to acknowledge that for some the 11 complaint, although not a subject of police prosecution, 12 brings to a head a series of misgivings on the part of 13 foster parents or local authority. In these cases, 14 hopefully jointly agreed, and with sadness, we part 15 company." 16 At this date, so in the late '80s, would allegations 17 made in the context of foster care by a child of sexual 18 abuse automatically prompt a review of the foster 19 carers? 20 A. They most certainly should have done. 21 Q. Did they? 22 A. I can't say. I can't answer for what managers did, I'm 23 afraid. 24 Q. But it was your understanding that they should do? 25 A. It was my understanding that -- I don't know whether</p> <p style="text-align: center;">Page 27</p>	<p>1 you're going to come on to that, but I say in my 2 statement about one case in which I was involved 3 apparently because I was asked to ensure there was 4 a screen in the court for these two foster children -- 5 is it all right for me to describe that? 6 Q. But not the name of the child. 7 A. No, no. Well, it's one of the -- the two children with 8 codes. And also I think the senior person in the area, 9 west area, at the time, was not free for some reason, 10 and I was asked to go to court, and I vividly remember 11 standing outside court, the court having dismissed the 12 girls' allegations, saying to the press, "We believe the 13 girls", because our consideration was on the balance of 14 probability, and, yeah, so there were many times when 15 children were believed. Obviously from what's been 16 said, there were other times when they weren't. 17 Q. 2.72, please, paragraph 2.72, going back to your 18 statement now. This is page 24, please. Can we look 19 for a moment at diversification or diversity, I should 20 say, and recruitment of foster carers. You say towards 21 the end of 2.72 -- perhaps I should read from the top, 22 the second line down: 23 "A push, led vociferously by area director city 24 north-west area, Margaret McGlade, was made throughout 25 the department and trainers introduced, which led some</p> <p style="text-align: center;">Page 28</p>

<p>1 staff to feel assailed. In my view, the analysis was 2 right and the direction but the speed and implications 3 were not well thought out. There was a surge to include 4 more appointments of black staff including in community 5 homes. Appointment of unqualified staff bringing real 6 life experience was frequent and often positive with all 7 races. However, race was an additional protective power 8 card to the few who chose to take children in their care 9 into sexual relationships." 10 Were you alive to this in residential and foster 11 care, that this had occurred? 12 A. I was alive to some of the instances which are referred 13 to later on in time as abusers were found. I can't 14 remember the code for the particular worker who started 15 off as a link worker -- 16 Q. Don't worry? 17 A. -- and then wheedled his life into -- his way into the 18 charms of one teenage girl. I well remember lots of 19 suspicions reported by staff to the assistant 20 director -- I think it was Denis Watkins actually went 21 to see the girl in the home, and she denied at the time 22 what was occurring. It was only when she moved into 23 a semi-dependence unit when a then residential and 24 daycare services officer asked the warden to tell him if 25 this particular worker was seen on the premises, and he</p> <p style="text-align: center;">Page 29</p>	<p>1 was, and the residential services worker went, found 2 him, as it were, with the girl, and then he was sacked, 3 but that took a long time to achieve. So that was much 4 later. But it was clear in his career, because I think 5 he'd fostered a child as well, that he dismissed people 6 as being racist if they criticised him. 7 Q. Apart from the Focus article that we looked at, in your 8 time involved in policy, were you aware of any training 9 that was provided to foster carers? 10 A. Yes. I mean, I was involved in I think at least two 11 events. I think it was heavier for the specialist 12 fostering team that was established somewhere around 13 1980, which was specifically for older children, and 14 with higher levels of pay, almost recognising that 15 somebody was not going to be in work to care for the 16 children. There was very regular training there. And 17 there were training events for foster carers. But 18 I can't remember the pattern of those. 19 Q. What assistance at that time would have been given to 20 foster carers in caring of children who had been 21 sexually abused prior to coming into the foster home? 22 A. All the efforts -- my recollection is that all the 23 efforts were on the assessing social worker to discuss 24 with potential foster carers the consequences of caring 25 for children who had been abused, the feelings that that</p> <p style="text-align: center;">Page 30</p>
<p>1 would arouse and their continuing need, if there was 2 parental contact or family contact, to handle that 3 appropriately. 4 The support worker, the fostering worker, or 5 whatever, was there to talk through those things with 6 the foster carers. I don't think there was any special 7 skills or magic that could be -- sorry, that's the wrong 8 word, but there was nothing special in the way of 9 services for children who were abused at that point. 10 The only things that existed in the department were 11 a playroom off Mansfield Road, where some people did 12 therapy or getting a child to open up, and obviously 13 some children went to child guidance. 14 Q. What was the policy in that era -- so we are looking at 15 the 1980s -- in relation to confidentiality? This 16 tension between, on the one hand, giving informing to 17 foster carers about the child that was coming to stay 18 with them or be placed with them, and the details, on 19 the other, of what had happened to the child in the 20 family setting? Was there any issue there on the policy 21 that should be adopted or the approach that should be 22 taken? 23 A. I can't remember any written policy, but I can remember 24 what the advice would have been from the fostering 25 officer, social and family care staff and myself, which</p> <p style="text-align: center;">Page 31</p>	<p>1 is, you've got to be open. There were many criticisms 2 of local authorities placing children in care settings 3 of any sort, and the people with responsibility for care 4 not knowing what the risks and what the children had 5 been through before, most starkly when children had run 6 away and burnt a building down when they had a known 7 history of arson. I'm not suggesting that was common, 8 but that was -- there were many instances where local 9 authorities were under heavy criticism if they weren't 10 open. 11 Q. Very briefly -- we don't need to go to this paragraph -- 12 you say at paragraph 27.2, "Some group foster carers had 13 been inherited from the city council". What were group 14 foster carers? 15 A. Well, my impression was that the county inherited from 16 the city a fairly powerless state. It's not for me to 17 answer why, but it had a higher level of unqualified 18 staff, it was obviously poorly resourced and it had 19 a very troubled population, which any statistics from 20 mental health to crime showed heavily. I think, in an 21 effort to not export so many children into 22 establishments outside, some people had obviously set up 23 foster carers with an increased rate of pay on an ad hoc 24 basis, so there was no common system to them, and they 25 had as many as ten children.</p> <p style="text-align: center;">Page 32</p>

<p>1 Now, as we now know, one of those was where the 2 foster father was an abuser, from what we now know. The 3 first task of the fostering officer in the '76 to '80 4 period was to try to introduce some commonality in how 5 they were handled. But they were like private 6 children's homes by another name.</p> <p>7 Q. Did that carry its own issues and problems, or the ones 8 that you have described?</p> <p>9 A. I think, and it's hedged with vague memories, that 10 people knew that some of the foster carers were better 11 quality than others, but then that applies across the 12 board. I think there were -- one of the groups of 13 foster carers took a lot of children with special needs, 14 and, as far as I know, they were pretty good.</p> <p>15 Q. You say over time that this use faded, you say partly 16 because of suspected or known abuse. When do you think 17 they continued until, these large foster homes?</p> <p>18 A. I'm afraid I cannot remember that. I know some dropped 19 out. Some were advised to drop out. Then there's the 20 one particular case that figures highly in these papers.</p> <p>21 Q. Can we look, then, please, at NSC000944, page 1. So 22 it's the reverse of what we have just looked at. It is 23 tab 11 in your documents. This is a memo dated 24 9 March 1989. If we look at the top right-hand 25 reference, we can see the reference RF/CH/RMJ. Is that</p> <p style="text-align: center;">Page 33</p>	<p>1 you?</p> <p>2 A. That's me.</p> <p>3 Q. Would it be the system that you might draft many of 4 these memos and it would be signed by a director?</p> <p>5 A. In this case, yes.</p> <p>6 Q. We read there:</p> <p>7 "For action.</p> <p>8 "Child abuse investigations: children in care and 9 living in a domestic household.</p> <p>10 "ie, boarded out children, those placed for 11 adoption, under charge and control, et cetera.</p> <p>12 "Following our recent experience in a number of 13 cases and concerns this has raised, will you please 14 ensure that there is no doubt in the mind of your senior 15 officers that allegations/investigations of child abuse 16 should follow the child abuse procedure where the child 17 is living in a domestic household. There is no 18 exception for children in care, whether they are boarded 19 out, placed for adoption, placed under charge and 20 control of a person, or otherwise placed in a household. 21 There is no exception for children placed by another 22 area or local authority; nor any exception because of 23 the nature of the alleged abuse, or its fatality."</p> <p>24 Then going to the last paragraph:</p> <p>25 "In view of the seriousness of any alleged abuse by</p> <p style="text-align: center;">Page 34</p>
<p>1 a foster or adoptive parent of a child within our care, 2 I will expect the area director to arrange immediate 3 notification about the involvement of a substitute 4 family resource to the principal assistant ..."</p> <p>5 How would it come to be that there had been 6 a different approach taken to the abuse of children in 7 foster care?</p> <p>8 A. I'm afraid I do not know, but clearly, from some of 9 the cases that had come to notice of the fostering 10 adoption officer, they had.</p> <p>11 Q. What you are saying here, and we are going to look at 12 those procedures, is that, as at 1984, the Child 13 Protection guidelines that you had drafted were the 14 guidelines to be followed in cases of foster care abuse?</p> <p>15 A. Yeah, the 1984 procedures were implemented in 1985, so 16 from that point onwards, they should have been.</p> <p>17 Q. You say there:</p> <p>18 "Following our recent experience in a number of 19 cases ..."</p> <p>20 Were those cases that you knew about?</p> <p>21 A. I guess so, but I cannot, in all honesty, recall which 22 ones.</p> <p>23 Q. So it would be unfair of me to ask you what the concerns 24 were? I suppose it comes to this, Mr Jones -- sorry to 25 interrupt you. Maybe we will cut to the chase: were the</p> <p style="text-align: center;">Page 35</p>	<p>1 concerns that in the wake of allegations the child, as 2 it were, hadn't been treated as the primary individual?</p> <p>3 A. Well, my suspicion -- and it is only a suspicion -- is 4 that in some cases the child was removed and the child 5 protection procedures weren't followed, but I don't know 6 in the full range of cases, I'm afraid.</p> <p>7 Q. You don't know. Don't worry. Can we then go, please, 8 to tab 15. We are going to look, please, at NSC000985. 9 We have just looked together at page 52 of that. I want 10 us to look now at page 48. This is dated 17 July 1989. 11 Again, looking at the top of the letterhead there, on 12 the right-hand side, it says the reference and it also 13 says, "Please ask for Mr Jones". Can the inquiry 14 conclude that you wrote what we are about to read?</p> <p>15 A. Yes, it can.</p> <p>16 Q. Headed "Investigation of child abuse within foster and 17 adoptive care", and here you, as it were, reinforce the 18 memo that we have just looked at. If we look at 19 "Principles", paragraph 1:</p> <p>20 "The Nottinghamshire child abuse procedures apply to 21 domestic households ..."</p> <p>22 You say:</p> <p>23 "... and since they were issued in 1984, it has been 24 and is clear that allegations and suspicions of 25 child abuse within foster or adoptive care or other</p> <p style="text-align: center;">Page 36</p>

<p>1 carer families must be investigated and dealt with under 2 those procedures. 3 "There is no discretion with any agency to not 4 investigate an allegation concerning abuse by a carer." 5 Next paragraph: 6 "The division's position is that the responsibility 7 to investigate and to convene and chair a child 8 protection conference rests with the area of 9 residence ...", et cetera. 10 There you are setting out in fairly categorical 11 terms what should be done -- 12 A. Yes. 13 Q. -- which suggests that -- again, I know you can't help 14 with what those concerns were, but is it fair to 15 conclude that there had been some serious problems that 16 had arisen? 17 A. It's fair to conclude that there were some instances 18 where the child abuse procedures had not been followed, 19 yes. 20 Q. We go to page 49, just over the page, paragraph 3, four 21 lines down: 22 "Any support staff should not be responsible for the 23 investigation of the potential child abuse, although 24 their information should be available to the 25 investigating staff."</p> <p style="text-align: center;">Page 37</p>	<p>1 That's something that we touched on a moment ago, 2 about the role of the support worker? 3 A. Yes. 4 Q. There you're making it clear that they should not be 5 involved in any investigation? 6 A. Yes, totally. 7 Q. Paragraph 4: 8 "The department cannot divulge information about the 9 nature of an allegation about the carer to the carer in 10 the course of an investigation or police inquiry until 11 it is complete." 12 Again, I don't know whether that helps you remember 13 things. That suggests that that might have been 14 happening? 15 A. I don't really know, I'm afraid. 16 Q. You can't help. Okay. Then 6, please: 17 "Carers should know that their approval/registration 18 will be reconsidered subsequent to an investigation 19 whatever the outcome." 20 As at 1989, how long had that been the policy? 21 A. Since January '95, when the '84 procedures were 22 introduced. 23 Q. January '85? 24 A. Yes. 25 Q. 7:</p> <p style="text-align: center;">Page 38</p>
<p>1 "Carers need training on how to avoid inappropriate 2 parenting in relation to sexuality and gender roles 3 within families, and how to protect themselves ... 4 "Carers need training to avoid inappropriate 5 parenting." 6 Are you aware whether that training was then made 7 available? 8 A. I can't be confident, but I think it was likely. But 9 whether all foster carers -- certainly anybody who had 10 moved out of the county -- would attend those training 11 is always a moot point. I guess some foster carers 12 would always be -- have problems attending training, 13 either for practical reasons, like shift work, or 14 childcare, whilst the other one was at work or, in some 15 cases, just because they weren't interested. 16 Q. Then we go, please, to page 16 of NSC000985. It is 17 a memo dated 23 November 1989, written by Sarah Davis. 18 We can see at the bottom of that memo at that point she 19 was senior professional officer adoption and fostering? 20 A. Yes, she was very good. 21 Q. At the top of the page, ahead of the text, "Carer abuse 22 investigative group": 23 "Thank you for agreeing to be a member of this 24 group." 25 And it sets out who the memo has been sent to:</p> <p style="text-align: center;">Page 39</p>	<p>1 "I enclose a copy of Rod Jones' memo to the area 2 managers which describes the expectations of the group." 3 It sets out that there is going to be a meeting. As 4 a result of that group, can we then go to tab 13 and 5 please can we have on screen NSC000977, page 101: 6 "Child protection investigations in approved 7 adoption and foster families." 8 6 July 1990: 9 "Report on monitoring 1 April 1989-30 March 1990." 10 This was in fact an exercise looking at cases in 11 which the investigation into allegations of sexual abuse 12 had been made by children in foster care over that 13 12-month period? 14 A. It was. 15 Q. This was at your instigation? 16 A. Well, I played an important part in it, but there were 17 others. Like I say, Sarah Davis was a very competent 18 leader of the group, and fostering and adoption in my 19 group. The then principal Child Protection person, 20 Dawson, was quite active in that at the time. And there 21 clearly were a group of staff who were concerned and 22 wanting to progress. It was clear from other levels of 23 abuse it was increasingly apparent in the general public 24 and in care settings that it was likely that there was 25 more occurring in each area than we knew about, and area</p> <p style="text-align: center;">Page 40</p>

<p>1 officers dealt with things we didn't necessarily know in 2 the centre. So this was an attempt to try and pull it 3 all together and start a process. 4 As it happens, at that point in time I was away on 5 the Children Act team, but I did keep some contact and 6 every now and then things were sent to me. 7 Q. Sarah Davis puts her expectation in the second paragraph 8 about these investigations: 9 "I anticipate the monitoring of cases and a report 10 on this will be a regular annual event ..." 11 From your knowledge of being involved in fostering 12 over this period in the 1990s, did this become a regular 13 annual event? 14 A. I do not -- I cannot remember that, in all honesty. I'd 15 be surprised if it didn't, certainly while Sarah Davis 16 was there, but I can't, in all honesty, recall it 17 enough. 18 Q. Would you know whether, for instance, when you left in 19 1998, it was still being done? 20 A. I can't recall that, I'm afraid. 21 Q. Who would have been the readership of these 22 investigations? How far up the managerial line would 23 these reports have gone? 24 A. Well, this report, as you can see, went to the director, 25 the deputy director, all the key people in children's</p> <p style="text-align: center;">Page 41</p>	<p>1 division, area directors, group hospital principal, 2 senior social workers, a whole range of people, 3 including people in training section. 4 Q. You're referring to the second page of the document? 5 A. I am. 6 Q. That's page 102. We come to 103, please, and we can see 7 the monitoring report that's been carried out. Set out 8 on that page are the various strategies to support aims, 9 and the aims are: 10 "Objectives directed to this end encompass efforts 11 to ensure that children are not placed in families where 12 abuse is likely to occur ..." 13 Sorry, I'm reading from the first paragraph: 14 "... that prevention of abuse is a goal in the 15 preparation of carers; and that where abuse does occur 16 it is detected and investigated and the children 17 protected from further possibility of abuse." 18 As I say, there are various outlines of processes or 19 procedures that have been followed up. If we go, 20 please, over the page to 104, and look at paragraph 6 21 there: 22 "A working group [has been set up] of senior social 23 workers looking at a small number of cases in detail to 24 see if there are some clear 'hindsight' lessons that may 25 be learned, and also to raise questions for further</p> <p style="text-align: center;">Page 42</p>
<p>1 exploration." 2 Then there's a detail of how the investigations have 3 been carried out. Reading at the bottom of that page 4 and over, the last two lines: 5 "Abuse by carers assessed and approved and trusted 6 with the care of vulnerable children raises strong 7 feelings of anger and disappointment in staff. The 8 possibility of false allegations raises strong feelings 9 of fear and anxiety in foster carers and is to some 10 extent justified. Carers themselves also acknowledge 11 strong feelings about carer colleagues who have abused." 12 The next paragraph looks at trying to strike 13 a balance in meeting that, but the very last line -- 14 sorry, the last two lines of that paragraph: 15 "Regrettably, the other part of that balance is that 16 the whole range of child abuse exists within a minority 17 of carer families." 18 Then the piece goes on to look at questions and 19 issues that arise, and if we go, please, to page 106, 20 there's reference there to: 21 "The impact on black carers of the child protection 22 procedures of the white agency adds an additional 23 negative dimension to an anxious process." 24 3: 25 "There has been inconsistency in some cases in the</p> <p style="text-align: center;">Page 43</p>	<p>1 way in which we have followed up on the disclosed abuse 2 of foster children with [the] investigation ... Is 3 there a sense of 'thus far and no further' being all 4 that is acceptable to inflict on a foster family?" 5 What is being said there, Mr Jones? 6 A. I think she, or the group that was doing this, were 7 observing that, when there were indications of abuse, 8 the level of sensitivity of the worker to that was 9 sometimes giving more weight to the fact that carers had 10 apparently cared for a long time than they were to the 11 suspicious of allegations. 12 Q. The sort of point we have already touched on about the 13 role of the support worker there? 14 A. The role of the support worker or the role of any social 15 worker. 16 Q. Then we have paragraph 5, please: 17 "There has clearly in the past been a lack of 18 feedback between those with knowledge of perpetrator 19 profiles and those assessing families. Hindsight is 20 a valuable tool in developing pointers for future 21 developments. It rarely answers the question 'Should we 22 have not approved this carer?'. However, cases have 23 raised questions about how well equipped and up to date 24 are our specialist workers with a range of knowledge and 25 skills in relation to child abuse in comparison to their</p> <p style="text-align: center;">Page 44</p>

<p>1 skills in relation to the family placement of children, 2 when assessing and preparing carer families." 3 Again, what is being said there? What was 4 happening? 5 A. I think it's a comment about the varying levels of staff 6 being attuned to the possibility of sexual abuse and 7 that where child abuse occurs in a family in the 8 community, it's difficult enough to gather the evidence 9 to act at the best of times, but there's more of 10 a willingness to say, "Oh, this is likely to have 11 occurred" than it is with some foster carers. I think 12 what that's saying is, when you're assessing an 13 application to be a foster carer, you're starting from 14 scratch, and you do not have the pre-existing knowledge 15 of abuse, otherwise, their application wouldn't have 16 proceeded because you'd have checked with all the 17 agencies and your own records. 18 Q. Then the investigation found out -- paragraph 9, 19 page 165: 20 "Notification of abuse across areas is patchy. 21 Three areas did not in the first year appear to have had 22 any involvement either as the geographic, carer's or 23 child's area." 24 Then we look at conclusions and recommendations over 25 the page, please, and at 109, carer training. Code of</p> <p style="text-align: center;">Page 45</p>	<p>1 practice we can see, "Training for staff": 2 "The training of staff with child abuse victims, in 3 preparation for family placement, should alert them to 4 the significance of identifying the type and context of 5 abuse, whether seductive or violent or both, so that 6 carers can be alerted to potential triggers to stressful 7 situations coming from their own or a child's behaviour: 8 "Training of all childcare staff should incorporate 9 the prevention and detection of carer abuse." 10 I know, Mr Jones, you have said to date you can't 11 remember, but in relation to that specific training, do 12 you know whether that was brought in? 13 A. I'm afraid I don't. There were many different events 14 organised by the training section, but there was 15 a tendency of the specialist fostering adoption team to 16 organise things themselves, because that was their 17 field. But I do not know. 18 Q. We go to page 170, please. This is the appendix, where 19 it sets out the 23 separate cases between 1 April 1989 20 to 31 March 1990 involving approximately 40 children 21 placed for adoption or fostering. Then it goes through 22 the cases, which I'm not going to do so now, but they 23 all relate to allegations, as I understand it, of mostly 24 sexual abuse; is that right? 25 A. I think that that's probably the main grouping, although</p> <p style="text-align: center;">Page 46</p>
<p>1 there are -- 2 Q. There is some physical abuse? 3 A. There are some inadequate supervision and some other 4 matters, but, yes, they're mainly -- 5 Q. In fact, I'm reminded by my colleague that I have 6 misrepresented it. There were in fact 11 cases of 7 sexual abuse in that year. 8 A. There were some that were heavy handed. 9 Q. I want us very briefly, please -- well, I could ask you 10 this question, and I should have done: that being the 11 number of cases in a 12-month period, was that a cause 12 for concern? 13 A. Yes, it was, totally. What I do have to say is that 14 some of those cases -- this wasn't -- my understanding 15 is it wasn't a fine, "Well, when did this allegation 16 occur?"; it was, "What do you know at this point in 17 time? How many have you got on the go?" So they may 18 have been from a previous year that was still being 19 dealt with or they may be current. That doesn't 20 diminish in any way that it was blooming awful. 21 Q. I want us to look together, in the next five minutes 22 that we have, at tab 7, please, NSC000375, where we are 23 looking at the cases of F129, which you deal with at 24 paragraphs 2.84 of your statement and 29.2. You have 25 been asked about the case of F129. If we go to tab 7 of</p> <p style="text-align: center;">Page 47</p>	<p>1 your bundle, the document reference is NSC000375. This 2 is a record of a 1987 case conference. Going through it 3 quite rapidly, we can see on that first page that the 4 attendees include head teacher and deputy head teacher. 5 We go over the page, and we see on page 2 the 6 precipitating incident, a report from school: 7 "Mrs Ellis said that on 12 February 1987, NO-A300 8 requested if she could talk to her privately. She told 9 Mrs Ellis that her foster father had been 'fingering' 10 her and that she did not like it. She said that she was 11 telling the truth and Mrs Ellis said that she believed 12 her. She informed Social Services Department who 13 visited ..." 14 A. If I may say, that represents that schools were often 15 the best way of children indicating that they had been 16 abused, and that was clearly one of those. 17 Q. You have read my script. That was going to be my next 18 question to you -- 19 A. Sorry. 20 Q. -- the role of schools. We look at the case conference 21 record. We go to page 6, please. There is a discussion 22 at the bottom of the page, and we see that the 23 conclusion of the social worker and Sergeant Woodhall 24 said they had no doubt that NO-A300 was telling the 25 truth, and Madeleine Collings expressed concern about</p> <p style="text-align: center;">Page 48</p>

<p>1 the difficulties which NO-A300 may case in the coming 2 months in maintaining her stand. You had looked at this 3 document previously in preparation for your evidence; is 4 that right? 5 A. Yes. 6 Q. Does this appear to follow the procedures that you had 7 introduced in 1984? 8 A. It's difficult to say, actually, from the people who 9 were attending. It was held under the Child Protection 10 Procedures because it was the NSPCC who were dealing 11 with them at the time. 12 Q. Had this case been investigated ten years previously, 13 how different would these notes have looked? 14 A. Ten years previously, it would be -- the chances are -- 15 I can't be sure, but before the '84/'85 Child Protection 16 Procedures, it would vary, really, whether the area 17 director or assistant area director held a conference. 18 It would generally be viewed as not simply a matter for 19 a senior social worker, but it wouldn't be under the 20 Child Protection Procedures. 21 Q. If we go, please, to page 9, where there's a further 22 case conference, this time in June -- the earlier one 23 had been in February. 24 A. Yes. 25 Q. We can see at page 9 the precipitating incident, as it</p> <p style="text-align: center;">Page 49</p>	<p>1 is called, and the foster mother's report. The foster 2 mother there is setting out the experience of 3 disclosure. To your knowledge, would there have been 4 any training on facilitating disclosure given to foster 5 carers? 6 A. I can't answer that. It depends what occurred in that 7 particular area or group of areas on training by the 8 fostering staff. 9 Q. On page 13, please -- again, a very detailed note of 10 the case conference -- the second paragraph, there's 11 reference there to therapy sessions that the child was 12 being provided with. Again, how common would the 13 provision of therapy have been to children who alleged 14 they had been sexually abused, or was this an 15 unusual ...? 16 A. To be frank, I don't know what was being referred to 17 there by the way of therapy. As I said to you, there 18 were staff who used the playroom or used play equipment 19 to undertake work with children, and there were certain 20 circumstances where children were helped in child 21 guidance. There had also been a group of staff, I think 22 started off by some people in Ashfield, who met together 23 to put on specialist training. So I don't know what 24 specifically that refers to there. 25 Q. Thank you. Just before we break, just the last</p> <p style="text-align: center;">Page 50</p>
<p>1 question, if we go to page 15, please, recommendation 3: 2 "It is strongly recommended that the police re-open 3 the investigation into these allegations." 4 What would have been the strength of that 5 recommendation? What weight would it have carried? 6 A. Well, it would simply be that: a recommendation to the 7 police. As it happened, it did go to court, and that's 8 the case I referred to earlier, where I attended, saw 9 the girls appearing to grin when giving evidence, 10 probably out of discomfort, and they were found -- the 11 case was found -- the case against the foster carer was 12 dismissed. So the police did act. 13 Q. Then in relation just to paragraph 1, please: 14 "A301's name should go on the Nottinghamshire 15 central child abuse register as a child who has been 16 sexually abused." 17 How common would that have been as at that date for 18 a child in foster care? This is page 15. 19 A. I'm afraid I can't answer that. I'd have to have -- if 20 I had my records when I left County Hall, I'd be able to 21 tell you exactly, but I cannot. 22 MR SADD: Chair, I have gone a minute over break time, 23 forgive me. 24 THE CHAIR: That's fine. Thank you, we will take our break 25 now and return just after quarter to 12. Thank you.</p> <p style="text-align: center;">Page 51</p>	<p>1 (11.31 am) 2 (A short break) 3 (11.51 am) 4 THE CHAIR: Mr Sadd? 5 MR SADD: Mr Jones, could we then go, please, back to your 6 statement, paragraph 29.5. This is at pages 73 to 74, 7 where we are looking at another case. You have just 8 helped us review a particular case involving two 9 children. Now we are going to a case involving NO-F141. 10 This is at tab 6 of your bundle, and the document to 11 come up on screen, please, is NSC000371. 12 A. May I just say, before you get into that, that I just 13 wanted to re-emphasise, that although I don't know what 14 the content of the policy and procedures were, but from 15 '78 onwards there were policies and procedures for 16 assessing and supporting foster carers, and I know that 17 partly because they were used as the basis for assessing 18 people who wanted to be social aunts and uncles or for 19 lodgings for older young people. I just wanted to 20 clarify that, please. 21 Q. Thank you. This is a case in relation to a family group 22 foster placement. There were ten children in the 23 placement. It is 1990. 24 We see from the first page that NO-F141 has admitted 25 some offences and the offences are there set out.</p> <p style="text-align: center;">Page 52</p>

<p>1 A child has disclosed further abuse. We go to page 3, 2 please: 3 "10 children currently placed. 4 "25 years standing", of the foster parent. Then: 5 "2 children in foster home blew whistle on his 6 attention to a 10-year-old who has now disclosed 7 buggery." 8 We won't go through the note, but, effectively, it 9 sets out how disclosure was elicited, the decision taken 10 to remove all the children, and the reflection that, so 11 far as the foster mother is concerned, she showed no 12 evidence of ability to protect the children. 13 A. Yes. 14 Q. The conclusion of the note, of the record, is: 15 "Work to be considered and undertaken on all 16 children." 17 This was seen as an opportunity for lessons to be 18 learned. "Lessons to be learned" is a phrase that one 19 comes across in the records. What was the intention of 20 that and was it something that was followed up? 21 A. I'm pretty sure that would have been followed up within 22 the fostering and adoption circles. 23 Q. You say in your statement at paragraph 29.6 that it is 24 clear that the number of children that were fostered 25 made no difference to how this case was approached. How</p> <p style="text-align: center;">Page 53</p>	<p>1 would the placing of ten children have been affected? 2 A. All I can say is, with considerable difficulty, in the 3 circumstances, both for the children and in the search 4 for placements that might have been appropriate. That's 5 the sad reality of when a child needs to be removed. 6 There is all sorts of disruption for everybody 7 concerned. 8 Q. Something that you touched on before the break but that 9 you expand on in your statement, page 76, 10 paragraph 29.13, in terms of the scale of allegations in 11 foster care, you say that as the level of child sexual 12 abuse in family home and residential care became 13 apparent in the late 1980s, it stood to reason that 14 there might be a higher level of abuse in foster care 15 than hoped for. 16 You go on to say this in paragraph 29.13, five lines 17 down. I will just read what you say: 18 "Sadly, the hypothesis was correct - arranging 19 caring can go very well but the level of risks in 20 a complex world was not easy to forecast or prevent. 21 There had been a belief that foster carers were, and 22 mainly are, exceptional carers, that the children attend 23 school and had annual medicals and, together with visits 24 from social workers, the scope for undetected abuse 25 would be low. Conversely, foster children had no change</p> <p style="text-align: center;">Page 54</p>
<p>1 of staff and were beholden to their carers. So the risk 2 of the misuse of power, usually by males in the 3 household, was great and shame, silence and abusers' 4 statements that they would not be believed are powerful 5 brakes on a child's ability 'to speak truth to power'. 6 What steps were taken to prevent or detect the risk 7 of abuse in foster care other than those that we have 8 seen, given what you set out there, in what appears to 9 be a moment of epiphany, that actually abuse in foster 10 care is far greater than we expected? 11 A. I can't remember specifically, other than there were 12 training events organised within the fostering and 13 adoption groups and hopefully, in some cases, in area 14 offices. But I cannot recall exactly what. I mean, 15 some of these things are about reeducating or polishing 16 people's antennae who got very hardened to work, and in 17 other cases giving people who are attuned to what might 18 happen more strength to influence their colleagues. 19 Q. Can we go to paragraph 4.12 of your statement, please, 20 page 37, where we are looking at, I think, the context 21 in child protection generally, but it appears that this 22 would have applied equally to foster care. You write 23 there: 24 "A major tension for managers was between 25 intervening and removing a child without evidence which</p> <p style="text-align: center;">Page 55</p>	<p>1 would later stand up in court so as to enable protection 2 of children, and leaving it too long so that the child 3 continued to suffer the suspected abuse." 4 Wouldn't it be for the police to determine whether 5 evidence could stand up in court, or is that evidence in 6 relation to care proceedings as opposed to criminal 7 prosecution? 8 A. Well, prior to 1984, all sexual abuse was a matter for 9 the police, and social services were not involved and 10 had to report it to the police. So, yes, evidentially, 11 that was the case. 12 If it was -- this dilemma occurs for all social 13 workers with all children in the community, and I guess 14 the dilemma is always, "Well, I believe something's 15 happening, but I cannot put my finger on it. I need the 16 evidence to act", and the same would occur in foster 17 care. You cannot just move on suspicion because, yes, 18 if the child was received into care, yes, there might be 19 a need to go to court to protect the child in some way. 20 There was wardship was involved until 1991 when the 21 Children Act came into force. So there were all sorts 22 of issues in that balance between suspicion and acting. 23 Q. Can we now go, then, to the community homes policy and 24 procedure guide, which I have made many references to. 25 This you deal with at pages 14 to 15 and pages 35 to 36.</p> <p style="text-align: center;">Page 56</p>

<p>1 It is insert 3 in your bundle. the document is 2 NSC000046, please. Is this a guide that you drafted? 3 A. It is. 4 Q. During the course of your appointment to the council, 5 had you spent any time working in a residential 6 children's home? 7 A. I'd lived in a settlement in Paddington. I'd done 8 a placement in a children's home as part of my training 9 and -- yeah. 10 Q. Would this guide have been applied to Beechwood as an 11 observation and assessment centre? 12 A. It applied to all children's residential establishments, 13 including Beechwood. It incorporates the definition of 14 the childcare task which was incorporated into all job 15 descriptions in residential care. 16 Q. Scrolling through pages 2 and 3, 4 and 5, we can see the 17 extent of the issues covered, up to page 7. Then we 18 come to page 9 and the statement of primary 19 responsibilities. Looking at paragraph 1: 20 "It is the responsibility of each member of 21 the department's staff to have the highest respect for 22 the dignity and worth of every person finding himself or 23 herself in the care of the County Council. All 24 relationships and actions should be geared to the 25 promotion of the physical, mental and emotional welfare</p> <p style="text-align: center;">Page 57</p>	<p>1 of the client." 2 Then at paragraph 3: 3 "Instances of abuse of clients coming to the notice 4 of any member of staff must be reported immediately to 5 the officer who is in charge of the establishment at 6 that point in time." 7 This is something that you have already referred to. 8 A. Yes. 9 Q. This would have been the process, effectively, when 10 allegations of abuse had been disclosed or, indeed, 11 staff had witnessed what they considered to be abusive 12 conduct? 13 A. Indeed. 14 Q. There is then set out what the officer in charge should 15 do, and it says towards the end of that paragraph: 16 "The officer in charge must report all suspicions or 17 complaints regarding abuse of clients to the appropriate 18 homes adviser ..." 19 Who was then required to pass that on to the area 20 director; is that right? 21 A. No, to the divisional director, of which there were 22 three at that time. 23 Q. To the divisional director. 24 A. I should -- I don't know whether you're going to go on 25 to Beechwood, but I should at least acknowledge that the</p> <p style="text-align: center;">Page 58</p>
<p>1 history of remand homes were fairly rough places, where 2 a lot of children were remanded by the courts, and they 3 were very difficult places to run, and in some cases I'm 4 quite sure life was experienced to be harsh and maybe 5 overphysical, but obviously sexual abuse is a totally 6 different matter. 7 Q. But presumably the reference there to "abuse" would have 8 included sexual abuse? 9 A. Oh, yes, definitely. 10 Q. Page 11, please. There you set out the residential 11 childcare task. We can see from letters (a) to (i) what 12 would be required. Looking very quickly at (h): 13 "To promote the contributions of feelings, decisions 14 and actions by children ..." 15 Just above that: 16 "(g) To be honest with children about one's own 17 feelings and reactions." 18 Under paragraph 2: 19 "(a) To form with each child a professional 20 relationship ..." 21 (c): 22 "To improve the child's self-esteem. 23 (d) To improve the emotional and social maturation 24 of the child ..." 25 Elsewhere in your statement you provide some</p> <p style="text-align: center;">Page 59</p>	<p>1 anecdotal descriptions of your direct involvement with 2 the Lindens and with Enderleigh. Could the inquiry 3 conclude that certainly in relation to those two units 4 they appear to have fallen short of that task? 5 A. I think that was most certainly the case at Enderleigh. 6 I'd be reluctant to say -- I don't know. I'd be 7 reluctant to form the view, from where I was at the 8 time, that the Lindens was any different from 9 Ashley House or Amberdale. Certainly -- 10 Q. That's not an answer to my question. Let me repeat the 11 question again. You're right to compare it to other 12 homes. My question was directed at, whether it's 13 Amberdale or indeed the Lindens, given what you say in 14 your statement about what you thought about the Lindens, 15 did your view of the Lindens match what was expected in 16 these rules? 17 A. Probably not, because those expectations were global 18 across all residential care, and I repeat that the 19 circumstances in which children are often remanded into 20 care or thrown out by a family as beyond control end up 21 with a whole mixture of circumstances, and people coming 22 and going to court appearances where it is not always 23 possible to hold a mirror up to somebody and say, "Oh, 24 are you doing all those things?". 25 Q. There is an enormous amount of detail in the guide. I'm</p> <p style="text-align: center;">Page 60</p>

<p>1 just going to go, given time constraints, to one 2 particular issue, which is in relation to absconding. 3 This is page 97 of the document. It is headed 4 "Absconding and offences by children in care". The 5 inquiry has heard already to date evidence of children 6 describing absconding from Beechwood. Reading the text 7 here, you can see at paragraph 4: 8 "When the child has offended, or returns after 9 absconding to a community home or foster home ..." 10 Was the view of absconding one that effectively 11 amounted to a committal of a criminal offence or a wrong 12 so that it was simply viewed through that prism at this 13 time? 14 A. I think the number of children in care who did not want 15 to be there was fairly high, but I have to say that 16 applied to most of the so-called observation and 17 assessment centres. There was a point where people 18 would say, "Well, would you place this child from the 19 city in South Collingham Hall?", which was out in the 20 backwoods of Newark. The reality was people would still 21 abscond from there, if they wanted to abscond. 22 Obviously people had different reasons for absconding. 23 Q. Was there ever a point in the time that you were 24 involved with Children's Services at which absconding 25 and the rate of absconding -- the inquiry has seen</p> <p style="text-align: center;">Page 61</p>	<p>1 already numerous reports about the level of absconding, 2 certainly in the mid 1980s, from Beechwood -- where 3 questions were raised about why is it so high, is this 4 indicative of some sort of distress, of some sort of 5 concerns about the way the home is being run? Was there 6 scope for that sort of question being asked in the light 7 of this sort of procedure? 8 A. There was scope for it being asked, and I think the 9 police increasingly expressed frustration about the 10 level of absconding from all establishments. What the 11 managers of the homes or what the homes advisers or 12 residential daycare services or the principal assistants 13 made of that I cannot recall. 14 Q. Page 107. We are going to look at this, as it were, 15 through another document, but here 107 deals with or 16 addresses the issue, I should say, of unlawful sexual 17 intercourse and looks at children in care and 18 essentially views it from the perspective of unlawful 19 sexual intercourse within the home between children. 20 You provide a memo -- or a memo has been shown to 21 you, I should say. This is NCS001331. It is tab 17 of 22 your bundle, Mr Jones. It is dated 3 August 1978. It 23 is headed "Sexual misconduct": 24 "We were talking about the sexual misconduct between 25 children in a Community Home or of children in</p> <p style="text-align: center;">Page 62</p>
<p>1 a Community Home outside their establishment." 2 You say: 3 "Clearly, where this is experimental horseplay (for 4 want of better words) there is no question of the police 5 needing to be involved. As we understand it if a girl 6 returns giving the impression or stating that she has 7 had intercourse when she is under sixteen but does not 8 reveal the identity of the boy -- there is little that 9 the department can do other than feel anxious for the 10 girl. In these circumstances referred to in G10 of the 11 Policy Procedure and Practice Guide - Community Homes, 12 some Officers in Charge have been in the habit of asking 13 medical practitioners to examine the girl. The policy 14 is clearly that they should not do this unless they have 15 first consulted their Homes Adviser." 16 Was there any -- I'm conscious of the period of 17 time. I'm conscious we are talking about the 1970s. 18 Was there any sense then, that you were aware of, that 19 one also needed to address why this was happening with 20 residents in a home? 21 A. I think there was, but whether it was as attuned as it 22 should be now, I can't answer, I'm afraid. It's clear 23 that adolescents engaged in sexual activity and not 24 always imposed, and that is difficult in any mixed 25 establishment. It's probably even worse in a single-sex</p> <p style="text-align: center;">Page 63</p>	<p>1 establishment because, for various reasons, experience 2 was that that really didn't bring any benefit in terms 3 of protection from sexual abuse. I mean, the word 4 "horseplay" was a general, unfortunate word for teenage 5 experimentation. 6 Q. You comment on this in your statement, page 77, 7 paragraph 30.3, and that's exactly the phrase that you 8 have just used. You say: 9 "Once, beyond normal experimental behaviour, 10 child-on-child sexual abuse in a care setting became 11 known to staff, the first thought would have been to 12 move one of the children. This had problems of its own 13 - in terms of impact on identity and the receiving care 14 setting. Each such case was dealt with on its merits 15 ..." 16 Was this within the period of your appointment with 17 the County Council that this occurred, this view of how 18 child-on-child abuse should be looked at? 19 A. I can't totally remember, but I do recall that some 20 people's immediate reaction was to reach for a medical 21 examination of the girl, which seemed to be -- was 22 advised against, because this was adding insult to 23 injury in many cases. It was clear that some people's 24 response was to remove the abuser from that home, and 25 the customary reality of that was the person got</p> <p style="text-align: center;">Page 64</p>

<p>1 a reputation enhanced by the enhancement of the bad 2 behaviour and the receiving home had a dual problem, so 3 there was a no-win situation. 4 Q. We know from paragraph 30.4 that certainly in the first 5 edition of Working Together in 1988 there was no 6 reference to peer-on-peer abuse, as it were, but then in 7 the following edition of Working Together there was. 8 Would the guidance -- was there any guidance set out 9 locally before 1992? 10 A. On child-on-child? 11 Q. Yes, on child-on-child. 12 A. Not that I'm aware. I mean, when I became responsible 13 for child protection from '92, with then David White, 14 who asked us to revamp all the Child Protection 15 Procedures, and we made sure that we had in there 16 child-on-child abuse, a section on foster carer abuse, 17 armed forces -- abuse in armed forces families and the 18 like, so that it was abundantly clear. 19 But some of the events that happened within homes 20 could have been prevented had the staffing levels been 21 higher. 22 Q. We move now, please, to tab 4 of your bundle to 23 paragraph 2.62 of your statement. On screen, please, 24 NSC000075. This is the child abuse procedures which we 25 have been referring to during the course of the morning.</p> <p style="text-align: center;">Page 65</p>	<p>1 You say at 2.63 that you had a strong view: 2 "It was my strong view that the 1980 guidance should 3 have addressed sexual abuse ..." 4 This is government guidance, Department of Health? 5 A. I have some very strong views about government guidance. 6 Q. "... which was and must remain primarily a matter for 7 the police to investigate." 8 You say you attended a seminar about sexual abuse 9 elsewhere in the world. Just to be clear, was this 10 guidance in its initial iteration directed primarily at 11 abuse in the home or was it always intended that it 12 should include foster care abuse, because that was abuse 13 in the home? 14 A. Sorry, are you asking about this specific one? 15 Q. Yes. 16 A. Of course child abuse had developed from non-accidental 17 injury to young children through to whatever, but at 18 this point in time, we were clear that this was about 19 abuse in the home, which included foster care, adoptive 20 care and child minders. I was really pleased we managed 21 to get that in, because it was a -- the government 22 advice was not to include it, but our authority and one 23 or two others started to introduce that requirement, 24 that sexual abuse of children was part of 25 the procedures.</p> <p style="text-align: center;">Page 66</p>
<p>1 Q. If we go to page 9 of the guidance, we can see there 2 reference to the procedures do not apply -- this is at 3 the top of the page, the second paragraph: 4 "The procedures do not apply to suspected abuse of 5 children in school, daycare or residential 6 institutions." 7 Then we find at page 32 that you set out there the 8 separate procedures for child abuse investigations in 9 care homes? 10 A. Yes. 11 Q. Again, was that at your instigation? 12 A. I think it probably was, although my namesake 13 David Jones, who was in charge of the NSPCC unit at the 14 time, and I were closely collaborative in making 15 a number of changes to those procedures. But I'm pretty 16 sure I would have been instrumental in that one. 17 Q. Can we then go -- I'm sorry if this is a little helter 18 skelter, but such is the detail of your statement, I'm 19 afraid, that I want us to cover some of the important 20 issues that you have helped the inquiry with. We are 21 going to look at now your understanding of the Beechwood 22 complex. This is covered in your statement at pages 10 23 to 12 and pages 54 to 66. 24 Before we go into that detail, I just want to take 25 you to, and to draw the panel's attention to, what you</p> <p style="text-align: center;">Page 67</p>	<p>1 say at 26.2. I can read that out to you: 2 "I was not a manager of establishments. I was not 3 aware that sexual abuse was more of a potential risk at 4 Beechwood than at any other establishment. At the time, 5 it was expected that a child who was mistreated or 6 abused by residential staff would share or intimate this 7 with their field social worker." 8 Pausing there, what you are saying there is that if 9 a child had been abused, they would tell their social 10 worker? That was the understanding? 11 A. I think some people assumed that. Some people assumed 12 that they would tell the teachers, which included the 13 teaching staff at Beechwood, who seemed quite reasonable 14 to me when I visited, or their solicitor. 15 Q. Then you go on to say, though: 16 "1970s and 1980s. There was a common assumption 17 reflected in national guidance that staff were caring, 18 not likely to sexually abuse children, although they may 19 be the subject of complaints when they had physically 20 restrained children." 21 A. Yes, I can't quote all the sources, but it was quite 22 clear that most of the national guidance reflected that 23 view, and for many people, the awareness of sexual abuse 24 in the '70s in particular, and even the early '80s, was 25 that it was an extremely rare thing, much rarer than we</p> <p style="text-align: center;">Page 68</p>

<p>1 now know it is. I have to say that the managers of 2 Beechwood that I knew were -- seemed to me to be more -- 3 I'm talking about Jim Saul and Ken Rigby -- to be more 4 open and aware of things than the managers of some other 5 establishments. So, yeah, I just wanted to say that. 6 Q. Paragraph 16.1, please, of your statement. Here you 7 tell the inquiry that your contact with Beechwood was by 8 dint of your role in advising on developing observation 9 and assessment. You have already explained to the 10 inquiry this morning that the fact that Beechwood was an 11 observation and assessment centre didn't take it outside 12 it being a children's home? 13 A. No, but it's important to try to get the historical 14 perspective. When they were remand homes, which 15 Beechwood had been, these were very dragooned sort of 16 places outwith the local authority's control, and it had 17 not been many years since they'd moved into the local 18 authority sector. So the government, in their wisdom, 19 had established children's regional planning committees, 20 of which there was one, Simon Allard, based in Leicester 21 who used to hold meetings of the so-called observation 22 assessment centres and the community homes with 23 education in the region as if they were a group because 24 they were transitioning into local authorities. The 25 word "assessment" to my mind was always a big issue</p> <p style="text-align: center;">Page 69</p>	<p>1 because many of them did reports for court, but in terms 2 of assessment, that primarily, my view, should have been 3 the field social worker. 4 Q. But by comparison to children's homes per se as opposed 5 to observation and assessment centres, what was it, if 6 anything, that Beechwood didn't have that a children's 7 home did have? 8 A. Well, it had more grounds than most children's homes 9 had. It had teaching staff. 10 Q. But in terms of its approach to children, to what extent 11 was there any aspect of nurture in an observation and 12 assessment centre as opposed to a children's home? 13 A. I think the word "nurture" would be more applicable to 14 a longer-stay children's home than it would be to any 15 short-stay place where many children came in and out of 16 court. "Nurture" in the sense of feeding, warmth, 17 clothing, freedom from abuse. 18 Q. In the way that's described in your community home 19 regulations that we have been through? 20 A. Yes. 21 Q. That would have been absent at Beechwood or in 22 observation and assessment centres? 23 A. It would have been more stretched. 24 Q. Meaning? 25 A. Meaning that the opportunity to form relationships with</p> <p style="text-align: center;">Page 70</p>
<p>1 a kid who keeps going into court or comes and goes for 2 other reasons is much more limited than somebody who is 3 going to stay for months with you. I don't know if that 4 helps or answers it, but I think it's the best I can do. 5 Q. 2.14, please. Two questions that arise out of that 6 paragraph. You have touched on the fact that the 7 Lindens was a former remand home and that it was, "run 8 on very dragooned and disciplinary lines, where 9 maintaining control was achieved by a mixture of strong 10 instructions, routine activities and sanctions." 11 Is that your direct knowledge of Lindens? 12 A. Sorry, I'm trying to find out where you are referring. 13 Q. I'm sorry, it is 2.14, page 11 of your statement. 14 A. Sorry. Yes, that is my impression. I have to say, 15 I wasn't a regular visitor. I attended conferences at 16 Beechwood sometimes. 17 Q. But when you did visit, that was your impression? 18 A. Yes. 19 Q. You then go on to say this: 20 "The background and physical circumstances of 21 the young people and the regimes and conditions and 22 numbers of young people in the former remand homes and 23 approved schools is difficult to imagine today, but 24 lived on for a long time." 25 That was part of the cohort that were placed at the</p> <p style="text-align: center;">Page 71</p>	<p>1 Lindens; is that right? Is that what you -- 2 A. Very much so, because that was -- some of the courts 3 viewed these homes as theirs, not as, quotes, "ours", 4 and that Beechwood was pretty central in the city, so 5 the courts had a -- got very upset when we told them, 6 no, there wasn't a place for them. 7 Q. We looked at, a moment ago, the ability of a child being 8 able to share or intimate that they had been mistreated 9 or abused to their field social worker. That cohort of 10 young people whose background and physical circumstances 11 was very difficult to imagine today, how realistic, in 12 your view, would it have been for them to be able to 13 disclose what members of staff were doing to them? 14 A. I think it would be hard. It would be hard. Many of 15 the children had come from very hard circumstances where 16 trust was not something that was common. You hoped that 17 would be the case. You hoped that they would confide in 18 the teaching staff, in the case of Beechwood at the 19 centre, but sadly, we know that that isn't often the 20 case. 21 Q. On the same page, please, paragraph 2.16. In 1976, you 22 describe calling in unannounced to Enderleigh. As 23 a matter of interest, why would you have done that, why 24 would you have called in unannounced? How did that fit 25 in with your roles?</p> <p style="text-align: center;">Page 72</p>

<p>1 A. I honestly cannot remember, but for some reason I had 2 been up to visit Ashley House, which is in Worksop, and 3 I had not been to see Enderleigh, and I thought, "Oh, 4 I'll just drop in and see". Now, I'd heard on the 5 grapevine that people were not at all impressed by it. 6 But I thought, well, I'm on the road, I might as well 7 call in. It's evening. There shouldn't be a load of 8 pressures on the staff. And, yes, I was met by one 9 member of staff. It was clear that the children -- the 10 girls were locked in upstairs. The general 11 circumstances did not look caring at all. And that's 12 why I reported that to the assistant director for the 13 city who was responsible for that establishment, and 14 shortly afterwards it was closed.</p> <p>15 Q. In fact, you go on to say in the last line there: 16 "Enderleigh was an awful place."</p> <p>17 A. Yes.</p> <p>18 Q. That was on the basis of your visit there?</p> <p>19 A. It was that plus what I found out later. I mean, for 20 instance, it became used as an intermediate treatment 21 centre and then as a training centre. It was well known 22 by that point that there was a padded cell in there for 23 isolating girls who were misbehaving. This was -- 24 I have to say, this was -- you almost have to look back 25 to the Poor Law for some of this, but this is the</p> <p style="text-align: center;">Page 73</p>	<p>1 after-effects of the remand home system, as well as some 2 very distressed and disturbed young people.</p> <p>3 Q. Over the page, at 11, you say, "I found later that it 4 had a padded cell", which you have described?</p> <p>5 A. Yes.</p> <p>6 Q. "I understand girls had to show a soiled sanitary towel 7 before being given another."</p> <p>8 A. Yes.</p> <p>9 Q. Is that something you became aware of at the time or 10 later?</p> <p>11 A. I don't know whether it was something I was told before 12 I visited or afterwards, I'm afraid. I can't say.</p> <p>13 Q. Here we have, at 2.16, you deciding, following that 14 visit, to report to the city divisional director. What 15 were the circumstances in which you were able to do 16 that? Was it simply because of what you'd seen?</p> <p>17 A. Yes, but the key issue was, the fire precautions were 18 breached, so the fairly junior member of staff was 19 disciplined, but she was relocated somewhere else later 20 on.</p> <p>21 Q. Leaving the fire precautions to one side, was it 22 something that caused you great concern about the 23 children being placed there?</p> <p>24 A. Yes, and some of the staff, the deputy manager at 25 Beechwood I remember being very distressed because one</p> <p style="text-align: center;">Page 74</p>
<p>1 of the girls, subsequent to leaving Enderleigh, who had 2 also been at Aston Hall subnormality hospital before 3 that, killed herself, and the central staff in Beechwood 4 were very, very upset about that. So -- I can't 5 remember the timing of that either, but there was 6 a pattern which just looked pretty bad.</p> <p>7 Q. So there you were visiting -- or dropping in, I should 8 say, Enderleigh in 1976. We know from the police 9 investigation into Beechwood that in the '70s one 10 particular member of staff there, F29, has a large 11 number of allegations made against him, and 33 former 12 residents make allegations of sexual abuse against him 13 over a period of time in the '70s. He died in 1980.</p> <p>14 A. Yes. Oh, that person.</p> <p>15 Q. It's speculation on your part, but having visited the 16 premises, have you ever given thought to how that could 17 have gone undetected in the place that you visited?</p> <p>18 A. I haven't a clue, I'm afraid. I don't know where the 19 abuse occurred. I don't know how furtive it was. 20 I don't know how obvious it was.</p> <p>21 Q. Can we move on, then, to the retention of records of 22 children and staff records? This is something that you 23 talk about at paragraph 2.73 of your statement, page 24. 24 You say this at 2.73: 25 "Sometime in my employment I became aware that</p> <p style="text-align: center;">Page 75</p>	<p>1 staffing/personnel had a policy of destroying records 2 three years after staff had left employment. I recall 3 protesting that this was counter to the duties to 4 protect children where the records concerned members of 5 staff suspected of having, or known to have, abused 6 children. The assistant director in charge of personnel 7 insisted on their practice."</p> <p>8 You say: 9 "(I believe that this continued until the day 10 I left ..."</p> <p>11 You mention the divisional director city also 12 expressed objection to this. What did you understand to 13 be the justification of the practice?</p> <p>14 A. Before I answer that, I think it was rectified in 1996, 15 not on the day I left. I really don't know what the 16 justification was. There was a county personnel and 17 there was a personnel section in the department who had 18 an assistant director as well as various staff. I could 19 never fathom why there was always some -- well, that's 20 the way personnel works. When you said, "Well, yes, but 21 if somebody's had a suspicion or an allegation, we 22 should keep that file", and the answer was, "No, they 23 weren't".</p> <p>24 Q. You said earlier this morning that when you left -- and 25 we were talking about your documents and those that you</p> <p style="text-align: center;">Page 76</p>

<p>1 gave back to the County Council, those that you retained 2 and some that you later gave to the investigation, you 3 said that the incoming assistant director said to you 4 she didn't want any historic records, she was having to 5 work for the future. Do you remember saying that? 6 A. Yes. I have to say that the whole history of 7 social services, with it's many and multiple tasks to 8 different client groups, looking after old records was 9 the lowest priority, in some people's view. For those 10 of us in childcare and adoption, it shouldn't have been 11 a low priority. I can tell you many tales, but it's not 12 relevant, about how files were retrieved and moved about 13 and put about and how people -- we tried to embarrass 14 people to make sure that some were looked after, but, 15 yes, that occurred when I left. 16 Q. Can you remember who it was who told you that that was 17 going to be the approach: looking forward and not 18 looking back? 19 A. I can't immediately remember her name, but it was the 20 incoming Assistant Director (Children) in the county. 21 Q. You provided us with your perspective on what you think 22 of that, effectively? 23 A. Yes. 24 Q. I now want to turn, please, to the management of -- 25 A. Before you do, what I should say is that any records</p> <p style="text-align: center;">Page 77</p>	<p>1 I kept of homes where there were queries or of children 2 where there were abuse allegations, all that was handed 3 on to the future role holders when I left. So it wasn't 4 that everything went. 5 Q. There was a context for that? 6 A. Yes. 7 Q. Can we then go, please, to response to civil claims 8 brought against the local authority. So this is 9 paragraph 11.6, please, of your statement where you're 10 setting out what the process would have been. You say 11 in the second line: 12 "I do not fully know the factors which they [the 13 solicitors] and insurers took into account in responding 14 to a civil claim other than the validity and limits of 15 the claim." 16 You describe what you think was the focus of 17 the insurance officer and solicitors: 18 "... and the county solicitor was to minimise costs, 19 settle early reasonable claims and avoid adverse 20 publicity. Publicity also took up lots of staff time 21 and therefore further reduced time to do more 22 constructive tasks. So social services shared the wish 23 to avoid adverse publicity." 24 The inquiry has already heard some concern in the 25 course of openings made by those representing</p> <p style="text-align: center;">Page 78</p>
<p>1 complainant core participants that the handling of 2 allegations of abuse in relation to civil claims could 3 be seen as a tendency to maintain a reputational 4 position and that effectively the process was one of 5 reputation management. Do you have any reflections on 6 that? 7 A. Certainly that wasn't my concern. We all shared the 8 concern that publicity and the media created loads of 9 side issues which were not constructive. It was more 10 constructive when you were dealing with the media on 11 abandoned babies, for instance, which I know I did. 12 I can see how an abused child would feel that that 13 was the case: that there was powerful legal and 14 insurance reasons put to us. Having said that, some of 15 us breached that advice, and I think I refer to in there 16 the director, Stuart Brook, meeting one of the -- a lady 17 who had been abused -- I think she is one of 18 the claimants subsequently -- because he wanted to meet 19 her and say, "Sorry, I would not have wanted this to 20 happen". Similarly, Norman Hanson and I met another one 21 of the children here for that very reason, although the 22 lawyers said, "Don't, because it will be used against 23 you". 24 Q. Pausing there, just to put it in context, Norman Hanson 25 being the author of the Hazelwood report?</p> <p style="text-align: center;">Page 79</p>	<p>1 A. Yes, with myself, because we worked on that -- well, he 2 was primarily, but we worked on that together. 3 Q. It was in relation to one of the children mentioned in 4 that report; is that right? 5 A. Yes, the most harmed. 6 Q. Can we look next at the formation of the risk management 7 group, and for this we need to go to tab 8 of your 8 bundle. The document to be brought up on screen, 9 please, is NSC000440. You deal with this at 10 paragraph 2.109. I think it works best if we go to the 11 last document on screen, so page 29 of NSC000440. This 12 is dated 7 October 1993. This is in reference to what 13 you have just mentioned. You are writing to 14 Bill Sulman? 15 A. He was the insurance officer -- 16 Q. And you have copied in Norman Hanson and -- 17 A. -- and David Spicer was the legal adviser. 18 Q. And Martin Eaden, who was the assistant director of 19 Social Services? 20 A. Yes. 21 Q. "County council duties to children, courts and 22 insurers." 23 Here you say, three lines down: 24 "The legal advice has been sent to the staff 25 involved in the Hazelwood cases. Two at least have been</p> <p style="text-align: center;">Page 80</p>

<p>1 interviewed by the solicitor defending NO-A90 already, 2 although all have been told of the new advice, ie not to 3 assist the solicitor with what they know until a full 4 legal advice statement is provided." 5 What were your concerns about that? 6 A. Well, it was the only time I and David Spicer totally 7 disagreed. He was having to reflect the advice of 8 the insurance officer and Browne Jacobson, who acted for 9 the insurers, which effectively was to clamp down on 10 things that might put the staff of the department in 11 a position where they were appearing to be on one side 12 or another. You have to bear in mind that the central 13 department and county insurers were serious issues from 14 a financial point of view because obviously, if the 15 insurers walked away, the County Council would have less 16 money and even less services. So that was the power 17 background to this. 18 In the aftermath of the Hazelwood case, or one of 19 the Hazelwood cases, staff had started to give evidence 20 to a solicitor acting for the child. Although the 21 principle was right, that they should at least share 22 what they're saying with their managers, I was objecting 23 to the fact that there was any hindrance in them 24 speaking truth and saying, as I do there, that the 25 department has a wide range of duties and that the</p> <p style="text-align: center;">Page 81</p>	<p>1 advice to say, "No, stop cooperating", was not 2 acceptable to me or the department. I think 3 Martin Eaden would have been of the same view, as would 4 the director, David White. That is that the department 5 has wider duties and if the advice that we'd been given 6 had applied, it would have cut across some cooperation 7 with the police in other cases. 8 So what I was restating there, and obviously time 9 doesn't allow me to read through it all, is all the 10 reasons why -- given that staff shouldn't go on 11 a journey of their own without being clear that they are 12 employees, that they should not be -- they had wider 13 duties than to defend insurers. 14 Q. The rest of the document there, moving on in time, so if 15 we go to page 23, we can see this is a review of various 16 cases that have been looked at and culminating in a memo 17 on 11 November 1996, again looking at the role of 18 investigators. I want to turn now to NSC000375. This 19 is tab 7 of your bundle, please. Sorry, we have already 20 looked at that. I just wanted to remind you of that, 21 and then I wanted us to go to -- essentially, the case 22 we looked at earlier of the two girls -- this NO-A300 23 and NO-A301, and we were looking at the actions of F29. 24 I took you to part of a case conference where both 25 the social worker and the police officer said that the</p> <p style="text-align: center;">Page 82</p>
<p>1 girls were to be believed. We then learned that 2 subsequently the alleged perpetrator is acquitted at 3 trial. This case is then looked at far more recently in 4 the process that we have been analysing, and there is 5 the reference that you mentioned to the girls smiling 6 awkwardly during the course of the trial. 7 A. Right. 8 Q. And that they weren't believed, is the reference. In 9 your experience, what was the marriage between what was 10 thought of at the time as to what had happened to those 11 girls and the subsequent view taken by legal and 12 insurers about what they should do with any potential 13 claim? Was it relevant to their assessment more 14 recently as to the note about their being believed at 15 the time? 16 A. I honestly cannot remember because I cannot remember, 17 unfortunately, all the cases that, once we'd established 18 this risk management group, that -- I can't remember the 19 detail of what was decided on each one, I'm afraid. 20 I feel really bad about that, because some of them were 21 very, very upsetting cases. But I think the 22 department's line was always about being open, but there 23 was, and probably still is, a view that I'm afraid the 24 legal profession push in a different direction at times 25 as do the insurers. The attempt to establish this risk</p> <p style="text-align: center;">Page 83</p>	<p>1 management group, which was a commonly shared view, but 2 we managed to get personnel involved and they began to 3 understand why it was relevant to see through 4 disciplinarys, even when somebody resigned for the 5 first time in the late '90s and to keep records, and the 6 whole purpose of that was to encourage some dialogue so 7 that there was more understanding and it wasn't just, 8 "Oh, we want these files because we are going to defend 9 the local authority". That wasn't acceptable to myself 10 and Norman Hanson. 11 Q. In fairness to the record, which I can't lay my hands 12 on, it is right that the entry there more recently in 13 relation to those two girls and the acquitted 14 perpetrator notes that no legal claim had been made and 15 it was really, "Watch this space". It is also right to 16 note that the claim, the legal claim, would not have 17 been as straightforward as the fact that the girls were 18 believed at the time because of all sorts of issues to 19 do with -- and that is reflected in the note. I just 20 wanted to understand your perspective on that. 21 A. Yes. 22 Q. Then we come to insert 9. This is document INQ001712. 23 This is something that you address at paragraph 2.113. 24 We are looking here at your initiative, it seems, on how 25 to approach claims. At 2.113 you say this:</p> <p style="text-align: center;">Page 84</p>

<p>1 "After a few years of holding the risk management 2 overview meeting [which we have looked at] there were 3 enough lessons to be learnt to mount a seminar for 4 senior staff...", in relation to how -- this isn't in 5 your text, but in relation to how these should be 6 addressed.</p> <p>7 A. I should say that, in the meantime, myself and some 8 members of my group would meet with children's service 9 managers in the then districts, and with the child 10 protection managers and, as things became clear, we 11 would make any lessons to be learned clear as we went 12 along, insofar as we could, in the agendas.</p> <p>13 Q. So we go to page 2, please, of "Liability, prevention 14 and apologies", where we see in the second paragraph: 15 "The aim of the seminar is to inform managers about 16 issues relating to departmental liability and the 17 prevention of risks as well as lessons learnt from cases 18 and issues arising from to apologies given following 19 complaints." 20 At page 4, we can see the nature of the issues that 21 were being addressed, a breakdown of the types of 22 claims. Page 5, reference there to abuse by foster 23 parents?</p> <p>24 A. I should say that the investigations unit is 25 something -- was two staff who fortunately were</p> <p style="text-align: center;">Page 85</p>	<p>1 established, I think in '94, to investigate from mainly 2 a personnel angle, but also a childcare angle, cases of 3 abuse, and this was partly because district managers 4 were not able to look in detail at some cases, and so 5 between the assistant director and the director, it was 6 decided to establish these two posts. So a unit is 7 perhaps overegging it a bit, but there were two staff 8 who were highly competent, I have to say.</p> <p>9 Q. At page 6, under "Investigations unit and cases", the 10 issue you have just been describing, we see the very 11 last two lines there: 12 "Philosophy -- taking a stance on practice that we 13 see in a way that reviews where care failed, child or 14 not." 15 That's intended, is it, to -- is that a lesson 16 learnt issue?</p> <p>17 A. I'm struggling over the shorthand of "child or not", 18 but, yes, the stance is, what do we learn when care has 19 failed, and, like I said, there were many cases which 20 were fed back to children's service managers, but before 21 the department went off the air, and by the time it got 22 to '98, it was possible to mount a serious seminar, 23 which is what we arranged through that risk management 24 group.</p> <p>25 Q. Then we have your contribution, which is at page 9:</p> <p style="text-align: center;">Page 86</p>
<p>1 "Risk overview -- lessons learnt". You set out 2 there under "General" your views of what people should 3 look out for in relation to preventing abuse?</p> <p>4 A. Very much.</p> <p>5 Q. On what had that come to be based? Was that on cases 6 that you had learnt of in the county?</p> <p>7 A. Yes. Yes. There are cases that I think are amongst the 8 papers that I've been sent. I can't remember the code 9 numbers because it's a bit difficult discerning the code 10 numbers from the actual people. I could name the 11 people, but I don't think I should.</p> <p>12 Q. So you say, for instance --</p> <p>13 A. I would like to.</p> <p>14 Q. -- "Beware of Pied Pipers in residential care ... beware 15 of autocratic officers in residential care."</p> <p>16 A. That was Dent.</p> <p>17 Q. And -- don't mention other names.</p> <p>18 A. He's mentioned in here. Anyway.</p> <p>19 Q. But other names, sorry: 20 "Where staff push boundaries on leave, conduct, 21 befriending ... 22 "Where foster carers are controlling and making 23 separate contact uncomfortable ..." 24 The issue that we looked at a while back in relation 25 to the fostering magazine. You say at the bottom of</p> <p style="text-align: center;">Page 87</p>	<p>1 the page: 2 "Children who make allegations in looked-after 3 settings do so amidst considerable difficulty and 4 personal risk." 5 Over the page, you set out what is needed and what 6 happens during enquiries. Do you know the extent to 7 which that has been disseminated or was disseminated at 8 the time?</p> <p>9 A. Well, it would have been disseminated to district 10 managers and the Children's Service managers and Child 11 Protection managers. What they did in their patch, 12 I know not. Some of them would have been all too 13 aware -- again, I can't remember which ones, without 14 using names, led to which observation, but some of 15 the managers would be acutely aware of some of those 16 lessons from the cases that -- you know, that had come 17 across them. That particularly includes Wollaton House 18 and Hazelwood, which were both, again, in the city 19 areas.</p> <p>20 Q. Then, finally --</p> <p>21 A. And, I have to say, Hillcrest, which I'm pleased to say 22 I was able to help the police with when he was actually 23 convicted, but well after I left.</p> <p>24 Q. I apologise for such a race through, Mr Jones, but your 25 statement will be published today on the website, or</p> <p style="text-align: center;">Page 88</p>

<p>1 within the next few days.</p> <p>2 A. Thank you.</p> <p>3 Q. So the detail is available for those following the</p> <p>4 inquiry. But, last of all, can we go to NSC001610.</p> <p>5 This is a seminar, "Liability, prevention and</p> <p>6 apologies". We can see that you attended that. Really,</p> <p>7 it is page 2 of that and reference to apologies.</p> <p>8 A. I think that slightly encapsulates the tension I was</p> <p>9 referring to earlier on, where the solicitors for the</p> <p>10 council insurers were more inclined to say, "Be wary</p> <p>11 about apologising, because it might have financial</p> <p>12 consequences", whereas anybody in the department, and</p> <p>13 including the Service Standards Unit, which had then</p> <p>14 been established with a proper complaint process, were</p> <p>15 clear, and I think you will see it further on in there,</p> <p>16 that staff should say -- apologise and say sorry if</p> <p>17 things had gone wrong, but not admit financial</p> <p>18 liability, because that was not within their gift.</p> <p>19 Q. We can see, looking at the third paragraph, the</p> <p>20 penultimate line:</p> <p>21 "Apologising may help ..."</p> <p>22 This is page 2:</p> <p>23 "Apologising may help, or it may exacerbate the</p> <p>24 situation by suggesting further claims.</p> <p>25 "Staff need to remember that the Social Services</p> <p style="text-align: center;">Page 89</p>	<p>1 Department has a duty not only to service users but also</p> <p>2 to work colleagues and a wider duty as part of</p> <p>3 the county. It needs to be borne in mind that apologies</p> <p>4 may have financial consequences."</p> <p>5 Does this in fact reflect a conflict in responding</p> <p>6 to allegations of abuse between doing what's right for</p> <p>7 someone making a complaint and for those trying to</p> <p>8 protect the department? What is the best way of</p> <p>9 achieving or reconciling that tension?</p> <p>10 A. Well, I think you will find somewhere -- I can't</p> <p>11 remember where it is -- that the Service Standards Unit</p> <p>12 made it clear that where there was a mistake or an</p> <p>13 error, people should say sorry, but they should not</p> <p>14 admit financial liability because that wasn't their area</p> <p>15 of expertise. But, yes, I'm afraid solicitors operate</p> <p>16 in a different spectrum and are very wary about an</p> <p>17 apology implying that, "We owe you money".</p> <p>18 Q. By "mistake or error", that would include a child who</p> <p>19 had been failed in care by having been abused and the</p> <p>20 abuser then convicted?</p> <p>21 A. I personally would have hoped that, and in a few</p> <p>22 instances that I have given, from our level, they tried</p> <p>23 to do that. But obviously some staff would have been</p> <p>24 wary, I guess, because of solicitors waiting in the</p> <p>25 wings to pursue claims against the council.</p> <p style="text-align: center;">Page 90</p>
<p>1 MR SADD: Mr Jones, thank you so much for your patience.</p> <p>2 I have ended with my questions. It may be that the</p> <p>3 panel have some questions for you.</p> <p>4 Questions by THE PANEL</p> <p>5 THE CHAIR: Yes, I think there may be several questions.</p> <p>6 Mr Jones, going back to the beginning, a couple of</p> <p>7 hours ago, can you clarify your use of the word</p> <p>8 "expectations" in your policy and procedure guide? You</p> <p>9 used the word quite a lot, which suggests that it wasn't</p> <p>10 mandatory or indeed instructions to staff to behave in</p> <p>11 such a way in a range of care settings?</p> <p>12 A. Sorry, are we talking about the --</p> <p>13 THE CHAIR: The guide.</p> <p>14 A. -- '88 guide for community homes?</p> <p>15 THE CHAIR: Yes.</p> <p>16 A. I think we took the view that, apart from what we</p> <p>17 managed to get into all these job descriptions, which</p> <p>18 was clearly -- they were still expectations but they</p> <p>19 were serious expectations, and we did require that</p> <p>20 officers in charge -- well, we provided a number of</p> <p>21 copies to each establishment, as well as to area</p> <p>22 officers, and we did expect that officers in charge</p> <p>23 would get their staff to sign that they had read three</p> <p>24 particular sections, but, yes, many of it is written in</p> <p>25 terms of "expectations" because, whether it be about --</p> <p style="text-align: center;">Page 91</p>	<p>1 well, lots of situations, people had to make their</p> <p>2 judgments, but -- and this was about trying to bring</p> <p>3 people on. There's a limit to how many instructions you</p> <p>4 can give to people that they can possibly keep in their</p> <p>5 minds.</p> <p>6 But obviously some things are more statutory than</p> <p>7 others. I don't know if that answers --</p> <p>8 THE CHAIR: Was there induction and training into these</p> <p>9 comprehensive, lengthy notes?</p> <p>10 A. The main thing that I recall -- it is a long time ago --</p> <p>11 was that there were a number of discussions with</p> <p>12 officers in charge, and this clearly went through senior</p> <p>13 managers as well, but what I can't remember is what the</p> <p>14 training section laid on to follow it through.</p> <p>15 Things were a lot more rudimentary, I'm afraid, in</p> <p>16 those days, and the pressure of work was -- well, it</p> <p>17 changed over time as well as expectations, but I really</p> <p>18 can't answer your question, I'm afraid, chair.</p> <p>19 THE CHAIR: There was no routine checking, from what you</p> <p>20 responded to Mr Sadd earlier on, as to whether anything</p> <p>21 that you had proposed there was being properly</p> <p>22 implemented?</p> <p>23 A. No, it was left to managers to do what they should do,</p> <p>24 but I ...</p> <p>25 THE CHAIR: Even if it were managers, were they actually</p> <p style="text-align: center;">Page 92</p>

<p>1 checking, to the best of your knowledge?</p> <p>2 A. I'm afraid I don't know. I can't answer that. I can't</p> <p>3 recall enough.</p> <p>4 THE CHAIR: Okay. I wanted to ask you a question about</p> <p>5 whether you produced any policy statements regarding the</p> <p>6 number of placements which should not be routinely</p> <p>7 exceeded for a child in care?</p> <p>8 A. I can't recall any.</p> <p>9 THE CHAIR: Because we did hear a great deal last week from</p> <p>10 complainant witnesses, in one case 27 moves of placement</p> <p>11 and in another 21. Was there any position routinely in</p> <p>12 the department about that, given, as I'm sure you know,</p> <p>13 that a recommended figure around would be no child</p> <p>14 should exceed three moves.</p> <p>15 A. I'm afraid I don't know the answer to that. I do know,</p> <p>16 obviously -- well, not "obviously", but I'm pretty</p> <p>17 confident that most staff would be extremely concerned</p> <p>18 about a child having to move that many times, and</p> <p>19 sometimes there are reasons for some of those moves,</p> <p>20 sometimes it's the difficulty of running a complex</p> <p>21 service under pressure. But I can't remember anything.</p> <p>22 All that drops into mind is, with the Children Act, the</p> <p>23 usual limit of children in a foster home was three, and</p> <p>24 there had to be a good reason to exceed that, but that</p> <p>25 of course is a different angle to the question you've</p> <p style="text-align: center;">Page 93</p>	<p>1 asked me. I'm sorry.</p> <p>2 THE CHAIR: It's not necessarily part of your role, but it</p> <p>3 surely must have been somebody's role to check what the</p> <p>4 pattern was of movement within children in care?</p> <p>5 A. Again, I cannot honestly remember, except I know when</p> <p>6 I established with help from finance people and computer</p> <p>7 people a system that was known as CHICOSOIS, which was</p> <p>8 "Children in care and on supervision order system", that</p> <p>9 that for the first time enabled people to track the</p> <p>10 number of placements that children had, but what</p> <p>11 actually happened, I cannot remember. That</p> <p>12 information -- I cannot remember what the Department of</p> <p>13 Health asked for either, so I'm struggling, I'm sorry.</p> <p>14 THE CHAIR: That's fine. Did you have much contact with</p> <p>15 elected members?</p> <p>16 A. Yes. I think -- well, there were a number of occasions</p> <p>17 right from the very beginning. I had dealings with</p> <p>18 Brenda Borrett when -- after that administration --</p> <p>19 Conservative administration had brought in caning for</p> <p>20 the six establishments, the observation and assessment</p> <p>21 centres and the community homes with education, only</p> <p>22 three of which took it up, by the way, and they had</p> <p>23 decided that we would have a secure unit. So I remember</p> <p>24 going on visits with her. But subsequent to that,</p> <p>25 I served many times -- I think it was every three weeks</p> <p style="text-align: center;">Page 94</p>
<p>1 I was serving the cases to the parental rights and</p> <p>2 access subcommittee, and also to a secure accommodation</p> <p>3 subcommittee and, when I searched for and found</p> <p>4 independent visitors for children in secure</p> <p>5 accommodation, and the most positive one was when</p> <p>6 a substitute family care worker in the city had a whole</p> <p>7 group of children from what was known as the Broxtowe</p> <p>8 case -- I think about seven or eight in one family, or</p> <p>9 maybe more -- and she managed to find a placement for</p> <p>10 that, and we had to make special arrangements for</p> <p>11 minibuses and a move of house, which we took to the</p> <p>12 committee. So, yes, I had many contacts.</p> <p>13 THE CHAIR: You mentioned the issue of caning. When was</p> <p>14 corporal punishment abolished in any children's unit</p> <p>15 within the county?</p> <p>16 A. I can't accurately remember. I was reading something</p> <p>17 that it was formally abolished in the '80s across the</p> <p>18 country. Ashley House, which operated it, closed;</p> <p>19 Skegby Hall, that operated it, closed; and Rigby Hall,</p> <p>20 that operated it, closed. Neither Beechwood or</p> <p>21 Amberdale or South Collingham opted to use a cane. As</p> <p>22 I sadly know, one of the abusers who was at Enderleigh,</p> <p>23 the male, who then went to run Hillcrest, one of</p> <p>24 the reasons we got him, although he resigned, was</p> <p>25 because he was using the cane. So he'd taken the</p> <p style="text-align: center;">Page 95</p>	<p>1 message from the councillors that caning was a fun thing</p> <p>2 to do.</p> <p>3 THE CHAIR: It was the case that a number of local</p> <p>4 authorities voluntarily abolished corporal punishment</p> <p>5 much earlier than when they were actually required to do</p> <p>6 so.</p> <p>7 A. It had been abolished. The point is, in about '77, it</p> <p>8 was re-introduced.</p> <p>9 THE CHAIR: And left to individual units to determine</p> <p>10 whether or not they implemented it?</p> <p>11 A. Within those six. Within the former approved schools</p> <p>12 and former remand homes.</p> <p>13 MS SHARPLING: Thank you, Mr Jones, just a couple of</p> <p>14 questions. Who was ultimately accountable for the</p> <p>15 implementation of the policies that you have described</p> <p>16 to us this morning?</p> <p>17 A. In the first period -- well, from when I started in '76</p> <p>18 to 1982, it would be the three -- well, no, it's</p> <p>19 complicated. It would always be the 13 area directors</p> <p>20 in that period. And for the community homes, it would</p> <p>21 be the three divisions in County Hall, which was city,</p> <p>22 north and south, which had a divisional director,</p> <p>23 a principal assistant or, in the case of city, two</p> <p>24 principal assistants, on childcare homes, and other</p> <p>25 childcare matters, and homes advisers which later became</p> <p style="text-align: center;">Page 96</p>

<p>1 known as residential and daycare services officers. 2 When it came to '86, the structure was changed. The 3 area still managed social work, as they always had done, 4 and the children's division had been created, and 5 I was -- there was an assistant director, Denis Watkins, 6 a principal assistant for residential care, which 7 I think was Bill Riddell, and possibly somebody else 8 afterwards, and there was a principal assistant for 9 Child Protection, and then there was myself with this 10 policy group. 11 Then in '92, the structure was changed again. So 12 I remained in County Hall in childcare terms, anyway, it 13 was a policy group. All the residential and social work 14 services were run in nine districts. The city was 15 divided into two districts. So they had a number of 16 staff and they'd run the homes and the social workers. 17 MS SHARPLING: Thank you. 18 A. I don't know if that answers -- 19 MS SHARPLING: That's helpful. Will you just run very 20 quickly through the process of signing off a policy and 21 whether all those senior managers were required to sign 22 it off before it was, as it were, circulated for 23 implementation? 24 A. It depended on the substance of the policy. For 25 instance, if it was towards the more effective use of</p> <p style="text-align: center;">Page 97</p>	<p>1 community homes, that went in stages to senior managers, 2 like, what were the criteria, physical criteria, that 3 you would use to judge a building. Some matters had to 4 go to senior managers and then to committee. Some 5 matters, which were more obvious childcare practice 6 issues, or implementation of the law or something 7 arising out of a court case that the legal adviser said, 8 "I think you need to let staff know about this", or the 9 many changes of legislation, I could just get on with 10 it, as long as it didn't have personnel consequences and 11 as long as it was effectively advising staff how to 12 operate. 13 MS SHARPLING: Thank you very much. 14 PROF SIR MALCOLM EVANS: Just briefly, have you any comments 15 to make on the efficacy of disciplinary proceedings that 16 have been taken against staff in cases concerning abuse? 17 A. Well, I think in my report I've commented I had no 18 direct experience of doing disciplinaries, and apart 19 from the instance in Enderleigh, I don't think 20 I provided information that I found because I wasn't 21 directly involved in front -- but what I was very aware 22 of is that assistant directors would come back from 23 disciplinaries saying, "That was a waste of time. 24 They're not supporting us. They're taking a personnel 25 line". That was very much the case in the late '70s and</p> <p style="text-align: center;">Page 98</p>
<p>1 the early '80s. I don't know when and whether it 2 changed. I know subsequently one of the assistant 3 directors I remember saying that he brought in some 4 sexual abuse expert to actually advise the members about 5 the risk of redeploying a particular person, but this is 6 in the '90s. So, clearly -- and I think one of 7 the cases in these papers is about the awful person from 8 Hazelwood who the members didn't sack and they placed 9 him in a residential boarding school. I mean -- yeah, 10 it was not good. Personnel considerations were not 11 balancing the primary concern of the service, and it was 12 as if there was -- I mean, I wasn't aware of what 13 tribunals or other things had said, but it felt out of 14 kilter all the time until we got to the late '90s. 15 PROF SIR MALCOLM EVANS: Thank you. 16 THE CHAIR: Thank you. Mr Frank? 17 MR FRANK: So you started your service with Nottingham in 18 1976. Almost from the beginning of your employment, you 19 were aware that there were serious issues relating to 20 sexual misconduct both in the children's homes and 21 indeed in relation to fostering as well, almost from the 22 start. We have documents in our files going back to 23 1978 where you are recorded as having been copied into 24 complaints of that kind. 25 A. I was perhaps a little bit more alert to this than some</p> <p style="text-align: center;">Page 99</p>	<p>1 other social workers because I'd worked in a psychiatric 2 adolescent unit, and both there and in outpatients 3 I was -- I came across a number of cases where mothers 4 choosed abusing fathers over children. So some people 5 had more understanding of this than others, I think, at 6 that time. 7 MR FRANK: And you were one of them? 8 A. Yes. 9 MR FRANK: Thank you. 10 A. Thank you. 11 MR FRANK: For example, we know that, quite aside from any 12 other role you played, you were involved in something 13 called the Carer Abuse Investigative Group. We can turn 14 up document NSC000985_016 and see that you were copied 15 in to a document on 23 November 1989 addressed to 16 someone else, but you were copied into it, something 17 called the Carer Abuse Investigative Group. You can see 18 you're cc'd into it. 19 A. Yeah, this was my -- this followed the memo that I'd 20 written under the assistant director's name to remind 21 areas that they had to operate the Child Protection 22 Procedures in abuse in foster care. What that is there 23 is my member of staff, shortly before I went off on the 24 implementation of the Children Act team, to a group of 25 staff -- Joy Smith was one of her staff, Elaine White</p> <p style="text-align: center;">Page 100</p>

<p>1 was a senior social worker in the black fostering and 2 adoption team, and Liz Lister was -- so they were the 3 group which were supposed to be looking at the whole 4 host of abuse cases that was to be found and to carry 5 out any recommendations or any training that they 6 thought were relevant. I don't know if that answers 7 your question adequately? 8 MR FRANK: If it's the best answer you give, I will have to 9 put up with it. 10 Can I turn now to another document, please, because 11 what I want to ask you is about before you got involved 12 with the risk management group, which I think was in -- 13 A. '93. 14 MR FRANK: Indeed. But you certainly would have been aware 15 of the serious allegations that Nottingham was facing in 16 relation to abuse of children in care both by staff and 17 sometimes by other children. 18 A. Yes. 19 MR FRANK: So we see one of the documents that we have had 20 presented to us -- can we please turn it up, it's 21 NSC000976_001. This is an interview with someone called 22 Stuart Jackson. I don't know if you know who that is. 23 A. No, and until I saw it, I had no recollection of 24 having -- I mean, there are so many things that I did 25 that I struggle to remember.</p> <p style="text-align: center;">Page 101</p>	<p>1 MR FRANK: Yes. 2 A. But I clearly did, because it's my writing, "Copied to 3 NH", Norman Hanson, and Martin Eaden, at the top. 4 I obviously interviewed this guy with Steve Wells. 5 Whether it's my record or not, I don't know, because 6 it's not signed and dated and I always signed and dated 7 things. 8 MR FRANK: The interview is signed and dated because it's 9 dated at the top 23 September 1993. 10 A. Yes. 11 MR FRANK: Which is the year before you took on your role in 12 risk management. 13 A. Yes. 14 MR FRANK: Yes -- 15 A. Well -- 16 MR FRANK: Do you want to comment on it? 17 A. I really can't recall precisely when we kicked off this 18 risk management group, because it came out of all sorts 19 of discussions, and it needed to embrace a number of 20 individuals. But, yeah, sorry. 21 MR FRANK: If we turn to internal page 36 of that document, 22 but it is actually NSC000976_005, we can see, among 23 other things, serious allegations being made about 24 a child, it would appear, being tied to a chimney, 25 someone being dumped in a bath of water, another being</p> <p style="text-align: center;">Page 102</p>
<p>1 threatened with wire to wire him up to electric lights 2 and electrocute him. What it would appear that Stuart 3 thought -- that's the person who is being interviewed, 4 who I am taking it is a member of the staff -- if we 5 turn to the following page, the second paragraph, what 6 Stuart thought was that Social Services Department 7 should be in the dock and not the child. Do you see 8 that? 9 A. Yes. 10 MR FRANK: Yes. So you were aware of that even before you 11 took up your role in the risk management committee? 12 A. Well, yeah, I must have been. 13 MR FRANK: Yes. 14 A. But it's precisely the awfulness of the Hazelwood 15 information that was the biggest lever for getting some 16 co-ordinated look at the cases that were occurring. 17 MR FRANK: Just for completeness' sake, we can see on the 18 following page, NSC000976_007: 19 "In conclusion, Stuart felt that we were sold down 20 the river. The failings were ones of accountability and 21 professionalism." 22 A. Yes. 23 MR FRANK: Yes. Now, with that in mind, we know that in 24 1989 and 1990, someone had put together a report on 25 monitoring. Remember, we have already referred to that</p> <p style="text-align: center;">Page 103</p>	<p>1 in part. That's NSC000977_101. It is dated 2 6 July 1990. 3 A. Yes. 4 MR FRANK: You were aware of that when you took up your role 5 in the risk management role? 6 A. Yes. 7 MR FRANK: Did you, yourself, ever ask for any further 8 report on monitoring for the entire time that you were 9 involved in risk management? 10 A. I cannot remember, I'm afraid. 11 MR FRANK: Do you know whether anyone, between 1990 and your 12 retirement in 1998, ever asked for a follow-up to the 13 report on monitoring in regard to the allegations, the 14 serious allegations, that were being recorded in that 15 document? 16 A. I cannot recall, I'm afraid. 17 MR FRANK: Do you not think, if you were involved in risk 18 management, you would want to know whether or not that 19 kind of abuse was continuing? 20 A. The answer is, yes, although the primary thing of 21 the risk management group was trying to control the 22 interaction between the staff of the department and 23 county insurers and the solicitors that acted for them. 24 So it did tend to tilt things towards looking at those 25 residential cases that were most prominent.</p> <p style="text-align: center;">Page 104</p>

<p>1 MR FRANK: Yes.</p> <p>2 A. But it did include some foster carers. But I can't</p> <p>3 remember enough. I mean, it was heavy enough, I'm</p> <p>4 afraid.</p> <p>5 MR FRANK: Well, it may have been heavy for you, but it was</p> <p>6 even more heavy for the children who were the subject of</p> <p>7 the abuse.</p> <p>8 A. Totally.</p> <p>9 MR FRANK: What I want to ask is this: in relation to those</p> <p>10 reports, if you didn't ask for them, who else had</p> <p>11 a responsibility to do so?</p> <p>12 A. I'm not saying I didn't; I'm just saying I cannot</p> <p>13 remember. Sarah Davis, the senior professional officer,</p> <p>14 fostering and adoption, I'd be surprised if she didn't</p> <p>15 follow that through. The assistant directors could have</p> <p>16 followed that through.</p> <p>17 MR FRANK: Did you, in your preparation to come and give</p> <p>18 evidence to this inquiry, enquire about whether anyone</p> <p>19 else had done that?</p> <p>20 A. No, because I was asked to remember what I could</p> <p>21 remember from what I knew. I did not make enquiries of</p> <p>22 other former staff.</p> <p>23 MR FRANK: If we could please turn to what happened in the</p> <p>24 first --</p> <p>25 MR SADD: I'm reluctant to interrupt you. It is just to let</p> <p style="text-align: center;">Page 105</p>	<p>1 you know that I will be asking the chair's permission if</p> <p>2 Mr Jones could wait and return to the witness box after</p> <p>3 lunch because there are some rule 10 questions that need</p> <p>4 to be asked of him. I wondered whether it might make</p> <p>5 sense, at that stage, for you to ask your additional</p> <p>6 questions.</p> <p>7 MR FRANK: I always know it is a risk to ask questions when</p> <p>8 there is a room full of hungry lawyers. I will come</p> <p>9 back.</p> <p>10 MR SADD: Perhaps, chair, we will break at this time.</p> <p>11 THE CHAIR: Thank you, Mr Sadd. Do you wish us to return</p> <p>12 a little earlier?</p> <p>13 MR SADD: A little later. Could we say 2.15 pm?</p> <p>14 THE CHAIR: Yes, that's what I meant. Thank you.</p> <p>15 (1.25 pm)</p> <p>16 (The short adjournment)</p> <p>17 (2.15 pm)</p> <p>18 MR FRANK: Mr Jones, I was asking you about the record, or</p> <p>19 lack of records, regarding the monitoring reports post</p> <p>20 1990, as far as any evidence I have seen is concerned.</p> <p>21 One of the things I wanted to ask you about was, when</p> <p>22 you took up your post in the risk management group, you</p> <p>23 were already aware, as I think you've in part indicated,</p> <p>24 of the seriousness of some of the allegations which</p> <p>25 Nottingham was facing.</p> <p style="text-align: center;">Page 106</p>
<p>1 A. Yes.</p> <p>2 MR FRANK: In particular, you knew, in 1994 -- we can look</p> <p>3 up document NSC000987_009 -- that among the allegations,</p> <p>4 paragraph 3, that were potentially coming your way were,</p> <p>5 following some BBC coverage, allegations of paedophile</p> <p>6 rings within Social Services profession, "and I feel" --</p> <p>7 is that your writing.</p> <p>8 A. No, it's the writing of a press officer for the council</p> <p>9 to my then boss, Martin Eaden.</p> <p>10 MR FRANK: Your name is at the top, I think, handwritten.</p> <p>11 Is this a document that's copied to you?</p> <p>12 A. It's copied to me. That's Martin's writing, copied to</p> <p>13 Rod.</p> <p>14 MR FRANK: "I feel", says Martin, "that the media will</p> <p>15 almost certainly try to infer" --</p> <p>16 A. Sorry, this is a press officer saying this. This is</p> <p>17 a press officer.</p> <p>18 MR FRANK: Oh. This is Pauline Nixon-Black.</p> <p>19 A. Yes, who was in the chief executive office as a press</p> <p>20 officer.</p> <p>21 MR FRANK: In any event, advising you of the risk that</p> <p>22 Nottingham might face allegations that there were</p> <p>23 paedophile rings operating within the Social Services</p> <p>24 profession in Nottingham?</p> <p>25 A. Yes.</p> <p style="text-align: center;">Page 107</p>	<p>1 MR FRANK: You knew of that when you took up your role on</p> <p>2 the risk management committee in 1994, because that was</p> <p>3 the year before?</p> <p>4 A. What she was saying was that there was an inference from</p> <p>5 one programme that that was the case.</p> <p>6 MR FRANK: Yes.</p> <p>7 A. To the best of my knowledge, there was no evidence of</p> <p>8 any paedophile ring. There clearly were too many</p> <p>9 abusers about at different phases of time. In fact, one</p> <p>10 was in our midst at the residential and daycare</p> <p>11 services, Quinton. But what she was saying was, the</p> <p>12 press are likely to overegg the pudding, for want of</p> <p>13 a better expression. I really can't answer for her</p> <p>14 speculation.</p> <p>15 MR FRANK: What I'm asking you about is, what was your state</p> <p>16 of mind when you took up the role in risk management in</p> <p>17 1994, bearing in mind that Nottingham already had a risk</p> <p>18 management officer in the Treasury Department, didn't</p> <p>19 it?</p> <p>20 A. Yeah, the risk manager in the Treasury Department was</p> <p>21 the insurance officer. I didn't so much take up a post,</p> <p>22 but I, in discussion with David Spicer, who was the</p> <p>23 legal adviser in childcare, and this guy, Bill Sulman,</p> <p>24 said we needed to start pulling together some of these</p> <p>25 cases. In fairness, so did Browne Jacobson, acting for</p> <p style="text-align: center;">Page 108</p>

<p>1 the insurers. So it wasn't so much taking up a role, it 2 was something that we engineered to try to pull together 3 what was happening. 4 I would, if I may, in response to your earlier 5 question, which I recognise is an entirely reasonable 6 one, because I can't remember 25 years ago, it doesn't 7 mean to say it didn't happen. In that period of time, 8 in the post Children Act time, an awful lot was 9 happening. Firstly, there was an Alan Thurlow, who was 10 between me -- and he was managing a number of things to 11 do with custodianship and the adoption and fostering. 12 I can't remember what he did, I can't remember exactly 13 what Sarah Davis did, or this group that she formed. 14 Equally well, the then director, David White, had 15 stirred -- got the Area Review Committee back into life 16 because it had gone moribund. That's perhaps an 17 overstatement, but it didn't have a lot of life. 18 As a result of that, (a) we were asked to produce 19 up-to-date procedures, as I've mentioned earlier on; but 20 (b) in addition to the Child Protection manager, who was 21 under me, there was a video evidence person and there 22 was also a policy officer who worked with the Child 23 Protection person and the Area Review Committee 24 established two Area Review Committee policy officers 25 and they investigated some complaints. So there was</p> <p style="text-align: center;">Page 109</p>	<p>1 a lot going on, but I cannot put my hand on my heart and 2 say, yes, there was, or, no, there wasn't any ongoing 3 monitoring. 4 MR FRANK: No-one is going to blame you for not being able 5 to remember something that it may be difficult to 6 remember, but what I want to ask you is what you may be 7 able to remember and could be expected to remember. 8 Can I ask you, please, to look at NSC000440_030. 9 Can that be brought up? This is a document from 1993 10 which is your document, you wrote it, addressed it to 11 Bill Sulman. Is he the person who was from the 12 Treasury Department? 13 A. Yes. 14 MR FRANK: And also the insurer? 15 A. He was from the Treasury Department, and he dealt with 16 insurance matters, and he was -- at some point he was 17 called risk management. 18 MR FRANK: As a matter of factual information, can you 19 remember the name of who were the insurers at that time? 20 A. I'm afraid I don't. I don't know whether it was 21 Municipal Mutual or one of the others. I haven't got 22 a clue. 23 MR FRANK: In any event, if we turn to the following page, 24 and in particular I have regard to paragraph 8, in 25 paragraph 8, what you have written is this, because you</p> <p style="text-align: center;">Page 110</p>
<p>1 were unhappy with the tensions that the advice that you 2 had got was creating between the insurers, on the one 3 hand, and the County Council, on the other. 4 A. Yes. 5 MR FRANK: "The insurers' advisers will need to list for us 6 the full range of persons with whom staff may not deal, 7 in what circumstances and with what qualifications." 8 A. Yes. 9 MR FRANK: Did you receive a list of those items? 10 A. No, I don't think I did. 11 MR FRANK: Can you help us, did you ask for that list after 12 you wrote this letter? 13 A. I probably didn't because this was part of a dialogue 14 where they were wanting to protect the insurers and, in 15 this particular case arising out of the Hazelwood case, 16 had tried to say staff should stop giving evidence in 17 this case. That's part of my memo, where -- saying, 18 "I don't agree with you and I don't think the 19 department -- the director or Social Services Committee 20 would be in agreement with you". 21 MR FRANK: I think your answer is, you didn't ask for that 22 list subsequently? 23 A. I think I didn't. 24 MR FRANK: The following sentence: 25 "Our view that the director must report to</p> <p style="text-align: center;">Page 111</p>	<p>1 Social Services Committee on any condition which fetters 2 his conduct of the duties delegated by the committee." 3 A. Yes. 4 MR FRANK: Did you ask to see whether the director had done 5 a report of that kind? 6 A. I don't think the director had taken a report about 7 fettering his discretion or about this matter. I think 8 the insurers -- the insurance and legal advisers backed 9 down in the light of what I said, in the particular 10 case. 11 MR FRANK: You say you think they did. Have you got 12 evidence that they did? 13 A. After this period of time -- it's 20 years since 14 I left -- 15 MR FRANK: There is a difference between thinking something 16 and guessing it. I'm wondering why you say you think 17 they did if you haven't got any evidence for that? The 18 answer is, you simply don't know? 19 A. Well, again, I say to you, you can't assume that because 20 I don't -- I can't remember, that it didn't happen. I'm 21 just trying to be truthful about what I cannot remember. 22 MR FRANK: One of the things that may be an obstacle to your 23 remembering is if documents, important documents, have 24 disappeared unaccountably from the record? Not helpful. 25 A. I can't answer that.</p> <p style="text-align: center;">Page 112</p>

<p>1 MR FRANK: Well, you can, because if I can direct your 2 attention to NSC000987_001, do you see in the 3 penultimate paragraph there's a reference there to 4 a document, a logbook, which is not amongst papers where 5 it should be. 6 A. Yes. 7 MR FRANK: So you've got experience, haven't you, of 8 important documents in relation to claims just not being 9 able to be found unaccountably. 10 A. In that particular case, yes. 11 MR FRANK: Yes. What I want to ask you is this, then -- 12 A. Sorry, I thought I was answering the general question 13 about, had the insurers given a list of cases or 14 circumstances, not -- 15 MR FRANK: And you can't remember? 16 A. No. 17 MR FRANK: But what we do know is that here is an instance 18 where a document relating to a claim has simply 19 disappeared unaccountably? 20 A. Yes. 21 MR FRANK: Can you help us as to your enquiry, the enquiry 22 you made, as to where that document could be? 23 A. No, other than I think I say in there that there's two 24 obvious people who would have an interest in losing that 25 record.</p> <p style="text-align: center;">Page 113</p>	<p>1 MR FRANK: Yes. 2 A. That was the officer in charge, Roy Wheeler, or the then 3 residential daycare services officer, Tony Dewhurst, who 4 was the manager of that. But I interviewed 5 Tony Dewhurst, he denied being part of that going 6 missing, but it was very suspicious. 7 MR FRANK: And Wheeler? You interviewed Wheeler? 8 A. I think he'd been dismissed by then. I can't remember. 9 MR FRANK: You can't remember. 10 A. I can't remember. But in honesty, it wouldn't be for me 11 to interview him. Tony Dewhurst was a member of my 12 staff at that time. It would have been -- no, 13 Tony Dewhurst became a member of my staff. It would 14 have been whoever managed residential care in that time, 15 which I think was Bill Riddell in city -- in the then 16 children's division. 17 MR FRANK: If we can turn up NSC000987_012, please. This is 18 an appendix to the Hazelwood report. Paragraph 2, 19 second sentence: 20 "I suggest that the implementation of these 21 recommendations should be checked." 22 First of all, can you tell us whose recommendations 23 were these and whose document -- who wrote this 24 document, this appendix? 25 A. It's signed off by Norman Hanson, but it was constructed</p> <p style="text-align: center;">Page 114</p>
<p>1 with myself. 2 MR FRANK: So can I ask you the question which you may know 3 the answer to: did you check the implementation of those 4 recommendations? 5 A. I think the answer to that is, in some cases, and in 6 some cases not. It depends -- some of the issues were 7 with personnel, over which I'd got no control, but it 8 was conveyed to them. Some of the recommendations were 9 about management. The implementation of 10 the recommendations -- this was a report to senior 11 managers, so -- again, I said in my report, I actually 12 have got a better memory further back, I think it's 13 a factor of age, than I have of the more recent stuff. 14 MR FRANK: With respect, I'm asking you, did you ask for the 15 implementation of those recommendations to be checked? 16 And if you did, is there a record of it? And if there 17 is, can we please see it? 18 A. I have no record of it available to me. You can be sure 19 that Norman Hanson and I pushed for those to occur, and 20 you can see in other documents that we pushed those with 21 personnel in particular. 22 MR FRANK: Thank you very much. That's all I ask. 23 Further examination by MR SADD 24 MR SADD: Chair, I have some additional rule 10 questions to 25 ask Mr Jones, questions that -- I had to contract my</p> <p style="text-align: center;">Page 115</p>	<p>1 question plan, so I omitted them, so with apologies to 2 those who asked those questions. 3 The first is in relation, Mr Jones, to -- we looked 4 at the very detailed 1978 community homes policies and 5 procedures, and you may remember that we went to one 6 that in particular related to absconders and absconsions 7 and what would happen to those who ran away. 8 I know time is very short, but I would ask to have 9 up on screen NSC000046, and we go to page 97, please. 10 It is paragraph 3. It is just whether, to your 11 understanding -- I will give you an opportunity to read 12 paragraph 3. Were you aware at the time of 13 the sanctions that were being imposed on children who 14 ran away? So we see here that one of them that 15 shouldn't be used is the use of distinctive clothing, 16 and indeed it became an issue subsequently in the 17 Pindown Inquiry relating to children being made to wear 18 pyjamas. We have heard evidence in this investigation 19 of children being stripped who had run away and were 20 brought back. Were you aware of that? 21 A. No, I wasn't. It clearly, of itself, is unacceptable, 22 unless it was somebody being searched for weapons. 23 Q. At paragraph 25 of your statement, in relation to 24 Beechwood, you say that you weren't aware of any major 25 concerns or indications of an abusive culture in the</p> <p style="text-align: center;">Page 116</p>

<p>1 period 1976 to 1986, when, you say "I was likely to be 2 told about concerns". Although this morning I took you 3 to the allegations against F29, we know now that in the 4 light of the convictions of Barrie Pick and 5 Andris Logins, and of course a number of allegations 6 against F29, on what basis do you think you weren't 7 aware of an abusive culture? Why do you think you 8 weren't?</p> <p>9 A. Because there were homes advisers and residential care 10 services officers who visited the places. There was 11 a process for members to visit and report, albeit at the 12 time it was heavily on the physical. But they were 13 supposed to see reports when they did their visit.</p> <p>14 There was a principal assistant who was 15 officially – in each division, who was officially the 16 manager, in this case the city of – of – and there was 17 a divisional director. So from those people, I would 18 have expected to be told if there were concerns, and 19 I have no recollection at all of that, which is why 20 I make the statement that, as far as I was aware, 21 Lindens in particular might have been a rough, tough 22 environment, as it had been a former remand home, but 23 I was not aware of paedophiles operating there.</p> <p>24 Q. The basis of your saying you weren't aware is, it was 25 never brought to your attention?</p> <p style="text-align: center;">Page 117</p>	<p>1 A. It was never brought to my attention. On the occasions 2 when I visited, it was often in the context of case 3 conferences. I was not there in an inspectorial role. 4 That became the role of the Service Standard Unit after 5 the Children Act from '92 onwards.</p> <p>6 Q. You have provided me with the cue for the next question 7 to ask you, which is in relation to case conferences. 8 At paragraph 26.6, you refer to the fact that children 9 would attend case conferences; is that right?</p> <p>10 A. Yes.</p> <p>11 Q. If those were held at Beechwood, and I understand from 12 your evidence that they were held at Beechwood and you 13 would attend those, would staff from Beechwood have 14 attended the case conferences as well, to your memory?</p> <p>15 A. Generally, yes.</p> <p>16 Q. They would?</p> <p>17 A. They would generally be the senior staff, not 18 necessarily the care staff who were busy in the 19 particular part of Beechwood.</p> <p>20 Q. Paragraph 35.3, please. This is where you address the 21 issue of child sexual exploitation. You talk there 22 about your memory of children coming to Beechwood who 23 had been sexually exploited. Given that you were aware 24 of that fact, should the inquiry conclude that others 25 would have been as well?</p> <p style="text-align: center;">Page 118</p>
<p>1 A. That children had been sexually exploited before they 2 arrived there?</p> <p>3 Q. Yes.</p> <p>4 A. If I knew about it on admission, that would be because 5 the admissions officer had told me that. I'm pretty 6 sure that the staff in the establishment would have been 7 told that information.</p> <p>8 Q. They would have been given that information?</p> <p>9 A. Yes, if it was known in advance, obviously. I mean, 10 quite often people – things became apparent after 11 somebody was admitted, especially when it was straight 12 from the courts.</p> <p>13 Q. Do you have any recollection of there being a concern 14 generally within Social Services Children's Department 15 about the number of those being placed at Beechwood who 16 did have that past of sexual exploitation?</p> <p>17 A. I think the honest answer to that is, in one sense, no; 18 but in another sense, I think the highest level of abuse 19 as it became apparent was often in the city urban area. 20 Insofar as Beechwood was in the middle of the city urban 21 area, it perhaps did; perhaps unbeknown to us at the 22 time. But equally well, probably Amberdale did, because 23 that was on the edge of the urban area.</p> <p>24 Q. Whilst a child was resident at Beechwood, were you aware 25 that they were equally vulnerable? So, for instance,</p> <p style="text-align: center;">Page 119</p>	<p>1 the inquiry's attention has been drawn to a newspaper 2 report in 1985 -- we don't need to look at it -- in 3 relation to children who were at Beechwood who 4 absconded. There was suggestions that they were then 5 sexually exploited. Was this something that was known 6 to management within Children's Services about the 7 vulnerability of residents within Beechwood?</p> <p>8 A. It might have been. I don't know that I did know that.</p> <p>9 Q. In the light of that answer, my next question, and final 10 question is, I suspect that because of that -- are you 11 able to answer this: were you involved in any steps to 12 address the level of sexual exploitation of children, 13 either coming into the homes or whilst they're in the 14 homes?</p> <p>15 A. Not that I can specifically remember, except if officers 16 in charge said, "Oh, we have had so many children who 17 are -- with any particular circumstance", whether that's 18 sexual abuse experience, prostitution experience, which 19 some of the girls had way before coming into care, or 20 other things, like arson and the like, then there would 21 be, "Okay, well, we'll try not to put too many more 22 children in your way who have got those known 23 experiences".</p> <p>24 Q. Why would it be the case that they would do that?</p> <p>25 A. I beg your pardon?</p> <p style="text-align: center;">Page 120</p>

<p>1 Q. Why would they do that?</p> <p>2 A. Why would they go to a different establishment?</p> <p>3 Q. Yes.</p> <p>4 A. To avoid an excess concentration of children with the</p> <p>5 same behavioural pattern from before. That was</p> <p>6 obviously if it was known.</p> <p>7 MR SADD: Mr Jones, thank you so much for your time and your</p> <p>8 patience. Chair, is there anything arising out of those</p> <p>9 questions?</p> <p>10 THE CHAIR: No. Thank you very much. Thank you very much</p> <p>11 indeed, Mr Jones.</p> <p>12 A. Thank you.</p> <p>13 (The witness withdrew)</p> <p>14 MR SADD: Chair, rather than make yourself and the panel</p> <p>15 rise, we are going to call the next witness in directly,</p> <p>16 please. Chair, the next witness we will be hearing from</p> <p>17 is David White, and his statement is to be found at</p> <p>18 INQ001934.</p> <p>19 MR DAVID WHITE (sworn)</p> <p>20 Examination by MR SADD</p> <p>21 MR SADD: Mr White, good afternoon.</p> <p>22 A. Good afternoon.</p> <p>23 Q. I hope that you have your statement in front of you?</p> <p>24 A. Yes.</p> <p>25 Q. It is 42 pages. If we go to the last page, although it</p> <p style="text-align: center;">Page 121</p>	<p>1 has the big initials "DPO" over it, we can also see</p> <p>2 a date there, 29 July 2018. Did you sign your</p> <p>3 statement?</p> <p>4 A. Yes, I did.</p> <p>5 Q. At the time that you signed it, had you read through it?</p> <p>6 A. I have, but clearly it will need to be updated in the</p> <p>7 light of further information I have subsequently</p> <p>8 received.</p> <p>9 Q. Were you satisfied that what was in that statement was</p> <p>10 true, as far as you can remember?</p> <p>11 A. Absolutely.</p> <p>12 Q. It is right to say that your statement will be published</p> <p>13 in full and available over the next few days on the</p> <p>14 inquiry website.</p> <p>15 I'm not going to go through your statement line by</p> <p>16 line, paragraph by paragraph. It is very detailed.</p> <p>17 I will summarise as we go through. I am going to take</p> <p>18 you, if I may, to certain topics, and we will be looking</p> <p>19 at documents as we do. I am going to try to take these</p> <p>20 topics in chronological order, but there is likely to be</p> <p>21 some crossover.</p> <p>22 A. Okay.</p> <p>23 Q. The questions that I raise with you are going to be</p> <p>24 questions that both myself, as counsel to the</p> <p>25 investigation, are putting, and on behalf of core</p> <p style="text-align: center;">Page 122</p>
<p>1 participants to the inquiry.</p> <p>2 A. Yes, okay.</p> <p>3 Q. Before we look together at some topics, I wondered</p> <p>4 whether you would want, at this stage, first, to go to</p> <p>5 what you say at paragraph 2 and to link what you say at</p> <p>6 paragraph 2 with what you say at the very end of your</p> <p>7 statement. Would this be a good point at which to set</p> <p>8 those --</p> <p>9 A. Absolutely. I am actually shocked and appalled by what</p> <p>10 I have read. Further, now reading your comprehensive</p> <p>11 opening statement, I'm taken back, really, by the scale</p> <p>12 and time period over which abuse occurred. I am left</p> <p>13 with a great feeling of unease, and I realise now that</p> <p>14 whilst I believe that we did what we can during the time</p> <p>15 that I was in post, clearly, it wasn't enough, and we</p> <p>16 only scratched the surface. I am just staggered, and</p> <p>17 I say at the beginning, and at the end, wholeheartedly,</p> <p>18 can I offer my personal apologies to young people who</p> <p>19 came into care to be protected, nurtured and helped, and</p> <p>20 clearly we failed them, and we failed them not just at</p> <p>21 that time, but significantly affected the rest of their</p> <p>22 lives.</p> <p>23 Q. Paragraphs 3 to 4, please, then, of your statement. You</p> <p>24 took up your appointment as Director of Social Services</p> <p>25 in November 1988 but you didn't start until 1989.</p> <p style="text-align: center;">Page 123</p>	<p>1 Paragraph 5, you resigned in 1994 in the wake of</p> <p>2 a report on Child Protection, immediately, as it were,</p> <p>3 immediately in the wake of that, and that Child</p> <p>4 Protection report was "Strong enough to care" and it was</p> <p>5 prepared in the wake of Child S in the council, is that</p> <p>6 right, of children in domestic settings?</p> <p>7 A. It was "Strong enough to care", I was pleased that</p> <p>8 "Strong enough to care" was undertaken, because,</p> <p>9 actually, after five and a half years of trying to</p> <p>10 improve services, clearly, I had not been as successful</p> <p>11 as I'd have liked, and I think the "Strong enough to</p> <p>12 care" report was an important watershed, and it really</p> <p>13 came about in part between -- because of quite</p> <p>14 a sustained publicity regarding concerns about the</p> <p>15 department, and I felt, in order for healing to take</p> <p>16 place, to enable the department to move on and children</p> <p>17 to be protected, it was best if I left post. I wasn't</p> <p>18 asked to leave my post; I chose to.</p> <p>19 Q. The concerns in relation to the department were -- can</p> <p>20 I summarise it in this way: were they in relation to how</p> <p>21 field workers and that part of Social Services was</p> <p>22 operating or not operating?</p> <p>23 A. I think that's probably too bald. The "Strong enough to</p> <p>24 care" -- we will no doubt come on to this -- needs to be</p> <p>25 seen within the context of interagency working and how</p> <p style="text-align: center;">Page 124</p>

<p>1 my own staff at the time and other agency staff carried 2 out investigations and took responsibility. But I will 3 stick with what you're saying at the moment and no doubt 4 we will come on to it. 5 Q. I appreciate it is very broad. I'm just conscious of 6 the time constraints that you and I are operating under. 7 A. Yes. 8 Q. Between paragraphs 6 and 8, you set out the extent of 9 your role and responsibilities. At paragraph 7, you say 10 that there was a considerable amount of planning and 11 preparation prior to the implementation of these two 12 acts. In relation to the Children Act 1989, can you 13 explain very briefly what was required in relation to 14 that Act in terms of implementation or the work that you 15 were required to do? 16 A. I mention both because they were both of major 17 significance, particularly the Community Care Act, 18 actually. It's the first time since the 1948 National 19 Assistance Act that we'd seen this change in community 20 care. As we know, responsibilities at that time, I was 21 responsible for Children's Services and for adults. But 22 in terms of the Children Act, it was significant in part 23 arising from previous childcare inquiries, but more 24 fundamentally I think, this is from memory, to really 25 put the children -- a child at the heart of concerns,</p> <p style="text-align: center;">Page 125</p>	<p>1 and it required a lot of detailed planning and I set up 2 an implementation team. I think it was implemented 3 in October 1991. 4 I should say at the outset, if I may, and my opening 5 statement says it, it is nearly 24 or so years since 6 I left Nottingham. A lot of water has passed under the 7 bridge. Whilst I will try to answer all the questions 8 that I can, quite frankly, some of the questions that no 9 doubt I will be asked I will not be able to recall. 10 Q. We know that when the Children Act came into force in 11 1991 it was brought into force with a lot of guidance 12 volumes about all sorts of different aspects of 13 childcare, including residential care. You have 14 described the functioning of the Social Services 15 department. What impact did that guidance have on -- or 16 how was that guidance reacted to by your department? 17 A. Well, if I may, in preparation for the introduction of 18 the Children's Act, the department was in a chaotic 19 state, which I inherited. In fact, I will just draw 20 your attention, if I may, to paragraph 12. Despite 21 being comparatively well resourced, the department had 22 over 2,200 children in care, 1,600 youngsters were on -- 23 children and young people were on the Child Protection 24 Register. More worryingly, there were 1,200 unallocated 25 childcare cases when I came into post.</p> <p style="text-align: center;">Page 126</p>
<p>1 So one of the things that I did -- I did a range of 2 things, but one of the things I did is, I got committee 3 approval in December 1989 to appoint external management 4 consultants -- which was unusual, really -- to analyse 5 the childcare system in its entirety and make proposals 6 to meet the demands of this major piece of legislation. 7 Q. Was that followed through? 8 A. It was followed through, yes. That brought in for the 9 first time management information systems to understand 10 what was happening in terms of childcare activity, 11 different trends across the county, and of course it 12 wasn't just Nottingham City, it was Nottingham County. 13 At the time, I think it was around the fifth or sixth 14 largest department in the country, but quite unwieldy in 15 terms of its history and what I was brought in to do. 16 Q. You have touched on this just a moment ago, but at 17 paragraph 10, you say: 18 "It would be helpful to explain the environment into 19 which I came in February 1989. I joined a longstanding 20 and well-established senior team ... on day one ..." 21 there were three major issues on your desk. You list 22 three of them, but I think it is right that the one that 23 you say in your statement took up an enormous amount of 24 your attention was the Broxtowe case. Is that right? 25 A. For those in this area who recall that case, this took</p> <p style="text-align: center;">Page 127</p>	<p>1 probably about 40 per cent of my personal time during my 2 first two years. It was -- we will come to the 3 interagency issues, I guess, but within the department, 4 this was where children had been protected. Once coming 5 into care, they started to disclose to their foster 6 carers elements of what was then termed satanic or 7 ritual abuse, and there was a breakdown in 8 police/Social Services relationships at the time, and so 9 the aftermath of that report is documented in my 10 personal report to Social Services Committee of 11 7 November. It is a very detailed report, and I would 12 urge the panel to look at that. As I say, not really -- 13 well, in part for the content, but it really gives 14 a feel of the divisions, not only interagency divisions 15 but also in the department themselves, and it was 16 a major, major issue for us all because, actually, at 17 that time, on the back of the Cleveland Inquiry, which 18 was putting children much more centre stage in terms of 19 listening to the child, we were listening to the child, 20 and finding it hard to find evidence, really, for what 21 was being revealed in their diaries once they felt 22 protected after coming into care. 23 Q. When you say "we were listening to the child and 24 evidence of what was in their diaries", you are talking 25 specifically about Broxtowe?</p> <p style="text-align: center;">Page 128</p>

<p>1 A. Sorry, absolutely. 2 Q. Just so we get that in perspective. You have referred 3 to the breakdown in relationship between the police and 4 Social Services. The breakdown essentially on the basis 5 of the police were, if I can put this in a neutral way, 6 critical of the conduct of Social Services and the way 7 they'd handled the children and the allegations? 8 A. Yes. Do you want me to move into that now, or -- 9 Q. No, we will carry on, if that's all right. Take my 10 lead. 11 A. I will be guided by you. 12 Q. Indeed, if I look at my note, as I should have done 13 ahead of what you were saying, I do take you to that 14 now, so let's do it, because it will help. We go to 15 page 13 of your statement. We go to paragraph 46, 16 please, where you deal with the relationship between the 17 police and Social Services following the Broxtowe joint 18 inquiry team report. The context in which I want to ask 19 you questions about that is the context of what was 20 happening to other aspects of your remit whilst you were 21 having to deal with Broxtowe and, essentially, what was 22 happening to your oversight of children in the care of 23 the local authority, both in foster care and residential 24 care? That's the background to why we are going to 25 this.</p> <p style="text-align: center;">Page 129</p>	<p>1 You set out, at paragraphs 46 to 52, the fallout. 2 A. Yes. 3 Q. You say in your report on Broxtowe in 1990 that 4 relations between the police and Social Services 5 remained "somewhat problematic". Do you have any view, 6 looking back on it now, on the extent to which this 7 relationship impacted on the efficacy of investigations 8 into child abuse in the following years? 9 A. Yes, I do. I believe it did. Particularly but not 10 confined to the city division. 11 Q. By "efficacy" I mean the efficiency of how they worked. 12 Did it have a detrimental effect? 13 A. Well, you will see from those paragraphs 46 to 52 where 14 the chief constable and then the deputy who became the 15 chief very shortly and I personally sought to try and 16 move the agenda on, as it were, to try to repair 17 damages. I won't go through it, but my statement 18 actually gave some indication of how we did that. 19 But it wasn't helped, in the sense that -- at the 20 time of Broxtowe report, I think within the space of 21 a number of months there were something like three or 22 four national documentaries on the ritual child abuse 23 phenomenon in Nottinghamshire. There were also a number 24 of books published that were highly critical which 25 actually exacerbated divisions between -- it is largely</p> <p style="text-align: center;">Page 130</p>
<p>1 at the operational end of things, not at people in the 2 more senior positions in either the police or the Social 3 Services Department. 4 Q. Thank you. Paragraphs 13 to 14. We are back at the 5 beginning of your statement. Page 4. You say again in 6 relation to Broxtowe: 7 "I mention this background as it impacted upon the 8 dynamics ..." 9 I should say Broxtowe and the scale of what you 10 found when you took up your appointment: 11 "I mention this background as it impacted upon the 12 dynamics of my directorate having me as an outsider 13 appointed to 'turn around' a dysfunctional, 14 inward-looking department that had lost its way." 15 That's a strong phrase. 16 A. Yes. 17 Q. Dysfunctional in what way? 18 A. I think -- this is the people that were -- the 19 department and its staff were very well meaning and very 20 well intentioned, but it was at the time of the emerging 21 social work profession, which wasn't yet fully 22 a profession, and there was an issue of professional 23 discretion dominating against adherence to basic sort of 24 management principles and policy and practice. It was 25 evidenced, I think, and I would draw the panel's</p> <p style="text-align: center;">Page 131</p>	<p>1 attention to it without going through the detail. The 2 "Strong enough to care" report, which we will no doubt 3 come to again, at the beginning sets the context, and 4 a number of factors that I had to deal with, events that 5 I had to deal with, during my tenure as director, and 6 one of those was this negotiating culture where people 7 wanted to negotiate to the nth degree before agreeing to 8 do something. I think also it was very inward looking 9 and I was perhaps the first senior outsider to come into 10 the post. 11 People weren't happy with me, and a year after the 12 post, there were moves by the staff to have me leave my 13 post. But the members who had brought me in, I actually 14 reaffirmed their belief that I was the right person at 15 that time. 16 Q. Sorry to cut across you, this is your reference at 17 paragraph 14: 18 "Many in the department sought to undermine my 19 position, particularly during the first year or so." 20 You describe there the chair of Social Services and 21 the acting CEO reinforcing their support for you? 22 A. Yes. 23 Q. That's one member of political support, as it were, from 24 the committee. Should we assume that that was across 25 the board in the committee?</p> <p style="text-align: center;">Page 132</p>

<p>1 A. Yes. I didn't know this was taking place, but 2 essentially my chair and the acting chief -- CEO called 3 the staff in, really, and then subsequently -- and it 4 has been disclosed -- I had a letter from the leader of 5 the council and the chair of Social Services. 6 I think, upon reflection, it might well have been as 7 a result of the aftermath of the Broxtowe, where the 8 joint inquiry team had done a fabulous job in protecting 9 the youngsters, and then -- we're talking about ritual 10 abuse. The police and I set up a joint inquiry team to 11 review their work. I tended to side with the joint 12 inquiry team. I think that exacerbated tensions. 13 Q. Paragraph 15. You say: 14 "Unlike my public services experience (total in 15 excess of 40 years) either before or post 16 Nottinghamshire, I seemed to have spent all of my five 17 and a half years in post managing one incident/issue 18 after another. As a consequence, it was difficult to 19 get on the 'front foot' as much as myself and colleagues 20 would have liked." 21 Then you talk about "Strong enough to care", which 22 we are going to come on to. I would like to skip ahead 23 for a moment to paragraph 72. That is, unhelpfully, the 24 wrong reference I have given. But in the course of your 25 statement, you tell the inquiry that childcare services</p> <p style="text-align: center;">Page 133</p>	<p>1 were struggling to cope and totally overwhelmed. Was 2 that the position throughout your five years? 3 A. If we just take as an indicator the 1,200 unallocated 4 childcare cases, we managed to get those down. Once we 5 took over management of the Child Protection Register 6 and reviewed the categories and reviewed the -- I think 7 it was the grave concern category at the time and 8 reduced the number on the Child Protection Register, and 9 we'll come to residential care, but we also sought to 10 try and improve our offer of residential care, but 11 I think it's true to say that, looking back, I think 12 generally it was always firefighting, despite the fact 13 that we did introduce the Children's Act, we did review 14 the ACPC procedures and took the lead on that, but, 15 essentially, I can never describe the Children's 16 Services in Nottinghamshire during my tenure as being in 17 a steady state. 18 Q. The reference I should have found for that quote, just 19 so that you don't think I have hoodwinked you, is 20 paragraph 74: 21 "As you will note from my comments above, 22 I inherited a childcare service that was totally 23 overwhelmed and struggling to cope." 24 A. Yes. If I may, just on that, thinking about this and 25 the appalling abuse of youngsters by foster carers,</p> <p style="text-align: center;">Page 134</p>
<p>1 I wonder, really, in terms of the kind of statutory 2 visits -- boarding-out sort of regulations and what have 3 you -- and with youngsters actually in residential care, 4 to some extent, erroneously, we probably felt they were 5 protected, and perhaps in terms of -- I don't recall 6 this in detail, but I'm just now trying to understand 7 it, felt that priorities might not require it. If they 8 were in a stable foster home, for example, or in 9 a long-term residential placement. We might have looked 10 for de facto people, like the carers themselves or 11 the -- you know, the carers themselves to oversee that 12 child's welfare, which clearly was not appropriate, but 13 with 1,200 unallocated cases, it wasn't possible to 14 provide the fieldwork oversight that was actually 15 required by the legislation. 16 Q. But do you think, Mr White, on one view, that given your 17 preoccupations, rather than think that fostering was, as 18 it were, a satellite where there was protection, do you 19 think that in fact the panel could conclude you didn't 20 give it any thought at all because of what was 21 happening? 22 A. I certainly would say that I gave it less thought 23 because, candidly, it wasn't on my desk or hadn't been 24 brought -- it wasn't being brought to my attention as 25 frequently as other matters.</p> <p style="text-align: center;">Page 135</p>	<p>1 Q. Can we then look at the -- 2 A. Sorry, I say I do accept responsibility as the director 3 for what happened during my time of office. There's no 4 way I'm trying to shirk that. I never would. 5 Q. Can we look, then, please, at reporting processes. What 6 is intended by that title is what the inquiry has come 7 across, which is the system of reporting to the 8 Social Services Committee, either in written reports or 9 in oral reports. It is just wanting to understand how 10 that process worked. You deal with this at 11 paragraphs 18 to 23. It is trying to give the panel an 12 understanding of what information the committee would 13 have had about the extent of disciplinarys relating to 14 employees of the council in children's homes where 15 allegations of sexual abuse had been made. That's the 16 thrust of where I want to go. 17 First-off, you help us with the distinction between 18 oral and written reports. 19 A. Yes. 20 Q. Would all cases of sexual abuse of children in 21 residential or foster care be reported to the committee, 22 either orally or in writing? 23 A. I can say with confidence -- in inverted commas, with 24 some degree of confidence, from memory and the 25 information provided, but in terms of staff employed by</p> <p style="text-align: center;">Page 136</p>

<p>1 the department, the committee -- well, certainly the 2 chair would know, and, as I say here, either -- usually 3 by a senior member of the Children's Services staff. 4 I'm much less certain about foster carer allegations 5 in terms of -- and I do think I make the point, not -- 6 in one sense, they're employees, but in another sense, 7 they weren't. So I am less certain about that. I can't 8 honestly recall what happened, because I think the 9 information that was provided for me -- I stand to be 10 corrected on this and other things -- was essentially 11 about residential care staff. With some confidence 12 I can say that all matters, whether allegations, would 13 have been reported.</p> <p>14 Q. So should we understand that, in the wake of 15 the Children Act, where children were at the centre of 16 any decisions that should be taken in relation to their 17 care and provisioned for them, did the issue of whether 18 or not children had been abused in foster care or 19 residential care disappear in all cases where there was 20 an allegation of sexual abuse of children while in the 21 care of the local authority reported to the committee?</p> <p>22 A. I don't have any documents, so I'm making an assumption 23 that it would have -- all matters, no matter what the 24 setting, should have been reported to the Children and 25 Young People's -- the Families Panel that was</p> <p style="text-align: center;">Page 137</p>	<p>1 established as part of the reorganisation and as part of 2 the Children Act in 1992. In fact, it may have been 3 reported to the Assumption of Parental Rights 4 Subcommittee.</p> <p>5 Q. Could we have on screen, please, NSC000234, and for you, 6 Mr White, that's at tab 7 of your bundle. What's 7 provided there on the first page -- I know this will 8 sound a strange question: is that a written or an oral 9 report we see there? A record of an oral report or is 10 it a written report?</p> <p>11 A. Well, could you just take me back to the -- my comments 12 on that? 18 and 19. If I can just refresh my memory.</p> <p>13 Q. It is at paragraph 20.</p> <p>14 A. Right, okay. I don't know if we were consistent, so 15 there are some times when we may have -- and it may have 16 been one of timing. I may have got the committee cycle 17 wrong. It may have met more frequently than I said in 18 my report, having now looked at various documents. But 19 it may have been the timing of when the committee was 20 meeting. So, for argument's sake, if there was time to 21 prepare a written report -- this is for the confidential 22 part 2 of the meeting -- then I'm sure a written report 23 would have been put in. But it also may have been the 24 case that an oral report was given and then this was 25 a note following the oral report being given. I really</p> <p style="text-align: center;">Page 138</p>
<p>1 can't say any more than that. I'm sorry not to be more 2 helpful.</p> <p>3 Q. To my inexperienced ear, it sounds a confusing process. 4 I just want to try to understand, are we agreed that the 5 abuse of children in the care of the local authority 6 would be something that the committee ought to know 7 about at the time, the sexual abuse of children?</p> <p>8 A. Absolutely. In their role as corporate parents.</p> <p>9 Q. Given that fact, why is it that there wasn't 10 a preordained system of reporting to the committee, 11 a straightforward system, so that anybody was in 12 a position to say, "This is what happened. This is 13 what's happening now"?</p> <p>14 A. Because I think what this demonstrates, and this is 15 something no doubt you will come to, is that there might 16 have been a greater emphasis on the staff issue than the 17 childcare issue, in terms of reporting.</p> <p>18 Q. So the concern would be what's happening to staff rather 19 than what's happening to the child?</p> <p>20 A. I think that's too blunt, really. There would be 21 concerns about what was happening to children, but in 22 terms of the reporting of where allegations had been 23 made against members of staff, there were some personnel 24 issues that the committee should be aware of. 25 They should also have been aware of concerns against</p> <p style="text-align: center;">Page 139</p>	<p>1 children, but I don't think that we had as clear 2 a system in place. If you've got documentation which 3 I haven't seen from those two subcommittees I mentioned, 4 that might either give light to what I'm saying or not.</p> <p>5 Q. In Colin Pettigrew's statement on behalf of the County 6 Council, he says that by the early 1990s, officers made 7 their own judgments on how much detail elected members 8 would be given in relation to individual allegations of 9 abuse. Is that your memory?</p> <p>10 A. No. No, it isn't. I don't know why that would be said. 11 You either report it and report what's happening or not, 12 and my expectation is that these matters would have been 13 reported.</p> <p>14 Q. So there's no suggestion that somehow or other 15 allegations would be filtered before they got to the 16 committee?</p> <p>17 A. No. I'm at a loss to see what the advantage of doing 18 that would be.</p> <p>19 Q. In relation to oral reports that would be made to the 20 committee, would committee members be allowed to ask for 21 more information, or was it just a matter of record that 22 would be announced with no follow-up?</p> <p>23 A. I honestly can't recall, but I would have expected, if 24 there were further matters that members of -- it was 25 about a 40-or-so-member committee. They would have been</p> <p style="text-align: center;">Page 140</p>

<p>1 raised either through the committee or outside the 2 meeting with the relevant officers, or indeed through 3 the chair. 4 The chair during my time took a very, very active, 5 quite hands-on role in terms of her responsibilities. 6 Q. Did you find yourself on any occasion making reports to 7 the committee in relation to these allegations? Can you 8 remember? 9 A. I don't recall making them personally, no. 10 Q. So it may be that you can't answer this next question, 11 but are you able to comment on the attitude and 12 curiosity, perhaps, of the committee in trying to 13 uncover issues relating to child sexual abuse? So they 14 would be presented with an oral report and then another 15 oral report and then another oral report, and we have 16 seen that in relation to members of staff, for instance, 17 in children's homes where allegations had been made that 18 that member of staff had abused a child. Would that be 19 followed up by the committee, do you know? 20 A. I think we need to separate out, if I may, the staffing 21 matters, which tended to be on a case-by-case basis, and 22 the nature -- in residential care, for example, the 23 nature of the children, the characteristics and their 24 life experiences, and that is detailed in a number of 25 reports. I think when we come no doubt to Greencroft,</p> <p style="text-align: center;">Page 141</p>	<p>1 there are some statistics in Greencroft with regard to 2 both some of the histories and some of the experiences 3 of youngsters in care. 4 So I would like to think that members of committee 5 were aware of the kind of issues that youngsters in care 6 experienced, either prior to coming into care or indeed 7 as a result of being in care. 8 Q. What you can't help the inquiry with, as I understand 9 your evidence, is the extent to which councillors did 10 raise concerns, because you can't remember presenting 11 them to the committee? 12 A. What I would say is that where there are individual 13 concerns, they would tend to be raised. What you 14 perhaps are asking me to say is, did we stand back and 15 look at trends and report those to committee? Then not 16 as well as we should have done. And I have a couple of 17 examples later on -- well, I just mention it now. 18 If you look at the "As if they were our own" report, 19 now looking at that report, we actually missed a golden 20 opportunity to -- do you mind me commenting on that? 21 Q. No. 22 A. If I can find my reference to it. I have made a note 23 for myself. The report "As if they were our own" does 24 not focus and is silent on staff abuse on young people. 25 Why? It is probably indicative that this wrong -- and</p> <p style="text-align: center;">Page 142</p>
<p>1 in brackets, wrongly, we did not see it as a systemic 2 problem but a continuing series of isolated cases, 3 a massive missed opportunity. 4 So it isn't as though we didn't want to improve the 5 care experience, it's just that, for whatever reason, we 6 didn't fully understand some of the impact of that on 7 youngsters and sought to deal with it, and we'd set up 8 this "As if they were our own", which, as I say, you 9 will come back to, and I was very pleased that we were 10 able to do that, but we failed to pick up what this 11 inquiry is now looking at. 12 Q. Can we look at an example of a disciplinary that 13 resulted in the dismissal of a member of staff. It is 14 NSC000234, which we have up on screen, but it is 15 page 25, please. 16 A. Sorry, my statement -- the one I'm using isn't -- the 17 paragraph number, please. 18 Q. Paragraph 20. 19 A. Thank you. 20 Q. You need to go to tab 7 of your bundle. This is a case 21 of an individual being written to following allegations 22 that he had had sexual intercourse with a child in 23 a home. It follows the disciplinary process. On 24 page 26 at the top there, written by the assistant 25 director:</p> <p style="text-align: center;">Page 143</p>	<p>1 "In conclusion, Mr Watkins considered the 2 allegations made by NO-A323 that sexual intercourse had 3 taken place with yourself had been demonstrated to his 4 satisfaction and that he therefore had no alternative 5 other than to terminate your employment on the grounds 6 of your gross misconduct." 7 Would that level of detail be provided to the 8 Social Services Committee? 9 A. There would have been -- I would have expected there 10 would have been a summary. 11 Q. That summary is at page 1 of what we looked at. Why 12 wasn't more detail provided? Because the detail gives 13 an impact of what had happened in the home and how 14 a child had been treated. Is your response, actually, 15 because what they were primarily concerned with was the 16 employment issue? 17 A. I think, if I may, because I haven't seen any further 18 documentation, unless you draw my attention to it. This 19 is a reporting to committee of a suspension. It's not 20 actually the conclusion of the disciplinary procedures. 21 Q. That's right. 22 A. I can't recall in the committee arrangements at the time 23 whether this would have been reported to the 24 personnel -- the county council's personnel committee, 25 which clearly had oversight of the personnel policies</p> <p style="text-align: center;">Page 144</p>

<p>1 for the council as a whole.</p> <p>2 Q. Then, if we go to page 30 of this, we see here a letter</p> <p>3 written to the Department of Health dated</p> <p>4 29 October 1993, setting out those individuals whose</p> <p>5 names should be listed on the Department of Health</p> <p>6 register. Do you see that?</p> <p>7 A. Yes.</p> <p>8 Q. "Dear Mr Starr,</p> <p>9 "... [we have] recently undertaken a review of all</p> <p>10 Internal Disciplinary Cases ..."</p> <p>11 Then we follow through those cases and they go from</p> <p>12 page 30, you have there, 32 and 34. Should the inquiry</p> <p>13 understand -- again, it is difficult to assess this from</p> <p>14 the evidence that you are providing, that all of those</p> <p>15 cases as a matter of course would have been put before</p> <p>16 the committee?</p> <p>17 A. This, I think, in terms of the evidence I'm providing,</p> <p>18 it's what I've been furnished with to comment upon.</p> <p>19 There may be other stuff that you or I have not had</p> <p>20 sight of. I think, though, this is as a result of, from</p> <p>21 memory, the Hazelwood Inquiry --</p> <p>22 Q. It is, yes.</p> <p>23 A. -- where, unbeknown to me, we weren't following what we</p> <p>24 should have been following in terms of notification, and</p> <p>25 one of the recommendations was to do this review.</p> <p style="text-align: center;">Page 145</p>	<p>1 Q. So, effectively, it was a catch-up?</p> <p>2 A. Yes, effectively a catch-up. So this is the kind of</p> <p>3 information, in terms of that summary, that I would have</p> <p>4 expected the committee to be aware of, yes.</p> <p>5 Q. So you would have expected the committee to be aware of</p> <p>6 means that, in the ordinary course of events, these</p> <p>7 records would have been presented to them, these</p> <p>8 disciplinary outcomes would have been presented to the</p> <p>9 committee?</p> <p>10 A. Yes, not necessarily this letter, because this is, as</p> <p>11 you say, the catch-up.</p> <p>12 Q. I understand that.</p> <p>13 A. But during the course of that period, then absolutely.</p> <p>14 Yes.</p> <p>15 Q. Can we go back --</p> <p>16 A. I say "absolutely". As far as I can recall.</p> <p>17 Q. Can we go back to your statement, please, paragraphs 24</p> <p>18 to 33. You discuss there the issues relating to the</p> <p>19 Area Child Protection Committee, and your concerns</p> <p>20 relating to the relationship between the agencies. At</p> <p>21 paragraph 28, please, you refer to a Care Quality</p> <p>22 Commission report agreeing with your view that:</p> <p>23 "There was a lack of commitment and cooperation of</p> <p>24 some agencies in contributing to the work of the Area</p> <p>25 Child Protection Committee, both in the development of</p> <p style="text-align: center;">Page 146</p>
<p>1 procedures, their monitoring and cooperation in</p> <p>2 reviewing cases of serious concern".</p> <p>3 Which agencies did you consider were lacking in</p> <p>4 commitment and cooperation?</p> <p>5 A. It's difficult, because I haven't got hard evidence. So</p> <p>6 it's my memory of the dynamics at the time. But</p> <p>7 unfortunately, I have to say the various health bodies</p> <p>8 in particular, and I think perhaps the</p> <p>9 Probation Service. But I don't -- it is not helpful for</p> <p>10 me to identify because I'm not doing it -- I haven't got</p> <p>11 any facts at my disposal.</p> <p>12 Q. Paragraph 30, please. You say that you can't recall</p> <p>13 whether or not the ACPC were involved in investigations</p> <p>14 relating to sexual abuse of children in care. Is it</p> <p>15 your understanding that such cases should have reached</p> <p>16 the ACPC?</p> <p>17 A. Well, I think, as you will see from the rest of my</p> <p>18 paragraph, I try to sort of set that out as to the sort</p> <p>19 of changes and the expectations. But I do make this</p> <p>20 comment:</p> <p>21 "The erroneous assumption may well have been that</p> <p>22 this was entirely a matter for investigation by the</p> <p>23 council."</p> <p>24 Young children and young people had a right to feel,</p> <p>25 once they'd come into care, they would be protected and</p> <p style="text-align: center;">Page 147</p>	<p>1 looked after. Therefore, almost no abuse could occur.</p> <p>2 That's the erroneous assumption. So I'm clear that I'm</p> <p>3 saying I think the ACPC should have overseen that. But</p> <p>4 I am not too sure at all whether that happened on</p> <p>5 a case-by-case basis. I then set out, really -- this</p> <p>6 isn't my memory. Most of this is not my memory. It is</p> <p>7 what I have been able to glean from the material that's</p> <p>8 been supplied to me, the changes to those procedures.</p> <p>9 You have jumped to this, if I may, because I have to</p> <p>10 make the point that, when I came into post, I was</p> <p>11 dismayed to find that the procedures had not been</p> <p>12 updated in the light of Working Together 1988, there was</p> <p>13 a resistance to do that. Whilst the HMIC/SSI report in</p> <p>14 one of their reports talked about speedy implementation,</p> <p>15 I actually was determined to get the ACPC to adopt new</p> <p>16 arrangements, more up-to-date arrangements, in the light</p> <p>17 of the latest guidance.</p> <p>18 Q. From your memory and from what you set out in these</p> <p>19 paragraphs, what was the understanding within the</p> <p>20 department, so far as you were aware, of the risk of</p> <p>21 sexual abuse in residential or foster care when you took</p> <p>22 up your appointment?</p> <p>23 A. We will no doubt come to a number of cases, historical</p> <p>24 cases. I can't say I wasn't briefed, but I don't recall</p> <p>25 being briefed on some of that historical context. It</p> <p style="text-align: center;">Page 148</p>

<p>1 may be that, because there were so many other issues 2 that were literally on my desk, people chose not to 3 brief me or, if they briefed me, I don't recall it. So 4 I can't really give an informed answer, other than to 5 say I don't think we thought at any stage about whether 6 there was a kind of underlying systemic issue here. 7 I would say that the notion of organised abuse was 8 very much a so-called feature of the Broxtowe case. So 9 we were attuned to that. We were attuned to the 10 neighbouring Leicestershire Frank Beck case. I, myself, 11 started off in residential childcare and, as a field 12 social worker, I was also aware of some of the -- like 13 the Kincora inquiries, the North Wales inquiries. So it 14 wasn't as though I was unaware of abuse in residential 15 settings and foster care settings, but I wasn't -- 16 during my early period, I wasn't -- I don't recall being 17 made aware of the extent, both in terms of numbers and 18 also in terms of the history, and that's why I have to 19 say I'm just flabbergasted by what's gone on before my 20 time and since.</p> <p>21 Q. Can we then come on to -- before I do so, did you ever 22 have a sense -- was there any pressure applied on you, 23 for instance, that the dissemination of information 24 about issues to do with child sexual abuse occurring to 25 children in care was something that needed to be, as it</p> <p style="text-align: center;">Page 149</p>	<p>1 were, kept under wraps, that reputation of the local 2 authority --</p> <p>3 A. No.</p> <p>4 Q. -- was more important?</p> <p>5 A. No, no. No. Not at all. But the reputation of 6 the authority around the -- post Broxtowe, in terms of 7 the joint inquiry team report and the three or four 8 national TV programmes and a local series on -- was it 9 Midlands Today? -- about the department, and ritual 10 satanic abuse, meant that that certainly -- it wouldn't 11 have been important to me and it certainly didn't occur 12 to me and certainly I'm not the kind of person who is 13 actually not going to do something because it will 14 attract publicity.</p> <p>15 Q. I'm going to go slightly out of order, but I'm conscious 16 of time. If we have time, I will come back to other 17 very specific topics. But I want us to go to "As if 18 they were our own". This is NSC000104. It is tab 4 of 19 your documents. It is something you deal with in your 20 statement at paragraphs 114 and 120. I am just going to 21 go to the text of your statement where you summarise 22 essentially what is contained in the report and you 23 quote from the report at paragraph 114. We will see 24 where the quote appears. You say: 25 "The report was published in May 1992."</p> <p style="text-align: center;">Page 150</p>
<p>1 And it is a report looking into, as is obvious from 2 the title page, residential childcare in 3 Nottinghamshire. Citing from the report, you say this, 4 this is at paragraph 114: 5 "There are many young people in residential care in 6 Nottinghamshire who would be better provided for in 7 other forms of childcare and that much of present 8 residential provision is of an unacceptable standard." 9 To use the vogue phrase today, it wasn't fit for 10 purpose. Would that be a fair exchange of phrases?</p> <p>11 A. Absolutely.</p> <p>12 Q. Many of the complainant core participants who provided 13 evidence to this inquiry, and from whom we heard 14 evidence last week -- some of whom we heard evidence, 15 and whose extracts from statements have been read out 16 and who appear in summary tables on the extent of 17 residential abuse were in those homes at the time. Were 18 they failed at the time?</p> <p>19 A. There is no doubt that the department and the council 20 failed young people often because of the nature of 21 the provision that they offered and indeed sometimes the 22 number of placements that youngsters had to go. 23 It is very important, if I may, if the panel have 24 had a chance to read my statement, that I was -- I had 25 drawn attention to the inadequacies in residential care</p> <p style="text-align: center;">Page 151</p>	<p>1 early on in my tenure. We brought in external 2 consultants to look at not just residential -- well, 3 looked at fieldwork and all the systems I have 4 mentioned. In a committee report of September 1990, 5 I think following the Greencroft, I wanted to bring 6 about changes.</p> <p>7 I then set out, whilst some of that action had 8 failed to proceed as I had wanted. So, really, as 9 a result of, I guess, the broader national sort of 10 context -- I have got my own kind of timeline on this, 11 in terms of the Pindown Inquiry into Staffordshire. 12 I was keen that the chief executive, partly because of 13 internal capacity at the time -- I mean, I was going 14 through a suspension and a removal of my deputy, but 15 also because of the core parenting role of the council 16 as a whole, and he was very keen to become involved, led 17 that review, and in fact the county council looked at -- 18 we commissioned it through the Social Services 19 Committee, but the county council actually approved it 20 as well, in terms of setting that up.</p> <p>21 So it was something that we were keen to do, and 22 I don't think -- if you look at some of the various 23 reports, you will see that out of the 2,000 or so 24 youngsters, children and young people in care, 25 approximately at any one time between 280 and 320 were</p> <p style="text-align: center;">Page 152</p>

<p>1 in residential care. Over 70 per cent of the youngsters 2 in residential care were aged over 14, and approximately 3 a third of the residents were young women, and you will 4 see from some of the reports, whilst we recognised early 5 on residential care was often a really inappropriate 6 placement for youngsters, and particularly I guess for 7 young women, in terms of some of the abuse that they had 8 experienced prior to coming into care, and the care 9 experience itself.</p> <p>10 Q. Looking at the report, then, please, can we go to page 9 11 of that report? This is under the heading "Main 12 themes", the second main paragraph there, "Applying 13 these two tests", we see there where the text that you 14 have quoted in your statement has come from.</p> <p>15 For how long, in your view, had the provision of 16 residential care for children been operating at an 17 unacceptable level?</p> <p>18 A. I was aware that there had been a review in the 1980s in 19 terms of seeking to reduce -- I would say -- I say my 20 own experience started off in a remand observation 21 assessment centre. I would say, really, for -- a long 22 time. We're using the word "residential care" in a very 23 generic way. Of course there were different kinds of 24 establishments in terms of size, purpose, and what have 25 you. But given the fact that only 10 per cent of</p> <p style="text-align: center;">Page 153</p>	<p>1 residential care workers at that time were qualified, we 2 were experiencing a 20 per cent turnover in staff with 3 a lot of acting up. We were putting our most vulnerable 4 youngsters in the hands of those perhaps least qualified 5 and able to care for them. I'm not at all pleased with 6 that. That's why I sought -- maybe it didn't fully 7 succeed -- to want to change that.</p> <p>8 Q. How, in your view, had it been allowed to get to that 9 point?</p> <p>10 A. The focus is clearly on Nottinghamshire as a case 11 example. I would say -- and my reference to earlier 12 child abuse issues in other institutions meant I think 13 this was writ large. I think there was an institutional 14 issue about candidly -- it is not a phrase that I like 15 but it is a descriptive -- of warehousing of young 16 children and young people, almost out of sight, out of 17 mind, in this country. I think Nottinghamshire, 18 although clearly the extent of the abuse looks to be 19 more extensive, I think the nature of the residential 20 provision was -- from my experience in working in 21 a number of local authorities, wasn't that significantly 22 different. But, as I say, I'm making a general point 23 rather than looking at smaller family group homes up to 24 the larger community homes with education.</p> <p>25 Q. Can we go to page 123 of the report which is a summary</p> <p style="text-align: center;">Page 154</p>
<p>1 of the recommendations of which there are, I think, 2 a total of 79 recommendations. You say this report was 3 published in the period of your suspension. Is that 4 right?</p> <p>5 A. No.</p> <p>6 Q. I misheard you, sorry.</p> <p>7 A. No, the report was commissioned around the time -- 8 I don't know if it concluded -- I had to take 9 disciplinary action against my deputy and he was either 10 suspended or we were going through disciplinary 11 processes. Sorry, I will try not to give as much detail 12 because it is not helpful.</p> <p>13 Q. I am not going to go through all of these, except for 14 one I would like to draw your attention to. The inquiry 15 has heard evidence in the opening, and will hear 16 evidence from individuals involved, that Beechwood in 17 2000, then known as Woodborough Road, was very poorly 18 dilapidated and staff wanted there to be money spent on 19 it. We see here at item 43:</p> <p>20 "Necessary resources be made available to raise the 21 physical state of community homes to an acceptable 22 standard."</p> <p>23 What did you do to ensure that resources were made 24 available for these recommendations?</p> <p>25 A. You have highlighted one recommendation. Are you</p> <p style="text-align: center;">Page 155</p>	<p>1 talking particularly about that or do you want me to 2 comment on them all?</p> <p>3 Q. Just generally. I suppose what I'm trying to get to the 4 bottom of is whether there was a political will to 5 follow this through, especially in the light of what you 6 have just told us about the national view about the 7 approach to childcare in residential homes?</p> <p>8 A. I believe that there was. We wouldn't have had a chief 9 executive and a committee sponsoring this report or 10 leading this. The council, as known, owned it. This 11 was never going to be a quick fix. It was a fix that 12 should have happened and it should have happened years 13 ago. I felt we'd get some momentum with this report, 14 and in fact we did because there was a three years 15 implementation team set up to follow through all of 16 the recommendations. From some of the papers that you 17 have supplied, I see that implementation team did in 18 fact start work. So it will have worked through these.</p> <p>19 In terms of the specific recommendations, and you 20 asked me -- it was asked -- one of the questions about 21 budgetary requirements. We were seeking within this 22 report to recirculate, to reuse resources ringfenced 23 within childcare to actually offer a smaller but better 24 quality, both physical fabric and actually the right 25 kind of staff with the right kind of training. But of</p> <p style="text-align: center;">Page 156</p>

<p>1 course, within the context of local authority budgets, 2 we did have to make some budget reductions. I can't 3 recall at all whether that impacted upon the 4 implementation of this. 5 I should have just said for the record I have never 6 been suspended. 7 Q. No, that was my mistake. 8 A. No, but I realised I didn't respond to that. 9 MR SADD: That was my mistake. 10 Chair, would this be the right time to have the 11 afternoon break? 12 THE CHAIR: Yes, thank you, Mr Sadd. We will return at 13 4.00 pm. 14 MR SADD: I'm sorry that I went on beyond the time for the 15 break. 16 (3.45 pm) 17 (A short break) 18 (4.00 pm) 19 MR SADD: Mr White, we were discussing "As if they were our 20 own". We had looked at the passage in relation to the 21 failure of the residential provision, which is written 22 in the report itself. 23 A. Yes. 24 Q. You provided a very direct response about that. Given 25 that we are not looking back, as it were, but we are</p> <p style="text-align: center;">Page 157</p>	<p>1 looking at a contemporary document in 1992 that 2 recognises the poor provision for those in care, as at 3 1992, would the mind-set of yourself and the committee 4 have been, "Well, in the light of what we are saying, 5 should we be considering apologising to children who are 6 in care?", because effectively you're saying the 7 residential provision is no good? 8 A. We didn't consider that at the time. Maybe we should 9 have done. 10 Q. Unless there is anything else you want to say about "As 11 if they were our own", I am going to turn to a different 12 topic, if that is all right. 13 We are going to go to Beechwood, please. We are 14 going slightly back in time, because the questions I am 15 going to ask you in relation to Beechwood relate to 16 1989. It is at page 16 of your statement, starting at 17 page 16, paragraphs 59 to 72. You have been asked to 18 look at various reports. You say that, in relation to 19 a 1989 report -- this is at paragraph 59 -- you have no 20 recollection of this. You say at paragraph 62, please: 21 "Unless we were undertaking a general review across 22 all residential establishments for childcare, I would 23 only expect to have seen exceptional reports 24 highlighting any matters of concern." 25 How often would such general reviews be undertaken?</p> <p style="text-align: center;">Page 158</p>
<p>1 A. Well, first of all, can I update the panel, because 2 since providing the statement, I have been furnished 3 with a committee report of 17 April in relation to 4 Beechwood and I have considered that. So clearly my 5 statement now needs updating. 6 The general review, I think, in terms of exception 7 reporting, I guess the examples would be where we ended 8 up reporting to committee, such as Greencroft in 1990 9 would be another example. To come back to the specific, 10 clearly, I was aware of it, having now seen the 11 committee report, which was produced about six weeks 12 after my arrival in Nottinghamshire. 13 Q. That's one we will go to in a moment. Of those general 14 reviews that were carried out, who would they be carried 15 out by and who decided who should carry them out? 16 A. They would be carried out by the assistant director 17 children's, and, as you were aware, one of the other 18 tasks that I was asked to undertake was an extensive 19 departmental restructuring, but in doing so, and the 20 principles were really about to decentralise and get 21 local district ownership and management sight of all 22 aspects of social care, not just field work, so -- and 23 part of that approach to decentralisation was to ensure 24 that the relevant district manager -- and they were 25 coterminous with the district councils, because I was</p> <p style="text-align: center;">Page 159</p>	<p>1 trying to promote interagency cooperation -- would have 2 had sight and I would have expected them to review their 3 establishments in their area rather than always being 4 carried out many, many miles away at County Hall. But 5 we'd also retained a children's -- an assistant director 6 with responsibility for children post the 7 reorganisation. So there were two post holders during 8 that time -- so Denis Watkins and subsequently 9 Martin Eaden -- and they and their team would have had 10 responsibility for reviewing, but, as I say, post 11 reorganisation, some of the day-to-day reviewing would 12 actually occur by the district manager. 13 You will be aware that, in terms of the structure, 14 for residential care, there were five senior 15 professional officers who reported to a principal 16 assistant who reported to an assistant director. 17 Q. You refer at paragraph 63 to paragraph 64, please, to 18 inspection visits and when these were carried out. You 19 say that there were monitoring arrangements for 20 24 community homes for children. 21 A. Yes. 22 Q. At paragraph 64, you say this, second sentence, please: 23 "The expectation was that in addition to monthly 24 supervision sessions with the officer in charge, one of 25 the two senior staff would additionally make visits to</p> <p style="text-align: center;">Page 160</p>

<p>1 attend staff meetings, individual reviews of children as 2 well as unannounced inspection visits." 3 A. Yes. 4 Q. You say that that was the expectation, so that 5 qualification there suggests that -- what was the 6 practice in reality? 7 A. Just a correction. That was a typo. I typed my own 8 statement, and that was a typo. It should be five 9 senior staff, not two. 10 Q. Right. 11 A. I could also add that the monthly unannounced visits 12 were also introduced as a result of the Hazelwood 13 recommendations in '93. So essentially, the team would 14 go out and visit and report back through their line 15 management pre reorganisation, so pre mid 1991, to 16 Denis Watkins and his team, and post 1991 essentially to 17 the district manager in the relevant area, but clearly 18 copied in to the smaller headquarters team. 19 Q. My question was directed at not the fact of what should 20 happen -- 21 A. My apology. 22 Q. -- but what happened in reality. What you say at 23 paragraph 64 is "the expectation was". To your 24 knowledge, was that expectation fulfilled? 25 A. I use the word "expectation" because I can't, with the</p> <p style="text-align: center;">Page 161</p>	<p>1 passage of time say -- because I did not receive those 2 reports. My expectation is, given the principles of 3 line management, the principles of how a large, complex 4 organisation worked, that that would have been carried 5 out. I can't, hand on heart, say that it was. 6 Q. Paragraph 65, please. This is in relation to Beechwood. 7 A. Yes. 8 Q. You say: 9 "Only on the basis of what staff had said, rather 10 than my own fleeting observations, I gained the 11 impression that the senior staff at Beechwood had been 12 in post a long time and were rather traditional in their 13 approach." 14 A. Yes. 15 Q. So we are talking 1989. That's when you started in 16 post. 17 A. Yes. 18 Q. You are being told by staff. What is it staff had said? 19 A. I can't really recall any detail, but you will note from 20 my earlier comments that I did make a very quick visit 21 to Beechwood, as I visited all of the establishments, or 22 most of the establishments, during my first year in 23 post. But given the fact that we were running 49 older 24 persons' homes and 24 children's homes, and given my 25 other responsibilities, it wasn't something that I was</p> <p style="text-align: center;">Page 162</p>
<p>1 able to spend a lot of time to do. 2 I think I will have been briefed in going, saying, 3 "What am I going into, what's the ...", but actually, we 4 then come to the letters, which I didn't recall, but 5 I can now put within the context of the committee report 6 of April, and the letters then follow sort of suit. 7 Q. Paragraph 66, please. You say: 8 "Unfortunately, I cannot remember being made aware 9 of any allegations or suspicions ..." 10 A. I can update that because I have seen the committee 11 report now. 12 Q. Right. What would be the context in which you would be 13 told? 14 A. In general? I think I make some comment about that 15 generally. I think somewhere in my statement I am asked 16 that question. I'd like to be able to refer to it, but 17 I'm a bit at a loss where it is. I think the gist of it 18 is something about -- to some extent, that would be at 19 the discretion of the senior staff who were overseeing 20 any matter that had been reported. So I can't say I was 21 advised on every allegation. I might be advised on an 22 allegation if -- 23 Q. If it helps you, it is paragraph 35. 24 A. Thank you. I'm obliged. Thank you. 25 Q. You say:</p> <p style="text-align: center;">Page 163</p>	<p>1 "As director, I relied upon senior staff, usually at 2 assistant director or principal assistant level, 3 informing me verbally in the first instance of any 4 allegations they had been made aware of in relation to 5 children placed in residential community homes." 6 So one can infer from that, Mr White, that it would 7 have been left to their discretion as to whether or not 8 they told you? 9 A. Yes, but that implies that they could keep things from 10 me. That's not the kind of relationship that I had with 11 my directorate colleagues. They would always err on the 12 side of caution and advise me rather than not advise me. 13 Because sometimes some of those allegations developed 14 into much more than allegations. 15 But you will see from the rest of the paragraph, 16 they'd usually brief me in good time on the nature of 17 the allegation and the immediate steps they were taking, 18 including, where necessary, protective placement change 19 for a child and/or any staff suspensions. They would 20 have, within the County Council's arrangements, 21 delegated authority to act further on the suspensions 22 and disciplining of staff. 23 Q. Can we then go to tab 18 and please can we have up on 24 screen NSC001375. This is the document you have been 25 referring to; is that right?</p> <p style="text-align: center;">Page 164</p>

<p>1 A. Thank you.</p> <p>2 Q. It is headed "Report of the Director of Social Services.</p> <p>3 Alleged misconduct at a community home". Briefly,</p> <p>4 a report appeared in The Sun alleging that Beechwood was</p> <p>5 highly promiscuous and that there was drug use in the</p> <p>6 home. I'm paraphrasing. You provided a report to the</p> <p>7 Social Services Committee following an internal</p> <p>8 investigation that had been carried out in the wake of</p> <p>9 the allegations. The report, as we can see, is dated</p> <p>10 17 April 1989, and it is from you to the Social Services</p> <p>11 Committee. Page 4, we can see your name appears there.</p> <p>12 It appears two years before the coming into force of</p> <p>13 the 1989 Children Act. You have been helped now to</p> <p>14 remember this. Is that right?</p> <p>15 A. Yes, by seeing it, yes.</p> <p>16 Q. Presumably, before signing it, you would have approved</p> <p>17 the text?</p> <p>18 A. Yes, so, just to be clear for the panel, the initials at</p> <p>19 the bottom are of course Denis Watkins', who would have</p> <p>20 drafted the report. I didn't normally draft committee</p> <p>21 reports. But, as I have said in my witness statement,</p> <p>22 in terms of the process for reporting to Social Services</p> <p>23 Committee, and I stand to be corrected, in my text I say</p> <p>24 it was six-weekly. I have a feeling it might have been</p> <p>25 three-weekly. I'm not too sure. But it looks from some</p> <p style="text-align: center;">Page 165</p>	<p>1 of the evidence I have been provided with it could have</p> <p>2 been even more frequent. But there was a very intense</p> <p>3 pre-agenda meeting when reports such as this, if not the</p> <p>4 text but the outline, would have been discussed with the</p> <p>5 chair and vice chair in advance of the report being</p> <p>6 finalised. But, yes, I would have seen the report. But</p> <p>7 I wouldn't necessarily sign it off, given the range of</p> <p>8 reports that the committee considered. That would tend</p> <p>9 to go in the assistant director's responsibility. But,</p> <p>10 as I say, the pre-agenda would have come to a view that</p> <p>11 we should report it to committee.</p> <p>12 Q. Can the inquiry assume that you personally would have</p> <p>13 been involved in the reporting of this?</p> <p>14 A. I would have introduced the report. I think from memory</p> <p>15 I introduced -- I can't be certain, but I think</p> <p>16 I introduced all reports. But clearly my colleagues</p> <p>17 were at committee and they would pick up questions if</p> <p>18 I was personally unable to deal with the detail,</p> <p>19 questions from members of the committee.</p> <p>20 Q. So looking at the first page of the report, there's the</p> <p>21 summary at paragraph number 3:</p> <p>22 "The sensationalist nature of The Sun's report</p> <p>23 suggested ... this has been grossly exaggerated as the</p> <p>24 findings suggest that the recent level of sexual</p> <p>25 activity has centred around the attitude and behaviour</p> <p style="text-align: center;">Page 166</p>
<p>1 of a particular 14-year-old girl. The outcome of these</p> <p>2 inquiries has been to establish that the girl has indeed</p> <p>3 had sexual intercourse with a number of boys on</p> <p>4 different occasions. At no time did this take part</p> <p>5 against her will and the indications are that she was</p> <p>6 a willing participant or the initiator. Summary</p> <p>7 episodes took place while the girl was on abscond.</p> <p>8 Before coming into care, it's been established that she</p> <p>9 was very sexually active."</p> <p>10 Then we go, please, to paragraphs 10 and 11, page 3.</p> <p>11 "There are a number of comments which I would like</p> <p>12 to make in relation to the outcome of the inquiry."</p> <p>13 By "I", that's you; is that right?</p> <p>14 A. I would certainly own the report even though I hadn't</p> <p>15 authored it. I'm not absolving any responsibility here.</p> <p>16 Q. Written at 10(a):</p> <p>17 "Any assessment and understanding of the allegations</p> <p>18 about sex and drugs requires some appreciation of</p> <p>19 the kind of work being undertaken by the staff. Young</p> <p>20 people often enter the home as adolescents. They may</p> <p>21 already have a history of casual and promiscuous sex.</p> <p>22 Often they are seen as aggressive and immature, having</p> <p>23 failed, as a result of their previous background and</p> <p>24 experience, to have developed constructive attitudes ...</p> <p>25 they are frequently resident against their wishes.</p> <p style="text-align: center;">Page 167</p>	<p>1 Against this background, many are not receptive either</p> <p>2 to guidance or instruction. Such is their lack of</p> <p>3 self-control that too much pressure by staff will lead</p> <p>4 to an explosive reaction which may include violence.</p> <p>5 The staff have to tread a difficult line.</p> <p>6 "(b) with 37 children, extensive buildings and</p> <p>7 grounds, streetwise young people with a casual attitude</p> <p>8 to sexual activity and a high motivation and</p> <p>9 determination to achieve it, there can be no guarantee</p> <p>10 that sex will not take place, however every effort will</p> <p>11 be made to ensure that staff are vigilant ...</p> <p>12 "It is my view that the staff have not been lax.</p> <p>13 They face daily difficult situations and the reality is</p> <p>14 that they cannot either change or completely curb the</p> <p>15 deeply-seated habits ..."</p> <p>16 A. I am ashamed by this report, absolutely ashamed, now</p> <p>17 reading it 20, nearly 30 years on. It was -- I think it</p> <p>18 was -- I was upset by the tenor, the tone and the</p> <p>19 description, and I was trying to take myself back nearly</p> <p>20 30 years into that context, six weeks in post, and</p> <p>21 presenting this report. I am not proud of this at all,</p> <p>22 in terms of the way that we, as an organisation,</p> <p>23 reported this matter, and clearly, I guess, sought to</p> <p>24 justify what we found. I am really, really not happy</p> <p>25 about this report now.</p> <p style="text-align: center;">Page 168</p>

<p>1 Q. Can I take that a little further with you, please?</p> <p>2 A. Yes.</p> <p>3 Q. One view expressed by complainants last week, as well as</p> <p>4 appearing in summaries of their accounts, is that they</p> <p>5 wouldn't be believed when they said that something had</p> <p>6 happened to them because of their backgrounds and,</p> <p>7 paraphrasing, they felt a sense that they didn't matter.</p> <p>8 A. Yes.</p> <p>9 Q. In the report about which you candidly say you are</p> <p>10 ashamed, there is no reference to what support had been</p> <p>11 given to the 14-year-old girl.</p> <p>12 A. No.</p> <p>13 Q. Save the reference to her not being receptive to</p> <p>14 guidance or instruction.</p> <p>15 A. No.</p> <p>16 Q. Where does she fit in this account that you give here?</p> <p>17 A. I think that's my point. My point, it's not</p> <p>18 child-centred. It's institutionally focused,</p> <p>19 essentially. That's why I am very happy -- well, I'm</p> <p>20 not happy at all. I'm the opposite. But I would say</p> <p>21 quite candidly that if that crossed my desk now, then it</p> <p>22 would be torn up, because it's not the way that we</p> <p>23 should have reported this matter in terms of our</p> <p>24 youngsters' care experience.</p> <p>25 There is an issue, which I think you will probably</p> <p style="text-align: center;">Page 169</p>	<p>1 come on to, which is -- and I sort of have experienced</p> <p>2 this myself, in terms of the whole care and control of</p> <p>3 how one works with troubled and troublesome youngsters,</p> <p>4 and I think it's very demanding and very difficult work,</p> <p>5 but, frankly, I think this is not good.</p> <p>6 Q. You say it is not the way you should have responded.</p> <p>7 A. No.</p> <p>8 Q. Can we look at the reality of the date of the response.</p> <p>9 Was it the way that everyone did respond at that time to</p> <p>10 those children in that care home?</p> <p>11 A. I don't know, but certainly the people who prepared this</p> <p>12 report I felt were doing their best, and I think if</p> <p>13 that's how -- the sort of climate at the time and the</p> <p>14 sentiment at the time, then clearly that was wrong.</p> <p>15 Q. By any reckoning today, Mr White, the 14-year-old girl</p> <p>16 would be seen as being an extremely vulnerable child?</p> <p>17 A. Yes.</p> <p>18 Q. In your view, 1989/1990, was the vulnerability of</p> <p>19 children in residential care recognised by your</p> <p>20 department?</p> <p>21 A. I think I made comments early on in terms of the "As if</p> <p>22 they were our own" and I read out some notes I'd made.</p> <p>23 I think -- I don't think we appreciated the</p> <p>24 vulnerability in terms of taking practical steps to try</p> <p>25 to reduce that vulnerability. Having said that, and</p> <p style="text-align: center;">Page 170</p>
<p>1 it's peppered through a number of reports, if we --</p> <p>2 I don't know if you want to come back to "As if they</p> <p>3 were our own", but I also do make statements about when</p> <p>4 youngsters are abused whilst in the care, and there are</p> <p>5 a number of examples and sections which I won't go</p> <p>6 through. So I think we recognised it, but I don't think</p> <p>7 it was central -- it was as centre stage as it should</p> <p>8 have been.</p> <p>9 Q. What of the view that Beechwood was simply there to</p> <p>10 contain children?</p> <p>11 A. I've got no sense of that. I really didn't know the</p> <p>12 workings of Beechwood. So I can't really comment upon</p> <p>13 that.</p> <p>14 Q. Can we go, please, to NSC000445, and that's tab 11,</p> <p>15 please, in your bundle, Mr White. These are a series of</p> <p>16 memos and letters that appear in the wake of</p> <p>17 the Pindown Report. You deal with this at paragraph 72</p> <p>18 of your statement.</p> <p>19 A. My tab 11 is not showing on the screen in the same. My</p> <p>20 tab 11 just has some short memos. The one on the screen</p> <p>21 is a much longer memo.</p> <p>22 Q. We need page 7 of the document on screen. This is</p> <p>23 a letter written to you, 26 June 1991, "DR White", from</p> <p>24 Joan Taylor, chairman of the Social Services Committee:</p> <p>25 "You will recall I raised verbally with you</p> <p style="text-align: center;">Page 171</p>	<p>1 a comment I received concerning Beechwood and the fact</p> <p>2 that children were, in certain circumstances, kept in</p> <p>3 pyjamas.</p> <p>4 "You did say you would investigate this and get</p> <p>5 someone to report back to me. I have not heard anything</p> <p>6 further. What is the position, please?"</p> <p>7 There is a reply on page 6, to which you were copied</p> <p>8 in, we see, from the principal assistant, 9 July 1991:</p> <p>9 "I have checked this allegation with a senior member</p> <p>10 of staff at Beechwood who has categorically assured me</p> <p>11 that no such practice takes place.</p> <p>12 "I would also point out that Beechwood was</p> <p>13 investigated with the other community homes in the</p> <p>14 recent Pindown Review and that no unauthorised</p> <p>15 punishments or sanctions are being used."</p> <p>16 Then we have the reply to Mr Dewhurst, the principal</p> <p>17 assistant. It doesn't appear that you were copied in to</p> <p>18 this:</p> <p>19 "I have your memorandum of 9 July advising me that</p> <p>20 no such practice takes place.</p> <p>21 "I have heard from another quarter only this week</p> <p>22 that the practice may not take place now, but it has</p> <p>23 taken place in the past. I would be grateful if we</p> <p>24 could keep our eye on this situation because I would</p> <p>25 hate this to raise its head again when the storm has</p> <p style="text-align: center;">Page 172</p>

<p>1 died.</p> <p>2 "The person who advised me of this did in fact say</p> <p>3 that it was a way of dealing with the children that</p> <p>4 actually worked!"</p> <p>5 A. Yes.</p> <p>6 Q. Were you aware of any units stripping children when they</p> <p>7 had absconded?</p> <p>8 A. Absolutely not. I wouldn't have -- well, if I'd have</p> <p>9 known, I would have sought personally to -- for that not</p> <p>10 to occur. It's totally inappropriate. Tony Dewhurst in</p> <p>11 his response to Councillor Joan Taylor does refer to the</p> <p>12 fact -- and I think there's a further reference on</p> <p>13 the -- in our report on the Staffordshire Pindown where</p> <p>14 we did, following, I think, the Department of Health</p> <p>15 bulletin, ask all local authorities to review their</p> <p>16 practices and we did undertake what I thought at the</p> <p>17 time was a thorough review in terms of acceptable and</p> <p>18 unacceptable practices.</p> <p>19 Q. Can we turn next, then, to the issues relating to</p> <p>20 Norman Campbell. This you deal with at paragraphs 78 to</p> <p>21 96 of your statement. Could we have on screen</p> <p>22 NSC000103. That's at tab 3 of your bundle. This is</p> <p>23 a report prepared in 1992, re Norman Campbell,</p> <p>24 a residential care worker and foster carer who groomed</p> <p>25 and sexually abused A197 whom he had befriended whilst</p> <p style="text-align: center;">Page 173</p>	<p>1 working at Wollaton House where A197 was placed. Then</p> <p>2 he had been fostered by Campbell. A197 disclosed the</p> <p>3 abuse in 1990. There is a police investigation; a trial</p> <p>4 in 1991, Campbell convicted of serious sexual offences,</p> <p>5 a six-year sentence in prison. The documents that we</p> <p>6 have record that you met with A197 directly and you</p> <p>7 discussed this case. On screen at the moment is the</p> <p>8 report itself. I would like to go to NSC000154, which</p> <p>9 is at tab 6. At pages 22 to 26 of the tab you are in,</p> <p>10 so of this document, and the number is in the bottom</p> <p>11 right-hand corner, there's a record of a meeting between</p> <p>12 social workers and with A197 setting out his grievances.</p> <p>13 Concerns about the fostering application, concerns at</p> <p>14 page 25, for instance, item 20, if you have that at the</p> <p>15 top of the page there:</p> <p>16 "NO-A197 feels the department has not recognised</p> <p>17 that he has lost everything -- his home, family,</p> <p>18 friends, belongings, dignity, safety and respect for</p> <p>19 himself. He feels that social services are to blame for</p> <p>20 not rescuing him earlier when we take children and young</p> <p>21 people out of other families for much less."</p> <p>22 At 23 we see:</p> <p>23 "NO-A197 believes that the director can overrule or</p> <p>24 agree anything. He believes that the director should</p> <p>25 make space for people like himself -- 'the victims'. He</p> <p style="text-align: center;">Page 174</p>
<p>1 feels that people like himself get palmed off and he</p> <p>2 still wishes to see the director personally."</p> <p>3 Up until your meeting with A197, had you personally</p> <p>4 met with other children abused in care following the</p> <p>5 conviction or dismissal of a member of staff arising out</p> <p>6 of that abuse?</p> <p>7 A. Not that I recall.</p> <p>8 Q. The authors of the report set out their concerns in</p> <p>9 relation to their findings and what they thought about</p> <p>10 it. We can see, if we go over the page to 26, item 8:</p> <p>11 "What aftercare counselling, if any, do we offer</p> <p>12 children in care, particularly if assumptions are made</p> <p>13 that they are in a stable environment."</p> <p>14 Back to page 25, item 2 under B:</p> <p>15 "There is no clear grievances/complaint procedure</p> <p>16 for young people in care."</p> <p>17 Item 4:</p> <p>18 "There are issues around child protection</p> <p>19 considerations in residential or foster care. Are staff</p> <p>20 aware that these apply and that they are paramount?"</p> <p>21 Do you have any memories of receiving this?</p> <p>22 A. I received this report, did I?</p> <p>23 Q. That, I don't know. That's why I'm asking you. It</p> <p>24 doesn't appear as if you may have done, but ... don't</p> <p>25 worry if you can't remember.</p> <p style="text-align: center;">Page 175</p>	<p>1 A. No, no, I'm -- I say at paragraph 84, I am clear</p> <p>2 I received a copy of the Jameson/Davis report from</p> <p>3 Alan Thurlow. That's the report. There is a framework</p> <p>4 for a proposed inquiry into the grievance. I wouldn't</p> <p>5 have expected to see that. I don't recall seeing it.</p> <p>6 MR SADD: Just pausing a moment, just on a piece of</p> <p>7 administration.</p> <p>8 Chair, I ought to have mentioned, because it looks</p> <p>9 as if we have exceeded the time that we would ordinarily</p> <p>10 sit. But, chair, you have agreed that we should sit</p> <p>11 until 5.00 pm with this witness?</p> <p>12 THE CHAIR: Yes, I have.</p> <p>13 MR SADD: In the course of what is happening with A197,</p> <p>14 there is a meeting with social workers that A197 has.</p> <p>15 Page 42 of the document in front of you, there is an</p> <p>16 account of what he thinks of you in your role and what</p> <p>17 you can do for him. He needs to know that -- he says</p> <p>18 that you never meet victims, "he sends other people</p> <p>19 instead":</p> <p>20 "A197 said David White should be prepared to make</p> <p>21 space for him. There should be time for victims to</p> <p>22 speak what they feel. To A197 it feels like David White</p> <p>23 plays God. David White can stop him getting any help.</p> <p>24 A197 pointed out that although he is 19 and supposed to</p> <p>25 be out of care and independent, he doesn't feel like an</p> <p style="text-align: center;">Page 176</p>

<p>1 adult, he feels like a little boy who has lost his 2 dignity." 3 It is then that there followed the report by 4 Sue Mackreth and Clem Benjamin which we had on screen 5 a moment ago. Then we go to page 63 of the documents 6 that you have there. This is your account -- perhaps we 7 should take it in this way: you say -- let's look at 8 page 62, please. It is a letter written on the same 9 day. This letter is written to A197, and it is written 10 by you. 11 A. Yes. 12 Q. "I was pleased that we could meet on Monday with Andrew 13 Phillips so that I could hear from you how you are 14 feeling following what has happened to you. Although we 15 discussed many issues during our time together, all 16 three of us recognised I think how difficult it is to 17 find any easy solutions to the position you find 18 yourself in. Whilst we talked about your frustrations, 19 I would urge you to try and work with Andrew Phillips, 20 your social worker. 21 "One of the grievances you raised with me was that 22 you felt you had not yet received a formal apology for 23 the hurt, distress and humiliation you have felt as 24 a result of your experiences. We discussed the nature 25 of the apologies you had received and I added my own to</p> <p style="text-align: center;">Page 177</p>	<p>1 you on a face-to-face basis. Although I know we are not 2 currently meeting your own expectations of the kind of 3 support you would expect, I do believe that staff in the 4 department are trying their hardest to help you. 5 Clearly, I am aware from our meeting that you are still 6 in the process of taking legal advice with regard to 7 seeking compensation from the authority. 8 "I do hope that our meeting was of some benefit." 9 That meeting and these papers don't come to mind? 10 A. I don't personally recall the meeting, but certainly 11 that is -- I know that I wrote that letter. It's in my 12 style. It clearly has my reference. 13 I think, if I may make a general point, now having 14 seen it, do I remember the meeting? I'm not too sure. 15 But it is like everything I read: some stuff comes back 16 but I don't know if I'm thinking I remember it, but 17 certainly this is a record of that meeting. I think you 18 may be going on at some point, but in one of the reports 19 relating to this matter in terms of ongoing support, 20 because that was a comment you'd made early on, I did, 21 as I tended to do, annotate on a note, "Can we offer 22 some sort of ongoing support", in terms of -- I think 23 you referred to some counselling, and I wanted to sort 24 of say to the area team, I think, you know, "Can we do 25 that? I'd like us to do that".</p> <p style="text-align: center;">Page 178</p>
<p>1 Q. Indeed, you put it in the letter that's there in front 2 of you in your file there, the documents, you refer to 3 the provision of counselling? 4 A. Okay, sorry, thank you. 5 Q. That's all right. I'm going to go back now to the 6 report that was written in investigating the 7 disciplinary process that Norman Campbell had had in 8 1988 and the outcome of that investigation. This is 9 NSC000103. It is tab 3 of your bundle. What that 10 report tells us is there had been a disciplinary in 11 relation to Norman Campbell raising concerns about his 12 inappropriate conduct following complaints by another 13 child and member of staff. No further action was taken 14 against him and Norman Campbell continued to foster 15 A197. The report found that the disciplinary process 16 had been flawed. I'd like us to go to page 35 of 17 the report. It is page 33 of the actual report. 18 At the bottom, it reads: 19 "We feel it is unfortunate that the disciplinary 20 process, as it related to Norman Campbell, could be 21 criticised as having the effect of protecting its senior 22 managers and ultimately the department from the 23 repercussions of acting on their beliefs about him. We 24 wonder what the consequences could have been for this 25 department and for other children being looked after,</p> <p style="text-align: center;">Page 179</p>	<p>1 had the SPO [senior professional officer], 2 Steven Thorpe, (no longer in this department) not acted 3 in breaking the silence. 4 "We believe that, from this case, there are lessons 5 to be learned by this department about the management of 6 its staff and carers in relation to the children being 7 looked after, and we welcome an enquiry into this 8 matter." 9 We move on, please, to page 59. We are going to 10 look at a memo enclosing the report which you deal with 11 at paragraphs 84 to 85 of your statement, if we go to 12 that part of your statement now, please. NSC000154, and 13 it is at page 59, please. 14 A. On C6? 15 Q. Yes, it is in relation to the issue of the enquiry. 16 A. I have it now. 17 Q. You are being written to by Sue Mackreth. It says 18 "Memo" at the top there, to David White. Is that your 19 handwriting there? 20 A. Yes, it is. 21 Q. You say "No enquiry". The enquiry that was being 22 sought, Mr White, as you have just heard me say, was 23 into management of staff and carers, and here we see 24 that you decided against this. 25 A. Yes.</p> <p style="text-align: center;">Page 180</p>

<p>1 Q. Why would that have been?</p> <p>2 A. I really can't shed any light on that. I mean, that's</p> <p>3 very -- a very bald statement without any explanation.</p> <p>4 Do I try and deal with this in my witness statement?</p> <p>5 I think there is somewhere --</p> <p>6 Q. Paragraph 87.</p> <p>7 A. Thank you. Yes, I really -- I wish I could throw light</p> <p>8 on it. I can't. I can try and hazard a guess now, but</p> <p>9 it would just be me trying to understand why. But</p> <p>10 I can't say.</p> <p>11 Q. At the bottom of paragraph 87, please, you say in the</p> <p>12 last sentence there:</p> <p>13 "Certainly my expectation of myself at the time</p> <p>14 would have been to establish a working group to take</p> <p>15 forward the recommendations [of the Mackreth report]."</p> <p>16 Do you recall whether in fact such a working group</p> <p>17 was established?</p> <p>18 A. I think that's why I couch it, "Certainly my expectation</p> <p>19 of myself at the time". I don't know.</p> <p>20 Q. Would, Mr White, it have preyed on your view of</p> <p>21 the Mackreth report into Norman Campbell that there were</p> <p>22 criticisms being made of management there and that's</p> <p>23 why -- and indeed criticisms made of Campbell using race</p> <p>24 as a defence against attempts to criticise him? Would</p> <p>25 that have been a reason, do you think, that would have</p> <p style="text-align: center;">Page 181</p>	<p>1 influenced you in not taking this report further or</p> <p>2 having an external report?</p> <p>3 A. I'm sort of -- in reflecting, I'm sort of hypothesising</p> <p>4 why. It may have been to do with -- that -- and</p> <p>5 certainly the Norman Campbell case went back to the</p> <p>6 early '80s. It may be that in -- and I -- without going</p> <p>7 into the detail, I think when he was suspended</p> <p>8 in June 1990, there was no necessarily sexual abuse that</p> <p>9 was recorded, but he hadn't followed departmental</p> <p>10 procedures, but he was suspended. Now, you could argue</p> <p>11 I'd come to the view, well, we'd actioned that. Now,</p> <p>12 historically, but -- there wasn't the practice that</p> <p>13 I would have expected, but we'd actually dealt with him.</p> <p>14 But you're right, actually, it could have been --</p> <p>15 and I think, again, for those living through the</p> <p>16 department at that time -- and I do make reference to</p> <p>17 the difficulties over handling race issues, and refer to</p> <p>18 the chief executive's report on "Strong enough to care".</p> <p>19 The issue of race was incredibly divisive, particularly</p> <p>20 in the city division, and there is no doubt in my mind,</p> <p>21 in looking back generally, but not necessarily in</p> <p>22 relation to this case, that there were difficulties,</p> <p>23 interpersonal and inter kind of sectional differences in</p> <p>24 the department in dealing appropriately with so-called</p> <p>25 racial matters. It was -- for some staff, it was</p> <p style="text-align: center;">Page 182</p>
<p>1 a very, very difficult experience, both for black</p> <p>2 workers themselves, who felt they weren't recognised,</p> <p>3 and for other staff, who felt that they weren't being</p> <p>4 politically correct enough. It was quite a divisive</p> <p>5 time. But I don't know if that was the reason. But it</p> <p>6 could have been part of the reason.</p> <p>7 Q. We have already touched on the Greencroft report, which</p> <p>8 is at tab 10. Sorry, not the Greencroft report itself,</p> <p>9 but it is your response to the Greencroft report. The</p> <p>10 document we want to see on screen is NSC000438. It's</p> <p>11 a particular review that's been carried out on the</p> <p>12 Greencroft report, just to remind you, and indeed one of</p> <p>13 the individuals assaulted at Greencroft that formed part</p> <p>14 of the report gave evidence to the inquiry last week.</p> <p>15 A. Okay.</p> <p>16 Q. What I want us to go to, please, as part of NSC000438 is</p> <p>17 page 19 and just some figures there which you were</p> <p>18 provided with and have set out. It is paragraph 13:</p> <p>19 "From monitoring undertaken in June of this year</p> <p>20 with regard to the characteristics of youngsters in</p> <p>21 care, the following results were produced:</p> <p>22 "(a) placed as sexually abused: 33 boys, 46 girls.</p> <p>23 "(b) identified as sexually abused subsequent to</p> <p>24 placement: 27 boys, 21 girls.</p> <p>25 "(c) placed as sexually abused and abused by other</p> <p style="text-align: center;">Page 183</p>	<p>1 residents whilst in care: 7 boys, 19 girls.</p> <p>2 "(d) sexually abused for the first time by other</p> <p>3 residents whilst in care: 4 boys and 2 girls.</p> <p>4 "(e) placed as a sex offender: 23 boys.</p> <p>5 "(f) committed a first sexual offence whilst in</p> <p>6 care: 14 boys, 1 girl.</p> <p>7 "(g) placed as victim but sexually abusing other</p> <p>8 residents: 8 boys, 8 girls:</p> <p>9 "This is a memo that you have written. Can you</p> <p>10 remember your reaction to receiving those figures?</p> <p>11 A. Sorry, you said it was a memo that I wrote. It is</p> <p>12 a committee report.</p> <p>13 Q. It is a committee report, forgive me?</p> <p>14 A. That's okay. It is interesting, because I wouldn't have</p> <p>15 prepared it, although it has got my initials on the</p> <p>16 bottom.</p> <p>17 Q. That's what made me think it was yours?</p> <p>18 A. And I don't understand that, because --</p> <p>19 Q. Regardless of whether or not --</p> <p>20 A. Okay, but I was responsible for presenting it and I own</p> <p>21 the contents, yes.</p> <p>22 Q. Do you have any memory of what it is set out there and</p> <p>23 your reaction to that?</p> <p>24 A. Well, I think this was the point I was making earlier</p> <p>25 on, that I think this was indicative of the perilous</p> <p style="text-align: center;">Page 184</p>

<p>1 state of residential care in the county, but I don't 2 know how different it was to other places. My situation 3 was, it was probably quite similar. That's why I did 4 a talk about the recommendation which clearly the 5 committee accepted, proposed childcare strategy, 6 including the future residential care services, and that 7 was really the preliminary remarks I made in relation to 8 the lack of progress and some of the reasons for that 9 and why I asked the chief executive if he could chair 10 a review on -- post the Pindown "As if they were our 11 own". So there's an antecedence, go back to the 12 Greencroft report.</p> <p>13 Q. Just two more issues, please. First, Hazelwood and then 14 disciplinary cases against staff. Very briefly in 15 relation to Hazelwood, this is insert 5 of your bundle, 16 NSC000105. Of your statement, it is paragraphs 124 to 17 129. This is a 1993 report into the handling of 18 a violent rape by residents at Hazelwood on a male 19 resident in 1985. In 1990, the victim came across one 20 of his assailants. He took allegations to the police in 21 1992. One of the assailants was convicted and 22 imprisoned. We look at paragraphs 126 and 137. You 23 provide reasons here why this report was not published 24 externally. You address recommendations and 25 implementation. We look at the report, but I just want</p> <p style="text-align: center;">Page 185</p>	<p>1 to go, please, to page 51 at (iii), where we read: 2 "That senior departmental managers receive reports 3 on the incidence of such allegations and the 4 patterns/outcomes of disciplinary proceedings." 5 Did this happen? 6 A. Is this the one where there's a memo from me, where I've 7 got "ME" and "CG" there? 8 Q. Yes. 9 A. Yes. Well, I think I say in my statement, and I need to 10 sort of just remind myself where it is, that, yes, 11 Grenville Gibson at the time was responsible for 12 personnel matters and Martin Eaden was clearly the 13 assistant director, and I would have met with them to 14 discuss the recommendation and asked for that to be 15 carried out. This was also, of course -- we referred to 16 it early on -- where I found out that we weren't 17 notifying the Department of Health consultancy service 18 and that's why I asked for that review to be undertaken 19 and for immediate action to transpire, and Gina Turner's 20 memo or letter, should I say, records that fact. 21 Q. There's also, please, if we can go to page 52, 22 paragraph 7.7, a recommendation: 23 "The director establishes a policy (in cases of 24 allegations of abuse by staff towards children) that 25 a senior childcare manager be identified in order to</p> <p style="text-align: center;">Page 186</p>
<p>1 clarify and co-ordinate responses to child victims of 2 staff abuse." 3 Again, to your recollection, was such a policy 4 established? 5 A. If I take you to my paragraph 130, my statement says: 6 "Reading the recommendations now, I believe I would 7 have acted upon these. Indeed, from reading, I learned 8 that I did accept findings and recommendations and 9 arranged for these to be implemented." 10 Then I sort of give a contextual point: 11 "Although it happened in the mid 1980s, I would have 12 sought to implement the findings." 13 I'm just looking if I can add anything else. Yes, 14 Martin Eaden in his letter to Phil Green of the SSI, 15 which I have seen, says that I agreed the 16 recommendations and these have now been implemented by 17 the various departmental staff concerned. Yes. 18 Q. You left very shortly after this report came out. It 19 came out I think in October 1993. You -- 20 A. July 1994, I left. 21 Q. Do you have any recollection of seeing such a report, 22 I imagine the first of its kind? 23 A. I don't. That's not to say that I haven't. I can't 24 recall seeing it. I think if I may make a general 25 point, a very quick point, conscious of time: where</p> <p style="text-align: center;">Page 187</p>	<p>1 recommendations have been made, I would have had to have 2 had good reason not to accept those recommendations and 3 seek to implement them. Whether I recorded my reasoning 4 for doing so or not doing so, I can't account for today. 5 But in devoting time to try and understand why something 6 happened, and looking at recommendations where I thought 7 they were practical or could be implemented, then 8 I would have sought to do that. If I hadn't have been 9 doing that, then clearly I would have been failing in my 10 statutory responsibilities. 11 Q. Paragraph 141 of your statement, please. Here, towards 12 the end of your statement, you were asked to consider 13 17 disciplinary cases spanning the years 1989 to 1995, 14 so going beyond the time you were still with Nottingham. 15 These are disciplinary cases against staff. You comment 16 in relation to each of them. Do you know, for instance, 17 whether or not, in relation to such cases, exit 18 interviews would have been conducted with members of 19 staff? 20 A. Are we talking about the heading -- it is paragraph 139 21 onwards? 22 Q. Yes. 23 A. Okay. I would have thought that they, in all 24 likelihood, would not have been carried out if someone 25 left the department as a result of disciplinary</p> <p style="text-align: center;">Page 188</p>

<p>1 proceedings.</p> <p>2 Q. Having looked at these disciplinary cases -- again,</p> <p>3 bearing in mind none beyond 1994. We have looked at the</p> <p>4 report into the committee, the oral and written reports,</p> <p>5 we have looked at one specific report. Did you have the</p> <p>6 occasion to step back and think generally, "What is</p> <p>7 happening here? Is this large numbers of staff doing</p> <p>8 this? Why do homes have so many staff that appear to be</p> <p>9 abusing children?"</p> <p>10 A. I don't think I approached it from that angle. Maybe</p> <p>11 I should. But I think that I sought to demonstrate that</p> <p>12 I was keen to improve the quality of residential staff</p> <p>13 by the various reviews, given their nature. But, no,</p> <p>14 I don't recall doing so.</p> <p>15 Q. Finally, I have got one more question for you which I am</p> <p>16 reminded about, and this is in relation to paragraph 70,</p> <p>17 please. I will let you get to it. You are referred to</p> <p>18 a letter which you don't remember.</p> <p>19 A. Which I have now seen, but I don't remember at the time,</p> <p>20 no.</p> <p>21 Q. It is a letter that you received from a senior member of</p> <p>22 staff at Beechwood.</p> <p>23 A. Yes.</p> <p>24 Q. It thanks you for the enquiry into Beechwood, which we</p> <p>25 have looked at.</p> <p style="text-align: center;">Page 189</p>	<p>1 A. Yes.</p> <p>2 Q. Which contained, so the letter says, a consistent</p> <p>3 underlying theme of exoneration from any form of</p> <p>4 negligence on the part of the staff. I think you may</p> <p>5 have already answered this, but at that point, had</p> <p>6 you -- aside from the one visit that you have</p> <p>7 described -- visited Beechwood yourself, or was that the</p> <p>8 only time?</p> <p>9 A. I hadn't visited Beechwood at the time of this letter.</p> <p>10 Q. Right.</p> <p>11 A. And the help and support was not personal. It was</p> <p>12 really, I suppose, as the outcome in presenting</p> <p>13 a committee report. Certainly, as that paragraph says,</p> <p>14 although it came from my office, it would have been</p> <p>15 drafted by either Jane Williams or Denis Watkins.</p> <p>16 MR SADD: Mr White, I am sorry we have had to gallop through</p> <p>17 your evidence that you have set out very carefully and</p> <p>18 painstakingly in your statement, but you will be</p> <p>19 relieved to know I have finished my questions. There</p> <p>20 may be questions from the panel?</p> <p>21 Questions by THE PANEL</p> <p>22 THE CHAIR: Mr White, I have made the assumption that your</p> <p>23 second and third, the two staff people who reported to</p> <p>24 you on the operational activities of the Social Services</p> <p>25 Department, were clear about what you needed to know at</p> <p style="text-align: center;">Page 190</p>
<p>1 any point, and presumably, when you took up post, you</p> <p>2 made that expectation of them very clear.</p> <p>3 A. Absolutely. If they were here giving evidence, I would</p> <p>4 hope they would confirm that. It was a department where</p> <p>5 that wasn't clear before, and perhaps that might have</p> <p>6 initially been a source of tension.</p> <p>7 THE CHAIR: That would be not just about current activities,</p> <p>8 but also about past activities, concerns about any form</p> <p>9 of care that they were responsible for?</p> <p>10 A. I can't answer that with all certainty. What I know,</p> <p>11 particularly during my first year, I probably had --</p> <p>12 probably almost daily meetings with Denis Watkins and</p> <p>13 Norman Hanson, given the range of issues, particularly</p> <p>14 about the Broxtowe and the child inquiry. But I don't</p> <p>15 recall any written briefings on past historical. That's</p> <p>16 why my opening statement is, when I saw the extent and</p> <p>17 my kind of five years were within that timeframe, I was</p> <p>18 not just appalled but really taken aback because none of</p> <p>19 that registered with me.</p> <p>20 THE CHAIR: On the basis of the many years that you have had</p> <p>21 to reflect on this since, how do you account for all of</p> <p>22 that, that you did not know or were not aware? Do you</p> <p>23 think people were not telling you? Did they know or not</p> <p>24 know?</p> <p>25 A. No, I don't think there was a culture of secrecy at all.</p> <p style="text-align: center;">Page 191</p>	<p>1 I think, frankly, we were beleaguered for years. We</p> <p>2 were fighting on so many different fronts. I don't</p> <p>3 think there was any genuine attempt not to inform.</p> <p>4 I just felt people were almost -- and I say it in the</p> <p>5 report -- getting on on a day-to-day basis, which isn't</p> <p>6 acceptable but was a fact. In fact, in the "Strong</p> <p>7 enough to care" report there are comments about a small</p> <p>8 directorates working very long hours under intense</p> <p>9 pressure.</p> <p>10 THE CHAIR: Thank you. Ms Sharpling?</p> <p>11 MS SHARPLING: Thank you. Just one question from me, if</p> <p>12 I may, please, Mr White: we have heard a lot about</p> <p>13 implementation. Mr Jones talked a lot about</p> <p>14 implementation of policy and practice during his tenure</p> <p>15 at the council. I want to know how you managed to</p> <p>16 assure yourself that what needed to be implemented had</p> <p>17 in fact been implemented?</p> <p>18 A. I think prior to the reorganisation, I relied upon the</p> <p>19 headquarters team because it was highly centralised</p> <p>20 particularly in residential care. I think there's</p> <p>21 a number of ways. We had -- as part of</p> <p>22 the reorganisation, I set up a quality assurance brief</p> <p>23 which included a Service Standard Unit, research and</p> <p>24 monitoring, as well as training. I'd still got a small</p> <p>25 headquarters group of specialist childcare staff who</p> <p style="text-align: center;">Page 192</p>

<p>1 received, as I mentioned early on, copied into, 2 I believe, the district reports. But essentially 3 through -- and this wasn't the case when I went -- sort 4 of very clear line management expectations. So 5 I mention somewhere in my statement weekly meetings with 6 my directorate and monthly formal meetings with each of 7 my -- those people who reported directly. They 8 themselves, in turn, would have formal arrangements with 9 who reported to them. So we'd got a sort of management 10 set of principles in place where matters were reported 11 and dealt with through that process. But the quality 12 assurance could have picked up some of this, so it was 13 potentially a triangulation between line management of 14 the districts, having a specialist childcare section 15 still and a quality assurance sort of section.</p> <p>16 Now, whether I'm seeing this through rose-tinted 17 glasses, I really don't know, it's difficult, but that 18 would be my expectation.</p> <p>19 MS SHARPLING: One thing following that, if I might -- 20 I know I said it was only one question: do you accept 21 that the implementation of recommendations which ought 22 to have changed processes for the better for the care of 23 children under the care of Nottingham did not succeed in 24 all respects? 25 A. Well, I do accept that the implementation was not</p> <p style="text-align: center;">Page 193</p>	<p>1 consistently applied. What I would say is, there was 2 a lot more application to policy and practices when 3 I left the department five years after coming in, but 4 clearly that in itself wasn't enough.</p> <p>5 MS SHARPLING: Thank you.</p> <p>6 THE CHAIR: Thank you very much. We have no further 7 questions.</p> <p>8 MR SADD: Chair, I wonder if Mr White might be invited to 9 leave? There are two other matters I need to tell you 10 about. Mr White, thank you so much.</p> <p>11 A. Thank you. Would you mind me just saying again to 12 reiterate: I am very pleased to have been able to 13 prepare and come to give evidence, I hope it has been 14 helpful. Nothing can take away the kind of experiences 15 of youngsters who -- in the care whilst I was there. 16 I am really sort of heartfelt apologies that in fact we 17 failed them and we failed them on my watch. 18 (The witness withdrew)</p> <p>19 MR SADD: Chair, I understand that the city council would 20 like to make a short statement.</p> <p>21 THE CHAIR: Yes, indeed, Mr Ford?</p> <p>22 MR FORD: Thank you, chair. I have asked for permission 23 just to make a very short statement on behalf of the 24 city council arising out of an event that occurred last 25 week. Last Thursday, the city council became aware of</p> <p style="text-align: center;">Page 194</p>
<p>1 very strong feelings held by victims about the absence 2 of a senior official or elected representative from the 3 council at these hearings. It had been the city 4 council's intention that Alison Michalska, the city 5 council's corporate director for children and adults, 6 would attend. She attended on Monday, but the city 7 council was made aware that day via solicitors to the 8 inquiry of, and I quote, "concerns that if she were to 9 attend the hearing, she may be approached by victims and 10 survivors". Not wanting to cause any further disruption 11 or distress, in the light of that information, the city 12 council took the view that Alison should not attend the 13 hearings but rather watch the evidence on the inquiry's 14 live stream. The city council now accepts that that was 15 an error of judgment not to have Alison Michalska and 16 another senior official at the hearing for which the 17 city council apologises. Ms Michalska is here today and 18 she or another senior official plans to be at every 19 subsequent day of these hearings. Thank you very much.</p> <p>20 THE CHAIR: Thank you, Mr Ford. Your comments are noted.</p> <p>21 MR SADD: Chair, one last thing. It won't have escaped your 22 notice that we have not been able to hear from 23 Ms Bronwen Cooper as originally planned today. Very 24 kindly, she's agreed to attend tomorrow, and we will be 25 hearing evidence from her then.</p> <p style="text-align: center;">Page 195</p>	<p>1 THE CHAIR: Thank you, Mr Sadd.</p> <p>2 MR SADD: May I say finally, thank you so much for sitting 3 so much later.</p> <p>4 THE CHAIR: Thank you, Mr Sadd. We will now conclude. 5 (5.09 pm)</p> <p>6 (The hearing was adjourned to 7 Tuesday, 9 October 2018 at 10.00 am)</p> <p>8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25</p> <p style="text-align: center;">Page 196</p>

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