

Statement
of
CHARLES COGGRAVE

CAREER BACKGROUND

1. My full name is Charles William Coggrave. My date of birth is [REDACTED] 1964. I am head of Safeguarding and Aftercare at Quarriers. I have been in this position since mid-September 2017.
2. I have a post-graduate certificate in Social Work Management which I obtained from the University of Strathclyde around 2005. I have no other qualifications prior to this beyond O levels and A levels obtained at school. I attended the University of Lancaster between 1982 and 1986 and studied Social Ethics and Educational Studies, but did not complete this qualification. I was accepted into Strathclyde University on the basis of accreditation of prior learning; this was based on professional experience. The application was handled by my then line manager. At the time, I was employed by Glasgow City Council. A copy of my CV is enclosed at Appendix 1.
3. I started working in social care in 1988 as a care worker. I worked for an organisation now called Scope which at the time was called the Spastic's Society, working with older children (15-19 year olds) at their College of Further Education in Lancaster. In 1989 I became a deputy shift leader. Between 1990 and 2002, I worked primarily for the London Borough of Croydon, firstly as a Residential Care Officer. I became a shift leader at the London Borough of Ealing in a children's assessment unit and I worked there for about nine months in 1991. I then went back to Croydon as deputy manager of a residential unit, then became acting manager of the same unit. In 1994 I became manager of an independent living team mainly supporting adults with a mental illness living in their own homes. I then became service manager (residential) for Croydon covering mental health, homelessness, mental and physical disabilities.
4. In 2002, I started work with Glasgow City Council as a senior officer. I worked for the Glasgow Learning Disability Partnership (a partnership between GCC and the NHS). In 2004, I became principal officer for Learning Disability Commissioning. In

2009/2010 that role was expanded to include physical disabilities as well as learning disabilities. My role also encompassed joint working with children's services commissioning.

5. In February 2013, I became a regional manager for Enable Scotland. Children's services fell under my remit. I was there until May 2017.

CURRENT ROLE

6. The purpose of my current role is to lead and manage safeguarding governance and practice alongside Quarriers' aftercare and archiving services and to act as a member of the senior leadership team. I am also the organisation's data protection lead. A large part of my role at this stage is to be the first point of contact for issues relating to the Scottish Child Abuse Inquiry and to assist in document management, research and retrieval in order to meet the needs of the Inquiry as well as any other police inquiries. Around 80% of my time is spent on information for the SCAI including police enquiries (we have had 160 enquiries from the police so far in 2018) with the remaining 20% spent on aftercare and other Quarriers business (including my role as Data Protection Lead). Those 160 enquiries have concerned both former staff and former residents. I am not certain of the exact ratio. These enquiries usually take the form of data protection requests; however, a warrant was issued in respect of one person we support. It is difficult to determine when the police began looking into a particular enquiry. We can only become aware of it when we are contacted. Police Scotland may not advise who is the subject of the inquiry or who the witnesses are; they just notify us of the information they are seeking and the legal basis on which they are doing so (usually a data protection form).
7. In future, I expect this to turn around with perhaps 50% of my time spent on safeguarding, strategically and reactively, and the remainder spent on general Quarriers activity including aftercare, strategy, and data protection/archiving. We hope to expand and improve our archiving service during 2019 through the use of a professional archivist.
8. I have four staff directly reporting to me. I have attached a copy of my job description to this statement at Appendix 2.
9. I interpret "safeguarding" as meaning protecting vulnerable people of any age. Safeguarding is a term used in the United Kingdom and Ireland to denote measures to protect the health, well-being and human rights of individuals, which allow people

— especially children, young people, and vulnerable adults — to live free from abuse, harm and neglect. I am not aware of a single, professional definition of the term 'safeguarding'; however, as cross-check, the Office of the Scottish Charity Regulator defines safeguarding as "the action that an organisation takes to promote the welfare of children and vulnerable adults to protect them from harm including physical, emotional, sexual and financial harm and neglect. This includes making sure that the appropriate policies, practices and procedures are put in place. Safeguarding includes child protection but goes further and extends to all vulnerable beneficiaries."

10. We will refer to safeguarding as having two elements – the “prevent” agenda and the “respond” agenda. The vast majority of the organisation's efforts and input are to the prevent agenda – safe recruitments, supervision, management, training and monitoring. However, my team will also support operational teams in responding to and investigating allegations or issues of concern. This can vary for an advice and guidance role to direct engagement with an investigation where this is helpful or appropriate.
11. Abuse is when someone in a position of power interferes with an individual's human rights to the detriment of the individual. It is legitimate to restrict someone's human rights when such interference is proportionate and in line with good practice – for example, if they have mental health problems and require to be deprived of their liberty in order to protect them or the community under the Mental Health (Care and Treatment) (Scotland) Act 2003 for example. It is important to map out and assess risks in order to find ways of managing those risks whilst minimising the intrusion into someone's freedoms disproportionately. The 'best interests' of the individual involved will also be considered, and this will usually involve a multidisciplinary discussion which also canvases the views of social work and relatives. The issue of transport provides a good every day example: if an individual was likely to undo their seatbelt and open the door, or grab the driver, those risks would need to be managed and putting restrictive systems in place would reduce them. This would be less restrictive than, say, not allowing the individual to travel at all.
12. Part of my role is to be responsible for safeguarding policies. Currently, this is a fairly substantial part of my role as the Child Protection Policy required to be updated. Quarriers brought in external consultants and implemented new policies three or four years ago. Those provide a good foundation to build on more recently. The existing policies are robust but would benefit from being updated. We are in the process of developing an overarching safeguarding policy. However, at the moment we have an

adult protection policy and a child protection policy. The child protection policy applies to the whole Quarriers organisation and covers children and young people under 18 years of age. I have attached a copy of that at Appendix 3. The aim of the child protection policy is to actively promote the safety and wellbeing of children and young people and to ensure that Quarriers responds appropriately to any child protection concerns in line with legislative guidance. The safety and welfare of children, young people, and adults in Quarriers' care is paramount. This commitment and focus is reflected in sections 2.3 and 3.1 of the Child Protection Policy.

13. My role was newly created in September 2017. Responsibility for my duties was previously covered by various different departments, usually operational sections. Safe recruitment falls within the responsibility of the human resources department. I discuss the present recruitment processes below at paragraphs 69 to 89.

MODERN DAY QUARRIERS

Quarriers' services

14. Quarriers' current children's services within Quarriers Village are a respite service provided at Countryview and a longer term service at Rivendell – though that service also does occasionally provide respite care. There are currently no children in the service at Merrybrook, Quarriers Village but in recent times I understand that there were a couple of 16 or 17 year olds there. This reflected the requirements of the specific individuals whose needs fitted more appropriately with adult service provision and registration and their aspiration to move on from children's services.
15. As examples of other services which are geographically outside of Quarriers Village, we also has two services called What-if? Male and What-if? Female. These services provide supported accommodation for vulnerable and troubled children and young people (16 and over). These services are in dispersed flats in North Glasgow.
16. We also provide an advocacy and advice service for children from five years upwards with difficult home lives who still live at home. We have a service in the Borders which only started recently. That is providing mindfulness and mental health services and in-reach services in schools.
17. In addition to this, Quarriers currently supports nine children who are boarded out in foster placements. The fostering service is provided, managed and monitored by Quarriers. Quarriers contract with self-employed foster carers who provide services

to Quarriers who in turn contract with the local authority. Carers are appointed and scrutinised by an independent panel, supported by a supervising social worker and scheme manager. They, along with other adult household members, are subject to regular PVG (Protection of Vulnerable Groups) checks and scheme updates.

18. The Head of Children & Young Persons Services is Fiona Nicholson. I understand from figures which Fiona has provided that in 2017/2018, Quarriers supported 3,115 children. 1,355 of those children were supported directly and 1,760 were supported indirectly. We also support adults with children. Our services which engage or involve children are wide ranging- for example from supporting children who are carers to the parent or older siblings, to children with disabilities who require significant support themselves. We also provide in reach services to school groups and services to adults with substance misuse issues, who are also parents, as an example of indirect support to children.
19. Referrals come from a variety of sources – from the local authority, health and education departments, and families themselves. In some cases, our work will be through self-referral. Each child, young person, and family has their own unique needs but the intention is usually to support the maintenance of the family unit, or to enhance their independence and for this to be as supportive to the individuals involved as possible.

Residential childcare

20. Our services' local policies for dealing with child protection issues are, to an extent, service dependent. Quarriers care for children with or without disabilities and in a variety of different circumstances. These range from in-reach services in schools offering mindfulness support to classes, to more intensive relationships with foster carers or even 24 hour a day support services
21. There are different levels and depths of risk assessments which are carried out depending on the level of support or type of care which is being provided to a child.
22. In relation to residential care the child protection policy is itself a “generic” risk assessment which tells us that abuse of children is always a potential risk. There will however also be individual or service risk assessments that are subject specific and child specific.

23. When we initially receive a child into residential care we look at the information provided by the local authority and others to determine whether a more in-depth assessment is required. I would expect to see a range of risk assessments in every child's file. However, what risk assessments are there will really depend upon the individual child, their history, their vulnerability and our level of interaction for example.
24. To return to the example of transport, we have a policy on taking a child in a car. There is a Quarriers Standard in relation to that which covers things such as the qualifications of the driver, the insurance which is in place, the suitability and type of vehicles etc. However there could also be additional individual requirements depending upon the individual child. So, for example, if they are a child that might try to jump out of the car then you would need to consider that and how you prevent that from happening. You therefore have to risk assess that aspect and to have an individual plan for each child. To do this, Quarriers employs generic risk assessment templates. These address what the risk is, how severe it is, and how it can be minimised. However, the risk assessment would be tailored to the individual to whom is being provided. Prior experience concerning the individual is a critical part of the risk assessment protocol.
25. When a child comes into our care with an identified risk or history of abuse the care plan should include an assessment of that risk and an approach about how we manage it. It should be supported by a separate risk assessment template.
26. Quarriers currently support nine children who are in fostering arrangements. If we are placing someone in a family environment then we carry out a variety of risk assessments. In these situations, the local authority retains ultimate responsibility in respect of the child, but Quarriers are contracted by the local authority to provide a foster care arrangement. Foster carers are often self-employed but supervised by the local authority. However, Glasgow City Council contract with Quarriers to recruit, and supervise foster carers. Foster carers in this example remain self-employed. In the first instance, there is a matching process. We look to try to place a child with a family that is appropriate in terms of location, how they live, their aspirations for the child and the presentation of the individual. Quarriers also provide training, oversight, and supervision by a supervising social worker in respect of these foster carers.
27. PVG checks are carried out on the household including children and other adults and children who might be regular attendees as members of the household. As a gauge

of how wide that net is cast, in respect of our 17 assisted persons and foster carers we hold interest in approximately 200 PVG certificates. The risk assessment would be revised and applied if there were any changes to the household.

28. A placement agreement and contract will then be drawn up with Quarriers, the local authority and the individual carer. There should be individual contracts for each placement with terms and conditions.
29. An occupational therapy assessment is commonly carried out for children with disabilities.
30. The priority in child protection is keeping the child safe.
31. With children who are exhibiting sexualised behaviour they may be both very vulnerable in that they may be at risk of abuse and they may also be at risk of offending against others.
32. A copy of the pro forma support plan used in the Rivendell service is enclosed at Appendix 4 as an example. This addresses the child's background, important routines, social needs, and personal care needs. It also contains guidelines for care planning, outcomes and simple statements about risk and "how to keep me safe" for example. These guidelines will be supported by risk assessments held separately to the care and support plan.
33. Each child is allocated a key worker. That worker should coordinate support for the child and be the focal point for the family, external agencies, nursing input etc. The key worker should be the person responsible for the child's plan. However, if it is considered, by any party, that advocacy services are required then I have always viewed advocacy as an independent service and I would consider it more appropriate that that was carried out by a third party, such as a service under the auspices of the Scottish Coalition of Advocacy Alliance. Depending upon the circumstances a key worker will normally have responsibility for four or five children. However, sometimes a key worker will be allocated to one child if the child has particularly complex needs.
34. We have a whistle-blowing policy under which employees and others are encouraged to report things that they think are wrong on an anonymous basis. A copy of the whistleblowing policy and procedures is enclosed at Appendix 5.
35. Children have access to external advocacy services and are sign posted to appropriate organisations through leaflets, pamphlets etc.

36. Children's voices are also heard through inspections. The Care Inspectorate will come out and interview children in our care. This will include engaging and communicating with children who have difficulties with communication. The Care Inspectorate requires to consider how such interviews are carried out and we would provide information to assist.

Childcare reviews

37. For children in care we have a minimum review every six months. Quarriers have no specific policy in respect of residential care that sets out the approach to these reviews. However, there is a legislative requirement to do so every six months as a minimum set out in Regulation 5 of The Social Work and Social Care Improvement Scotland (Requirements for Care Services) Regulations 2011. With some children, we will be doing it weekly if things are not going very well. A blank copy of a review form is enclosed at Appendix 6.
38. Local authorities should be part of the annual review of the child. The family would also be involved if there was no reason for them to be excluded. They would only be excluded if the local authority advised us to exclude them from the review. Other participants could include relatives, other carers, or a named person (although this would be unusual). I understand that the custom and practice is that arrangements are made by telephone and that is then followed up by an email to confirm. However, it is not unthinkable that it would just be Quarriers staff in attendance.
39. A copy of our Standard on Planning with the People Quarriers Support is enclosed at Appendix 7. This standard is designed to ensure that all Quarriers staff understand and respect good practice principles of planning in order to empower the people we support.
40. The child will be present at their review unless they choose not to be. Their views are always taken into account.
41. Historically, my inclination is that childcare reviews would have been more dependent on the local authority social workers. Instituted by the Social Work (Scotland) Act 1968, local authorities have a duty to monitor and review placements via social work input. However, my view from having worked within and with local authorities is that there would have been a variation in practice between organisations. Historically, some local authorities chose to take the view that they were paying an organisation to care, and it was therefore their responsibility to report how they were doing that;

others were proactive in their involvement. Children may have been invited to reviews, but in reality it may have been difficult for the child to be forthright in their opinions. There would still be a number of barriers in respect of those children whose behaviour challenges us, but it is incumbent on us to facilitate their engagement.

42. Throughout the latter part of the 20th century, each local authority developed its own mechanism of recording its own reviews and my impression is that individual cottages would have gathered inputs from children over time.
43. My own experience is that there is been an incremental process in canvassing the views of a child at Quarriers. For example, when one looks at system of reviews in Seafield, there are records of preparing children for case reviews, including questions about what the child wants to get out of the review, seeking their input, addressing any current issues. Previously, in my experience, care providers and local authorities tended to adopt a paternalistic approach. Now, culturally and having a legal obligation so to do, social care professionals are more sensitive to and respectful of a child's opinion. GIRFEC (Getting It Right For Every Child) and SHANARRI (Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible, Included) were the biggest moves forward in this regard. The "I" for "Included" dictates our requirement to canvas the views of the child in how they are supported and all aspects of their life. This obligation is also set down in legislation; section 33(6)(b) of the Children and Young People (Scotland) Act 2014 provides that "in deciding whether a child requires a child's plan, the responsible authority... is so far as is reasonably practicable to ascertain and have regard to the views... the child". Similar provisions are made in the Children (Scotland) Act 1995 but it must always be regarded as good social care practice to seek the views of the individual supported on the outcomes and aims of that support.

Autism

44. Autism is something which society has become increasingly aware of in the last 15 years or so. I am quite sure that there are bound to have been children on the autism spectrum who would have not been diagnosed when they were at Quarriers Village in the 1950s and 60s etc. Historically there will also have been children with learning difficulties such as dyslexia who would have been undiagnosed at that time and, as a result, will have been treated very differently to the way they would be treated nowadays.

45. The level of support and intervention required by children with complex needs will be reflected in the support plan and associated interventions. Using the SHANNARI framework the support plan can be used to cover all aspects of the child's life and outcomes (I am using "outcomes" in the sense used in the Self Directed Support (Scotland) Act 2013 to reflect the outcome the support should facilitate). Using the SHANNARI approach alongside an outcomes focus allows for careful planning and recording to ensure clear guidance on the aims and objectives of the support and the mechanism to achieve this and any associated risk. This is underpinned by a review system, access to outside agencies, and a multi-disciplinary approach.

CHILD PROTECTION

Historic practice

46. Historically, my perception of the complaints procedure within Quarriers Village (unwritten and informal though it was) was that the children would report any concerns to the superintendent. The intention was that the superintendent would then have approached the houseparents to discuss the issue. However, from the accounts of reports I have read within applicants' statements, that system appears to have provoked retribution from the houseparents, or that the superintendent's response was not robust. If that was the case, it is conceivable that a child would learn not to make reports or complaints. This is clearly not an acceptable or robust approach and the negative outcomes are foreseeable. Serious allegations today would result in the suspension of staff and, where a crime may have been committed, a report to the police.
47. I have seen records which suggest that Joe Mortimer established a boys and girls council in the 1960s. As I understand it, that would have been the first time that the voices of the children were formalised to any extent. However, it is unclear to me how effective or open an environment this would have been to enable children to voice specific concerns of ill-treatment.
48. Beyond those options, a child's only recourse may have been to his or her houseparents, and that would not have provided any solution if they are the ones mistreating them, or if the houseparent felt revealing or substantiating/accepting this concern might reflect negatively on them.

Current practice

49. Through my current role, I have learned something of the history of Quarriers and particularly about how childcare provision at Quarriers Village worked. There are many significant differences between the services provided by Quarriers nowadays and the services provided during the Quarriers Village era.
50. Today, there is a much greater focus on risk assessment. Carers will consider the questions "what is a risk?", "how do you manage a risk?", and "how do you minimise a risk?" In the context of assessing a proposed limitation of the human rights of a child or vulnerable adult, there would be a risk assessment approach for transparency. My impression is that, historically, there was not a great deal of transparency in the cottage model.
51. Further, in terms of protecting individual children, the precise methodology and approach will vary from child to child, depending on age, capacity and other variables. The plan will be included in each support plan, commonly under the "S" (for "Safe") of SHANNARI wellbeing indicators. A blank copy of a Quarriers SHANARRI outcome plan is enclosed at Appendix 8.

Current practice: identifying concerns

52. There is now a broader cultural understanding that physical and sexual abuse was far more prevalent than was previously understood. There is a much more professional and standardised environment in social care today. There is significantly more legislation and far more regulation and oversight. The requirement for training and consistent and transparent approaches and record keeping, which underpins this approach, has developed hugely since the 1980s and can be seen when reviewing records held by Quarriers over the ages, as well as being apparent from my own experience. The village itself is no longer solely, or even in the majority, owned and run by Quarriers and staff generally come from a range of areas, rather than all living as neighbours.
53. In addition, culturally, there used to be a far greater focus on what could colloquially be called "stranger danger" – the risk posed by unknown persons. My impression is that, previously, Quarriers viewed "strangers" as those who would be a risk. Today, the greater risk is understood to be from people known to a vulnerable person. What I understand now of the pathology of the paedophile is that that they might, for

example, insinuate themselves into the family unit as a tactic to gain access to children.

54. That understanding is reflected in advances in professional practice and safe recruitment, and developments of intelligence lead approaches such as disclosure and PVG checks. In my experience as a commissioner, I recall it being an issue that staff in some services we commissioned were commencing roles without clear PVG checks being completed. In these scenarios, the system of peers policing peers was not robust enough. In my current role as a safe guarder, it is not acceptable for any carer having contact or even beginning employment, let alone training and induction, without these checks.
55. Section 4 of the Child Protection Policy deals with identifying concerns. It identifies general, physical and behavioural signs that should alert staff to the possibility that a child or young person is being abused.
56. Spotting signs of abuse starts from a process of understanding behaviour as a form of communication. Nowadays we engage various techniques, often under the banner of “positive behaviour support” approaches. When people do things which confuse us we, as social care professionals, try in the first instance to understand the behaviour. We ask ourselves why they are behaving in that way. We have moved away from looking at behaviour as good behaviour or bad behaviour. We take a more psychological approach to it and ask ourselves why and what the person is communicating to us by using this particular type of behaviour. This approach is useful, for example, to teams of support workers involved in the care of younger adults or those on the autism spectrum. Psychological theories are explored in CALM (Crisis and Aggression Limitation Management) training and the Quarriers in-house induction and topics such as the role of carer feelings, thoughts and action in the maintenance of challenging behaviour; Zimbardo (AKA the Stanford Prison Experiment) and the perceived effects of power, as well as “bad apple, bad barrel or bad barrel makers”; Milgram and authority; and the Asch experiment and "groupthink" are all explored.
57. One sign of abuse could be self-harm. That has a variety of different manifestations. Children can self-harm through eating disorders, use of drugs or alcohol or physical self-harm. It can be a sign of trauma. Bed-wetting would also be looked at as a sign of trauma in the first instance if the child was of a particular age. Bed-wetting could also be down to a physiological issue; it would not necessarily be the first

consideration, but would be high up on the list of possibilities. This issue would be explored through conversation with the child and background information. If managing a cottage today, in my opinion, houseparents would start with examining what they knew of the child's background, have a conversation with the child, and explore how they felt. It may also be appropriate to arrange a visit with a GP or other healthcare professional. The approach would be dependent on the carer's prior knowledge, but in the absence of that (or at least any knowledge of trauma) an appropriate next step might be a medical examination. This would at least rule out any underlying physiological cause, or flag physical issues indicative of trauma/abuse (e.g. bruising). Other signs would be withdrawal, lack of interaction or an inability to form age appropriate relationships. We would also look for changes in behaviour and then look at the timeline to determine if there were any other changes around the time the change of behaviour took place. Our recording expects not only records of such changes but the pre- and antecedents of behaviour in order to allow more informed judgements. We also are trained to look out for any signs of physical harm. There is also an interpretative element of what a child says to you when you are speaking to them. Often a child will not report abuse to you directly. However, there may be other signs you can notice which may give you cause for concern. This is a critical area for training and support – classroom style training can assist and give a knowledge framework, but this needs to be supported and reinforced through supervision and on the job support/ reflective learning and application.

58. It is important that training and policy are regularly updated and refreshed to ensure the most current "thinking" and practices are available to our staff.

Current practice: allegations of abuse

59. Section 5 of the Child Protection Policy deals with the discovery of or allegations of abuse. The Scottish Government National Guidance for Child Protection 2014 is referred to within the Child Protection Policy. This was incorporated in 2014 when policy was reviewed.
60. Our policy is that, on hearing a disclosure, staff should listen, not ask leading questions and ensure that the account which is given is recorded factually at the earliest opportunity. It should then be immediately reported to the on-call manager or to the operations manager, local authority and safeguarding team. Where there is any immediate danger the police or emergency services must be called.

61. Staff will explain to the child or young person (under 18) what will happen next and will reassure them that they will only share information with those who need to know in order to keep them safe.
62. The allegation would also be reported to the head of service, safeguarding team and the Deputy CEO/Service Director.
63. An allegation of harm form or other report to the placing authority (dependent on their requirements) will be completed. That is a report form which is sent to the local authority highlighting areas of concern. It is essentially the form which is used to notify the local authority social work team formally of a child protection concern. These forms and reporting formats vary across local authorities. A blank version form used by Glasgow is enclosed as an example at Appendix 9. A report to the Care Inspectorate via their "e-forms" will also be completed.
64. Quarriers have an internal form called the reporting allegations of harm form. I have enclosed a blank version of that form at Appendix 10. That is an internal report and is completed regardless of whether an alternate format is required and is completed. The allegations of harm form is a first line report; its purpose is the recording the allegation. However, when it comes to reporting the allegation, this would either be via the host local authority's standard format, or allegations of harm form. I had previously understood that every local authority had its own child protection form, and although I have only been involved with approximately half a dozen across Scotland, of those, perhaps one third have their own form. The Quarriers allegations of harm form would be submitted to the local authority when there is no specific form mandated.
65. The report to the local authority is a very significant step and requires to be completed within 48 hours of an allegation being made. The report should be made to the "host" authority i.e. the authority in which the concern occurred as opposed to the referring or funding authority. Once the host authority is notified of an allegation, it would then have a duty to report to the funding authority.
66. In some circumstances it may be necessary to contact the police, for example if an assault on a child has been witnessed or if there is direct evidence of immediate risk to a child supported by Quarriers or where a crime has been committed.
67. Whenever there is an allegation of this nature there is nearly always a multidisciplinary conversation. Frequently this will involve an inter-agency discussion

(IAD) between, for example Quarriers, social work, and professionals from other organisations/disciplines such as the NHS and police. The local authority would convene a case conference and that would be the planning vehicle for considering response to allegation of harm. A case conference can take some time to arrange, so the IAD can often take the form of a conference call and is usually initiated by the local authority.

68. Throughout all of this the safety of the child is paramount. All of the procedures are set out in the Child Protection Policy.

STAFF

Recruitment

69. Day to day responsibility for recruitment lies with the head of Quarriers Human Resources department, Alistair Dickson. Quarriers has a safer recruitment policy which is part of our recruitment and selection policy. I have enclosed a copy of the most recent version at Appendix 11, although there is an ongoing process of revision which will be concluded, it is hoped, by the end of 2018. Quarriers also has to comply with safe recruitment legislation and guidance from the Care Inspectorate and Scottish Social Services Council.
70. The process which is followed is that a new post is advertised. Responses to the advertisement are screened by HR. These are then passed to the hiring manager- for example the team leader at a service who, alongside a panel, would shortlist these applications using pre-agreed criteria.
71. We then move to the interview stage. Generally speaking there are two interviews. There is an interview conducted by staff. However, we also have another interview where we involve the people we support and/or their carers and families in the recruitment process. We will use the parents of children that we support or care leavers to assist in the interview process. In my experience that is a useful tool. They can often tell if someone is going to be suitable.
72. Often for more junior posts we have a group exercise. For more senior posts we carry out psychometric testing. The psychometric tests are usually management scenarios (prioritisation, organisation, working in partnership) and usually applied to project manager posts and above. We employ three accredited assessors and

although they may not always be available for all management posts, they will always be involved in more senior appointments.

73. Where an offence has been disclosed on the application form or at interview the hiring manager must refer to Quarriers' policy on the employment of ex-offenders. I have enclosed a copy of this at Appendix 12. Approval to hire an individual with a previous conviction for theft, assault, violence, possession of knives or any offence carrying a custodial sentence must be signed off by the Deputy Chief Executive and HR Director. Where the individual has been convicted of a sexual offence they will normally be considered unsuitable for employment with Quarriers. The decision to employ in this instance could only be taken by the Chief Executive or the Deputy chief Executive in her absence.
74. Quarriers require references for the last three years and one must be from the applicant's current or most recent employer. Quarriers request a minimum of two professional references for each applicant. For some applicants this may mean obtaining more than two references. A commitment within the Quarriers recruitment standard is that appointments are only made on receipt of satisfactory references, Enhanced Disclosure Scotland checks and a pre-employment health questionnaire.
75. The HR department will seek the references, and the applicant applies for the appropriate disclosure check. There will also be an occupational health check. Every employee requires to have a police check carried out. There are then different levels of disclosure certificates which can be obtained. The appropriate check is advised by HR, based on the guidance of Disclosure Scotland. The individual is responsible for obtaining their disclosure or PVG certificate from Disclosure Scotland. Candidates can be invited to bring that with them to interview or it can be stipulated as a requirement that they must provide it after the interview. If someone has an existing PVG certificate, the applicant must inform PVG that Quarriers need to be notified as having an interest and we will require a scheme record update to be produced. New updates are required every three years for all staff and volunteers who fall within the ambit of PVG / Disclosure Scotland. Where a disclosure check reveals that an individual is on the children's list in accordance with Protection of Vulnerable Groups (Scotland) Act 2007, Quarriers is prohibited from employing that person in a child care position as defined by the Protection of Vulnerable Groups (Scotland) Act 2007. The children's list system superseded the previous Disqualified from Working with Children List as established by the Protection of Children (Scotland) Act 2003.

76. Quarriers would always seek Enhanced Disclosure Scotland checks in respect of social care workers, that but might not be the case for all employees. For example, I have not had an Enhanced Disclosure Scotland check because I have no direct access to vulnerable persons. The parameters for this are set by Disclosure Scotland, not Quarriers. Where there is any dubiety we will provide Disclosure Scotland with a copy of the relevant job description and they will take a view as to the appropriate level of disclosure.
77. Final sign off is required from the HR department before a candidate can be employed. If there is a positive record on an applicant's disclosure certificate the decision to employ them would require to be approved by the relevant operations manager and the Head of Service. Quarriers would not start to train or induct a volunteer or a member of staff until all these checks were in place.
78. For those individuals who fall within an area where judgement is required, there is a risk assessment approach which involves the relevant heads of service. For example, in relation to applicants who had drug possession convictions, some factors to be considered would include how long ago the conviction was, the age of the applicant at the time of the offence and the seriousness of the disposal from the court; these, in addition to a number of other factors, would receive a ranked score. Such a risk assessment is a tool which is used to support the recruitment standard. In some instances (e.g. where the applicant has been convicted of a sexual offence or received a custodial sentence for assault) that individual would normally be unsuitable for employment or volunteering within Quarriers, and a decision to employ could only be taken by the CEO.
79. There is then a standard probationary period of twelve months for all staff.
80. Within the first six months of being in post there is a significant amount of mandatory training which an employee requires to carry out. A copy of the training matrix is enclosed at Appendix 13. There is then further specific training which they require to carry out after that depending upon what role they are in.
81. For regulated posts, we check that the individual is registered with the appropriate regulator – usually the Scottish Social Services Council. SSSC maintain a register of carers and this identifies any registrants who have either been removed or suspended from the register due to, for example, fitness to practise issues. There are some posts however where the employee does not require to be registered.

82. Scottish Criminal Records Office (SCRO) checks were in place from approximately 1995. Formerly, I understand we would request an SCRO check from the police for all potential employees which would tell us about previous convictions in Scotland. Candidates were asked to disclose if they were subject of any previous criminal convictions. At that time, SCRO checks were the only mechanism to check if a job applicant had any criminal convictions. However, Quarriers stopped doing SCRO checks in 2011 when Disclosure Scotland/PVG checks were introduced.
83. There are different levels of PVG Certificate. In order to work in children services an applicant requires an enhanced certificate. The basic certificate discloses details of criminal convictions. The enhanced certificate can include ongoing investigations or allegations which have been made which have not led to prosecution or conviction.
84. We do not carry out the most enhanced types of checks for all employees. For example, as I was not going to be directly working with children Disclosure Scotland were resistant in allowing me to go through the advanced/enhanced disclosure. The compliance manager for Disclosure Scotland advised that it was not appropriate for me to have an Enhanced Disclosure/PVG and the only option was to undertake the standard disclosure. This was based on the level of unsupervised client contact the post was believed to have
85. Obviously, these checks do not enable you to eliminate the risk entirely and can only flag up if there have been previous issues with an applicant.
86. In many ways societal awareness is one of the greatest safeguards we've got. When it comes to sexual abuse, one has to consider how determined and devious paedophiles can be in order to gain access to children. They will often develop relationships with adults in the first instance, solely to facilitate access to vulnerable children. This behaviour was first brought to my attention during a course on childhood attachment and child abuse in when worked for London Borough of Croydon in the late 1990s. One of the consultants on that course, Brenda Robinson-Fell, had worked with child abusers, including John Venables and Robert Thompson, the murderers of Jamie Bulger. Ms Robinson-Fell advised me about paedophiles who would use lonely hearts or dating websites in order to identify people and ultimately insinuate themselves into children's lives. This training was available to all staff, though it tended to be more focused towards managers or more senior practitioners. The training also dealt with working with adults with mental illness, a significant

proportion of whom would have experienced childhood trauma and/or a dissociative disorder, and how child abuse could bring about detachment and dissociation.

87. The risk of physical abuse might sometimes be attributed to a lack of skill and empathy, and a poor approach. Training is also a relevant factor, but the appropriate employee has to have a mind set and a personality which is suitable to those sorts of situations. If they do not have it then that presents a risk. Safe recruitment involves making an assessment of these attributes at an early stage and following up on that through an employee's probationary period and supporting those inherent values and approaches through a range of technical and practical training inputs and on the job supervision. For example the use of Positive Behaviour Support planning techniques or, for those services where physical intervention may be required, the use of CALM training.
88. A particular problem can be raised when a carer responds to someone who is physically challenging them. For example, if a carer finds him- or herself in the position of being confronted by challenging behaviour, such as shouting, this can stimulate adrenaline and a 'fight or flight' response. Carers might then experience an instinctive response to dominate the individual displaying that behaviour. This can lead to a situation when someone intercedes physically. Quarriers' standard on Positive Behaviour Support encourages care staff to divert attention to positives, rather than negatives. How that support is discharged will vary depending on the individual showing these behaviours; it needs to be bespoke to the individual. Although there is an overarching policy, individual differences are captured in individual care plans and risk assessments. This is because carers need to have an awareness of personal signals or stressors. This is particularly true for people with autistic traits. Has to be bespoke because everyone has different triggers. A copy of the standard on promoting positive behaviour is enclosed at Appendix 14.
89. All Quarriers staff are required to declare to their Line Manager any changes in the information or circumstances that were provided during recruitment, selection or referencing process. This obligation is outlined in the Quarriers Contract of Employment and Quarriers Code of Conduct and includes any police or social work involvement/investigations including: warnings, reprimands, cautions, conditional discharges, charges, convictions, admonishments, fines or driving offences that occur during your employment. It also includes offences which occur outwith the work place. A copy of the disclosure of police/social work involvement memo is enclosed at Appendix 15.

Training

90. As a minimum, employees working directly with children require to have an SCQF7 qualification in Children's Care. SCQF7 has now superseded SVQ qualifications. Previously, an SVQ3 qualification was required. They obtain that from college but there is an element of workplace assessment as it is a vocational qualification and assessment involves both written and practical work. In order to fill posts employers sometimes need to take people on before they have obtained their SCQF7 / SVQ3 and in such instances they are supervised and supported to achieve the appropriate qualification, in line with SSSC registration and guidance.
91. Care workers in a children's service require to be registered with the SSSC. SSSC requires that new (unqualified) staff register with a conditional registration within six months and will have 5 years overall to complete their qualification. Failure to register or failure to achieve the qualification would be a breach of contract.
92. Quarriers' approach is dependent on current SSSC guidance and the local recruitment needs and support is targeted to harder to fill posts/ areas. For example, some remote areas may be harder to recruit to with a smaller pool of candidates. We have also found that we cannot fill posts if we demand that everyone has the qualification before they start work.
93. Quarriers have a department for learning and talent development. The head of service is Alex Kelly. In November 2018 Quarriers were awarded the Platinum Investors in People award, we believe only the second social care organisation in Scotland to achieve this standard.
94. From discussions with Quarriers' learning and talent development department, I understand that the qualification involves learning about relationships, power dynamics, and equality work in relation to those with disabilities. In relation to children I understand it involves something on attachment theory, interaction practice and recording skills. There are taught and supervised practical elements across 8 units, 4 mandatory and 4 optional. There are about 50 options to pick from which should relate to the specific requirements of the post they are undertaking or aspire to. As an illustration, the core/mandatory modules are as follows: (1) Promote effective communication; (2) Promote health, safety and security in the work setting; (3) Develop your practice through reflection and learning; and (4) Promote the safeguarding of children and young people. See Appendix 16. An overview of the

"Promote the safeguarding of children and young people" is enclosed for information at Appendix 17.

95. Quarriers have their own in-house training as part of an employee's induction. All employees have a 12 month probation period. There is mandatory training which an employee requires to complete within six months. There is then further mandatory training to be completed within one year which differs depending upon the area in which the individual is working.
96. The Child Protection Policy sets out the basic expectations on training at Section 10. It is the responsibility of project managers to ensure all staff working in children's, families' and young people's projects have up to date training and that they attend the mandatory training course on "Protecting Children – Basic Awareness" within the first six months of employment and before being confirmed in post. Project managers have a responsibility to keep a training log for all staff and to ensure their training is up to date.
97. It is also the responsibility of the project managers to ensure that all staff complete a child protection refresher training session on an annual basis.
98. The training covers issues dealt with in child protection legislation including recruitment, capacity, age of consent and signs of abuse/what one would expect to see. The training relevant to each role will depend on what kind of children the staff are working with. Individuals' "behaviours" are no longer seen against a value framework but as indicators or, as the Positive Behaviour Support Framework would outline, "All behaviour is a form of communication". So aggression, withdrawal or age inappropriate behaviours would be thought of as indicators rather than judged "bad" behaviour worthy of punishment.
99. From my discussions with the Quarriers' learning and talent development department, I understand that at the conclusion of the child protection training participants will (a) understand key terms in relation to child protection; (b) recognise and be aware of the signs and symptoms of abuse; (c) identify children at risk of child exploitation and how to minimise the danger; (d) know how to respond to a concern that a child may be at risk of significant harm and record information; (e) be aware of the legal framework in relation to child protection in Scotland; and (f) recognise the key needs of children as outlined in Getting it Right for Every Child (GIRFEC). Changes will soon be incorporated into the course to address the following: (a) a lead

facilitator (a full time facilitator from learning and development) is now in place and will oversee all changes and content to the course; (b) defensible decision making will be discussed in greater depth in both tutor notes and slides; (c) in respect of the relevant projects, additional sexual exploitation information will be added to Quarriers' catalogue of e-Learning courses. This is because all tutors agreed that this issue was already comprehensively covered in the mandatory child protection course and a face to face session was not necessary.

100. One of the areas of real difficulty that we have is around consent in vulnerable young people aged between 16 years old and their early 20s. This is a national challenge reflected in recent criminal trials in England where those over the age of consent, but clearly vulnerable, are exploited.
101. Something else which staff are trained upon is what Fiona Nicholson, our head of Children, Families and Young People Services terms "professional bravery". That is essentially having the courage to stand up and ask questions or raise concerns when you are concerned that something is not right. This is reflected in the Quarriers whistleblowing policy which also addresses day to day lapses or inconsistencies in practice.

Supervision

102. One significant difference between Quarriers historically and today, I would say, is in supervision and oversight. Over the years, there has also been a huge continuum of change in respect of record keeping. Having read a number of children's records dating from late 19th century, through to Southannan and then Seafield School records, it is clear to me that, in the cottage system, there were very few employees in each of the cottages. I have also reviewed some Seafield and Southannan employee files, and it is clear that Protection of Vulnerable Groups (PVG) checks were carried out and that reports were made to the Scottish Social Service Council (SSSC) where appropriate. Although Quarriers employee files are generally only available from the 1990s onwards, supervision is increasingly recorded there. Prior to that payroll cards are generally the only available records and if supervision took place, it was not recorded. In my own personal experience, I recall supervision being a new concept introduced in the 1990s. Now, it is the expectation of the Care Inspectorate that care providers will have a supervision policy.

103. In terms of oversight, my view is that cottages and indeed Quarrier's Village as a whole were quite insular. My perception is that there were particular houses which were reluctant to have visitors and I have read accounts ranging from there being restricted access for children's relatives, to the relatives simply not coming at all. From various discussions with former residents, it is my understanding that there were different standards among the cottages and each set of houseparents ran the house as they felt fit. In my opinion, that is not acceptable in a 'professional' care home where there needs to be a set of standards maintained, for example those set by the Care Inspectorate. In today's organisation, care inspectors, social workers, managers and relatives visit much more frequently and these all contribute to the safety of the people we support.
104. The houseparents had overall responsibility for the cottage with control over how the cottage was run. The "standards" for each cottage were set and implemented by each set of cottage parents, rather than set and monitored by the organisation and focussed on the supported person. Today, there is significantly improved transparency and oversight allowing increased scrutiny and accountability. The services are much easier to visit, both by other staff but also by family members and lay people and, indeed, geographically less remote. The environment is open to scrutiny. There is also a different culture societally. There is a much greater understanding and recognition of abuse and less automatic deference to those seen to be in position of power or authority. In addition there is a far more robust inspection and regulatory regime. There is also a much more robust culture of prevention. Quarriers employ safe recruitment techniques and carry out pre-employment checks which conform to the parameters of safer recruitment as outlined by the Care Inspectorate. These include requesting three references, including the last two employers and the appropriate level of disclosure certification, as set by Disclosure Scotland. Employees are subject to periods of probation, ongoing supervision, assessment and training. Record keeping is also of a much higher standard. Today's Quarriers services, for those with high levels of support, expect detailed notes to be made every day about every activity - from personal care and hygiene to menus, social interaction, health, medication and personal development. This is in stark contrast to records keeping in the 60s or 70s where even moves between cottages might not be recorded.

105. Quarriers now have much more standardised procedures than was the case in the past. There were a number of audit processes, both internal and external to ensure that units and individuals are being supervised.
106. Line managers provide supervision sessions on a one to one basis with staff. They should meet quarterly to discuss their training, support and their day to day work.
107. Line managers are supervised monthly.
108. Quarriers have a quality service and carry out quality audits. The head of quality will attend services and check whether policies and procedures are being complied with. They will check the standard of record keeping. There are things that need to be checked such as the fridge temperature, fire alarms and water temperature. They will also take a sample of children's files to look at the frequency of recording and the quality of the records. They will look at the number of complaints / accident / incident reports. They will inspect the premises and review the quality of the environment. They will also interview service users. All of this is put into a report. There is a peer auditing mechanism.
109. All staff have annual appraisals conducted by their line managers.
110. In terms of external supervision the Care Inspectorate carry out detailed reports. They carry out announced and unannounced inspections. They sample files. They look at training records. They meet with staff, people we support and family members and investigate complaints.
111. The local authorities do not inspect the services in my experience. They tend to rely upon the Care Inspectorate reports. However this will vary dependent on local resources and geography. For example, during my time covering Orkney services, the local authority knew our local services intimately. Other local authorities may inspect back office functions; safe recruitment, for example, might be sampled and audited by our host authority as part of their contract compliance duties.
112. A copy of the supervision policy is enclosed at Appendix 18.

Role of superintendent

113. A further change between the historic and current organisations is that in days gone by there appeared to be a significant reliance on the superintendent, in so far as the houseparents would be expected to report any issues to him, and the children appear

to have been expected to do the same. To my mind that was one of the weaknesses of the system as with perhaps 70 plus houseparents and a significant number of other staff (“aunties” for example) it would have been impossible for one person to adequately support and supervise that number of employees. Today, there is a multidisciplinary approach to the reporting of concerns or complaints.

Staff ratios

114. One huge difference between Quarriers' current services and what happened historically at Quarriers Village is the number of staff in the cottages and rotation of staff. During our “cottage” period there might be 20 children in a cottage with two houseparents’ and some domestic assistance. As far as I can tell the houseparents in the cottages hardly ever rotated. The children therefore had very little direct contact with other staff outside the cottage. The house aunties seemed to be answerable to the houseparents. For services such as Rivendell today, there would be over 20 staff in total supporting 6 or 7 children.
115. There is significantly better rotation of staff nowadays. In modern services a whole new group of people will come in on different shifts. The capacity for an individual to say that they did not like something, or for a member of staff to pick up on signs of something are therefore improved. Whilst this gives a broader range of options individuals to form relationships with, it does mean that relationships between carers and children can take longer to develop.
116. Today, many more people are available to those in care to form a relationship with and make disclosures to. At Rivendell we have a staff to child ratio above 1 to 1 on a shift basis. There will probably be six children and eight staff in the morning and then another group of staff on backshift and a smaller group at night. The children at Rivendell require more staff given their physical and intellectual needs. However the ratio of employees to children historically was such that it would be very difficult for house parents to keep the children occupied and engaged or to give them the individual level of care we would now consider appropriate.

Foster friends and volunteers

117. Going back to the 1940s and 1950s, I have not seen any record of a formal process of vetting of 'foster friends' or 'befrienders' as I would understand it through a modern social work lens. Historically, the 'process' of becoming a foster friend seems to have begun with individuals or couples writing to Quarriers asking to be involved in a child.

More often than not, the request was made by a couple. After this request is made, I have seen some (albeit very irregular) evidence of scrutiny of these individuals. That may include, for example, letter from the police sergeant or local minister indicating that the applicants are of good character. Whilst this may have been 'of the time', and to some extent forward thinking, it is nothing like the scrutiny of today. My suspicion is that there was very little in the way of support or training for foster friends. I am not aware that they were provided any leaflets.

118. Letters requesting particular sexes or ages were not uncommon; sometimes specific ethnicities were requested. I would have to speculate as to how that request was managed and came to a position where a particular child was matched with particular foster friends. However, from the former residents spoken to and the applicant statements I have read, I do not get the impression the child had a great deal of input, excepting the fact that some former children said they were not particularly keen on the experience; this may have been acknowledged by Quarriers and the contact not repeated.
119. I have seen such correspondence during my reviews of children's files, though from experience, I am not certain that all relevant correspondence, and references, concerning particular foster friends would be held within a child's file. Similarly, I cannot recall ever having seen any record of a foster friend interview; that is not to say they process didn't happen, simply that it was not recorded to the best of my knowledge.
120. Within the children's files I have reviewed, I have seen records of children going to stay with foster friends over the weekend or for school holidays. I have also seen some records of foster friends taking children out for the day, though in my experience there are fewer of these examples. I assume the difference is down to how much time and effort foster friends wished to put in. Contact with foster friends either on birthdays or Christmas appears to have been arranged individually at cottage level. More often than not, how trips or visits with foster friends came to pass is not recorded. Generally, all that is recorded is that the trip or visit took place.
121. I have never seen a historic separate befriender or volunteer file. This can be contrasted with the more recently position in respect of volunteers.
122. Looking at the foster friend scheme, again with a modern social work lens, the 'safeguarder' in me my views this scheme as something which could have potentially

been exploited. So much of what I have read indicates that each cottage was an independent household run by the house parents. That was the ethos of Quarriers Village for a very significant period of history. In my opinion, it is possible that this scheme put children at risk, though at the time it was potentially seen as something of which would be of assistance to the house parents and of benefit to the child.

123. The historic foster friend scheme stands in stark contrast to the modern day approach to volunteers. Today, we have a small team arranging volunteer placements based in our volunteer centre which opened in 2007, headed by a volunteer coordinator, Louise McGinty. In turn, she is supervised by the HR director. Quarriers currently has in the region of 500 volunteers.
124. Every volunteer has to complete a formal application and the extent of their interview will be dependent of the role. Quarriers will always seek disclosure and criminal records; we would insist on PVG and Disclosure Scotland checks. If with volunteers are actively involved in dealing with vulnerable individuals (e.g. in a roles such as a driver) an Enhanced Disclosure check will be sought. As with the disclosure checks for staff, the appropriate level of check is set with reference to Disclosure Scotland guidance.
125. We have clear expectations in respect of training records and profiles for volunteers and are developing our monitoring so that it mirrors the approach taken with staff. As our volunteer service has expanded it has become clear this is more appropriate. This training includes both generic and specific issues (e.g. understanding the risk presented by/to vulnerable people, assessing what is reportable, etc.). The volunteer will also have supervisor with an allocated supervision meetings every 4/6 weeks. Individual files in respect of each volunteer are held.
126. Reports on each individual volunteer must be made quarterly on activities undertaken, risks assessments, physical lifting, etc., and supervisions completed and recorded in order to make sure training is refreshed.
127. Occasionally, there is an issue regarding volunteers ending their arrangements formally because the impetus for employees to do so is not always present for volunteers. There is an effort within the organisation to formally end voluntary arrangements where they are ended practically.
128. There is a range of policies which are applicable to volunteers. For example, they are specifically mentioned in the child protection policy. To that end, a handbook has

been prepared which provides volunteers with all the relevant policies. This is supplied to each volunteer at the outset.

129. This process reflects the requirements of Quarriers' robust recruitment process; key milestones and checks and balances must be in place before volunteer applications can be progress.

RECORDS

Children's files and other sources

130. Generally, for each child historically cared for in Quarriers Village there will be what is referred to as a 'children's file' which would today be more commonly regarded as a social work file. This will contain notes of progress, records of visits, reviews, and correspondence from and to the superintendent. It may also contain social work reports, psychologist's reports, some medical information, and occasionally school reports. Occasionally, the records for several siblings will be held together in what is referred to as a 'family file'. In terms of what is held for each particular child, there will be a varied of documents depending on when that child was admitted.
131. In addition to the file pertaining to the child, there will also be an application for admission form. Admission Forms were introduced in 1910 and were used until 1997. These were completed by Quarriers and either the parents, person placing the child, or the referring local authority. They contain information about the referral, some information about the child's background, the reason for referral, religion, ethnicity, whether there any siblings, and other immediate family. There is also a record of a medical examination which tended to be carried out on admission. This document records when the application was made, when the child was admitted, the cottage they were placed, and they were discharged.
132. Going back to the early 20th century, there would generally only be an application for admission, together with entries in the history book, scroll diary, and annual register.
133. The first history books began November 1871 and ran until October 1938. These are handwritten historical registers in date order which recorded date of admission, name of child / family, age, whether parents are living or dead, and the person recommending the child. A reason for the admission was also recorded.
134. The scroll diaries were introduced in 1876 and ran until 1924. The scroll diaries are handwritten historical ledgers recorded in date order. They served as desk diaries

recording visitors and the purpose of their visit. In some of the diaries it also recorded children arriving and their circumstances prior to being admitted. Enquiries and updates being made about children in other homes were also recorded.

135. The annual registers ran from 1897 until 1955. The annual registers are handwritten registers in alphabetical order which recorded date of admission, child's name, birthday, folio number, cottage number, discharge date and where to. They also act as a record of which children were in Quarriers Village each year. There is an admission section which recorded date admitted, child's name, area they came from, and what cottage number they went to during that year. There is also a discharge section in the registers which recorded the date of discharge, name of child, who they went to, cottage number and date of birth for children who left that year. My understanding is that these registers were to be kept at Quarriers Village and spanned each year from November to October. These registers were used in conjunction with History Books.
136. As you move into the post-WWI period, you might see more information in the files. At that point, the records primarily contain correspondence from/to senior management regarding overarching issues such as bills or payments, applications for placements, correspondence to parents, employers, information regarding upcoming discharges, etc. Over time, but only really in the post-WWII era you begin to see more "day to day" recording of issues and events by staff who actually had contact with the children. Then there is a significant leap forward which would tie in with the introduction of the social work team in response to legislative changes. This would record information about activity.
137. There may also be a record in relation to the child in the discharge books. Discharge cards ran from 1957 until 1984. These record when children left and where they went. These are small green folders containing individual typed discharge cards which are in alphabetical order for each child. The information recorded was the child's name, local authority, folio number, date of birth, date of admission, cottage number they were in, siblings, siblings discharge date and child's discharge date. I understand that these books were to be kept at Quarriers Village and spanned each year. The discharge books tend to show which cottage a child was placed in at the end of their time in care, but do not uniformly record every cottage a child was placed in or when they moved. Therefore, they do not provide a robust recording system about a particular child's movements whilst in Quarriers' care.

138. More significant issues started to be recorded in the mid-20th century. For example, starting the 50s and 60s, records sheets for visitors were introduced.
139. From the 1960s into the 1980s, there was far more social work input, and the level of detail recorded grew incrementally. However, this system stands in contrast with a modern approach, with which you would see a log completed per shift in respect of all aspects of a child's day, for example, bathing, medication, feed, activities. This level of detail was not recorded until the 1990s.
140. In respect of Southannan children's files, there is far more "day to day" reporting being recorded, although there is a definite focus on social care over education. There are daily records in respect of the children; for example, they record whether the child went to class (but not which classes), and whether they were disruptive, but there are few specifics. There is not a great deal of educational records; there are no timetables, etc. Education is mentioned but only where it crossed into the social care element. Southannan used a system of physical de-escalation called Therapeutic Crisis Intervention and there are occasionally body map charts within the children's file when this was used. I do not recall a great deal of safe systems of work documentation within the Southannan records, risk assessments, and support planning, etc.
141. Moving into the 1990s, and looking specifically at the Seafield children's files, there is much more day to day detail again. Risk assessments are also included and there is evidence of canvassing the child's views. I am not aware of a sea change in reporting as between Southannan and Seafield, but my impression from the records I have reviewed is that it increased.
142. In respect of Seafield, there was an IT system which served as a database called Quarriers On-Line (QOL). This is now no longer used and access to it is restricted. I understand that it contains administrative documentation, but cannot definitively say what is there. My understanding is that Joe Broussard was ahead of his time in terms of IT literacy and made great use of this at Seafield. Much of the documentation pertaining to the school was held locally, and we have not been able to trace it since the school's closure in 2014.
143. Occasionally there may also be reference to a child in what is known as the Narrative of Facts. These are organisational records, similar to annual reports. Some children are mentioned and occasionally there are photographs. The Narratives of Facts go

back towards the beginning of the 20th century. Towards the end of the 20th century they began to be known as Annual Reports; they are still produced today. As the latter name suggests, documents are annual, public facing reports which highlight significant events, such as changes in senior management, annual activities, holidays, royal or celebrity visits, fundraising efforts, and service developments. They are essentially a "good news vehicle" of what the organisation is proud of. They also contain some financial reporting, in addition to some photographs (i.e. on the front cover and dotted throughout the report), often of children, the village itself, or staff, for example if there was a new superintendent.

144. As I understand it, we began a process of scanning the original children's files for those cared for in Quarriers Village in the early 2000s. This was completed by a group of University of Strathclyde students. I have no personal knowledge of where exactly the records were held prior to that. These records are now held on an electronic archiving system called Alchemy which stores a record for every child in Quarriers Village who came through the cottage system up to around 1997/98. There are several thousand records (in excess of 20,000) digitally scanned onto a database and accessed through a piece of software called Alchemy. This allows us to access the records available for a particular individual. The principal records are held at Iron Mountain's document storage facility, though there are some records held on site in Quarriers Village, for example history books and admission cards.
145. The Southannan and Seafield children's files are not digitised. They are held in Re-Store's document storage facility. The records for these establishments are far more voluminous than those historically held for children homed in Quarriers Village. There are daily logs in respect of the children, and they also include the detailed referral and background information.

Efforts to recover records and documentation

146. Where there have been boxes stored off-site and their contents are unknown (owing to missing or incomplete indices) the safeguarding and aftercare team have been calling them back from storage, or sometimes attending the storage facility, to review their contents and provide a broad description. In respect of the documentation stored for Southannan and Seafield, this exercise is complete. The safeguarding and aftercare team are engaged in an ad hoc approach to calling back boxes containing unidentified Quarriers Village records adding to the details on our inventory as we review boxes as part of our research for the Inquiry. This approach has been

adopted in order to facilitate responses to the various section 21 notices service by the Scottish Child Abuse Inquiry whilst attending to the to the team's additional responsibilities.

147. Approximately 1,500 boxes have been reviewed across Iron Mountain and Re-Store. There are approximately 7,000 boxes stored in total. Over 1,500 individual children's files have been reviewed to date.
148. In the course of recovering documentation to enable Quarriers to response to various section 21 notices, the safeguarding and aftercare team have used the information gathered to update and fill out our existing inventory and also inspected every loft and cellar of property in Quarriers Village that remains owned and occupied by Quarriers. We have also approached tenants to view their properties, many of whom have allowed access or reported themselves.
149. Within the building formerly known as 'the drapery', we have recovered a cache of photographs and other media. A volunteer is in the process of cataloguing all of this material.
150. There are some businesses in buildings within the village which were formerly owned by Quarriers. We have been allowed access to some and have checked those. Corporate Services checked premises for relevant documentation.
151. We have also written to several hundred former staff and associates to enquire whether they have retained any records. Unfortunately these efforts have, in the main, been fruitless; the responses have ranged from nil to "nothing of interest", excepting responses from Stuart McKay and Ian Brodie.
152. We also reached out to the Former Boys and Girls Association, but the secretary has not responded to correspondence.
153. We have also approached Glasgow City, Renfrewshire, and Inverclyde Councils in respect of any relevant documentation they hold. However, this has not produced any documentation. I would assume school records are held by the local authority. A member of the safeguarding and aftercare team has inspected records held at the Mitchell Library in Glasgow and this has produced some limited documentation in respect of the William Quarrier School. They hold no records after 1950 and are not able to explain why.

154. In the course of these investigations, hundreds of organisational records and employee files have been reviewed (in so far as they are extant).
155. In respect of employee records, prior to the 1990s, staff contracts were managed by the finance department. Payroll cards are often the only records held in relation to those historic employees. In the early 1990s, Quarriers established a quality department and HR department, and the policies extending from these developments seem to have catalysed the recording of personnel information. It is at this stage that personnel files began to be collated. Now, Quarriers hold significantly more records regarding recruitment, training, disciplinary, and grievances. Back office infrastructure has supported that change, in conjunction with the development of a culture of greater recording.
156. We have made a number of enquiries of individuals, where appropriate, about "punishment books" or "punishment logs". Some cannot recall there ever having been such a log in the cottage, or say there were never any punishment books. Others mention reports being made and the log being called up to the office periodically. Unfortunately, we have had no success in tracing any such logs.
157. Although there are some medical notes contained within the children's files, we have not been able to trace what could be referred to as 'medical records'. My understanding is that at some stage these files may have been transferred into the hands of the NHS. Records of the previous General Practitioner have been transferred to a local GP.
158. I am aware that there is there has been some misfiling of employee documentation. An employee's file was found in a boxed marked 'miscellaneous finance'. We have no way of knowing how extensive that issue is.

Access to records

159. I am very aware that being able to access their records is a matter of considerable importance for former residents. Quarriers has a records management policy which has just been revised following on the Data Protection Act 2018. I have enclosed copy at Appendix 19. This is split between two different types of requests: (1) subject access request and (2) genealogy request.
160. We receive a lot of requests from former residents seeking to access their records. We also receive a lot of requests from the descendants of residents and those

carrying out genealogy enquiries. For example, in the first 8 months of 2018 we have received over 200 requests for records – the majority as subject access requests, the remainder looking for a deceased relative's records or information relating to their family.

161. In terms of practicalities, we require a written request for records. We need photographic identification and confirmation of address. We try to find alternative ways to confirm the identity of an individual if providing either of those two things is difficult for them.
162. Our preference is not to post records out to former residents. Reading the records of your time as a child is often a hugely emotional experience and we find it is often helpful to have someone on hand to answer questions, explain some of the notation and put some context to the comments. It is not uncommon for records of the 50s or 60s, for example, to be written in a way which would wholly unacceptable today and is distressing to the individual reading about themselves. Once we receive a request we will advise the individual that the records will be redacted of third party information. We will leave in details of Quarriers staff. This is because we don't regard this as a personal information but as professional information and because we aim to redact as little as possible, within the law. However, if there is anything about another child or other third parties then we would usually redact that. There is not usually any difference between what is provided to a former resident and what is provided to a descendent, save that records of the deceased are often older and have less in them. If the third party is known to be deceased, we do not have to redact as DPA will no longer apply.
163. Historically a lot of children's records were kept in family files. That can prove a particular challenge. We do seek to redact as little as possible. However, in the family files we require to redact information about the individual's siblings and that can often lead to redacting large parts of the file.
164. Our preference is always to meet with a former resident before providing the records. The aftercare team like to have a face to face meeting with them where we will explain that they may find it difficult to go through the records. The point of the meeting is to explain the records and some of the language used in them to them so that they understand it. Essentially we are providing pastoral care to help them understand and interpret the records. This can involve providing further information and contextualising things. One member of the aftercare team is a social worker and

another is a former policeman, and although the team aim to deal with these meetings in a supportive and empathetic manner, they do not (and cannot) provide any form of professional counselling. They endeavour to be respectful and allow people to be heard and voice opinions, but they do not provide a therapeutic environment. If appropriate, the aftercare team could refer individuals on to third party services. It can be a very emotional and challenging thing. We ensure information on support, external to Quarriers, is available and included in packs of information provided.

165. We have information that we provide former residents with which signposts them to other support agencies. This information takes the form of Scottish Child Abuse Inquiry, Future Pathways, Victim Support, National Care Forum and In Care Survivors leaflets available in the meeting room which individuals can just pick up. However, the aftercare team also pro-actively offer these when it seems appropriate. A sample of the leaflets currently on offer is enclosed at Appendix 20.
166. We only post out records rarely. We can travel within Scotland to meet a former resident to pass their records over. Sometimes people do not want to meet with us or it is not practical for them to do so and, if that is the case, we will arrange for the records to be sent out to them. On occasion their records are requested by a solicitor on behalf of the individual and, in such instances, we would not usually be afforded the opportunity to meet the individual.
167. When I joined Quarriers, Josie Bell worked in the role of genealogist/aftercare worker. She was engaged by Quarriers in 2005. I worked with her for approximately six months before she retired and during that time I asked her about the protocol for disclosures during that time (i.e. between 2005 and 2017). During her time as aftercare worker, Josie Bell maintained files with completed enquiry pro formas. These set out details of the request, ID checks, and include copy correspondence. They also record, where relevant, allegations of non-recent abuse. These files do not, however, necessarily record what and how much was issued to the former resident, although there is sometimes a covering letter which summarises the contents. At that stage, Mrs Bell had to redact the records by hand. This involved copying the relevant pages, cutting out the information to be redacted by hand, and copying the page again. My understanding is that Pam Barr operated a similar procedure. I have no awareness of what was done prior to their involvement, beyond what I have read in applicant statements and what has been said to me directly by former residents.

168. Before the records management policy was introduced, this issue was covered by Quarriers' standard in respect of access to historic records governed which was implemented in April 2006. A copy of that policy is enclosed at Appendix 21.
169. Prior to that, I am not aware of there being a specific policy, or whether there would have been any oversight of Bill Dunbar's role as honorary archivist. We have been unable to determine when Mr Dunbar began his role as honorary archivist, but he was certainly in this role in the 1990s. Generally speaking, it appears to have been the procedure that the former resident would call in advance to make an appointment and then Mr Dunbar would have that individual's records ready to be reviewed. The former resident would then be presented with the records, and given the opportunity to review them and request photocopies of particular pages.
170. Although we retain the principal records, these are stored off-site in a document storage facility. Most commonly, we do not ask for a former resident's records to be physically returned from storage. If the individual was a Quarriers Village resident, the aftercare team will interrogate Alchemy. The aftercare team will then produce a copy of everything held, redact it as appropriate, and then provide that.
171. We continue to keep a log of enquiries which records all interactions relating to records requests. This was modernised in April 2018 and provides a complete paper trail of the process. Previous handwritten records and systems are available, but less robust or detailed.
172. On occasion the police have presented warrants for an original file. For example, during Operation Orban, original files were requisitioned under warrant, and, we believe, never returned. We hold receipts for the files which were taken and not returned. If these files were requisitioned prior to being uploaded to Alchemy, we would not be in a position to provide a copy.
173. I am aware that some former residents have been dissatisfied with the service they have received in the past regarding obtaining copies of their records. On occasion, when some former residents have more recently requested their records again having first done so in the 1990s or early 2000s, we have been able to provide further documents which were not provided in the first instance. For example, we were recently able to provide a former resident with a further 77 pages when she initially requested her records approximately 10 years ago. This was because these pages were held in a 'family file' stored under a sibling's name.

174. Over time, the organisation has become more adept at checking different sources, for example searching both individual files and family files. Now that these files are stored digitally, they can more easily be reviewed.
175. Further, names of former residents have understandably changed over the years, and Alchemy enables us to search for multiple names. As the safeguarding and aftercare team's methods have become more sophisticated, they have been able to cross-reference dates provided by former residents and various sources. This can yield further documentation, such as entries in history books and scroll diaries.
176. When I joined Quarriers, I had never worked for an organisation in existence for that long. The closest would have been Glasgow City Council. That being the case, I was initially impressed with the amount and availability of records. However, I accept that some people are disappointed in what we have been able to provide them.
177. I am also aware that it is the position of some former residents that they have been told records have been lost over the years due to, for example fires and floods. I find it difficult to reconcile this with my own knowledge as I have no awareness of any incidents which could have caused a loss of records. I am aware that there was a fire in a cottage 32, but this was (I understand) after Quarriers had sold this property. There were three other fires of note (i.e. of significant destruction) but all prior to 1914 as far as I am aware. I have no knowledge that these affected any records. There may have been a leak or a flood in the past, but again I have no information of any specific loss of records. I have been advised by one applicant that they were told by Glasgow City Council that we had no records but we have since been able to provide him with over 700 pages.
178. I am also aware that some former residents have inferred that Bill Dunbar has manipulated their records, or gone further and accused him of doing so. I have no direct knowledge of his role as honorary archivist, but where discrepancies between records requested in the 1990s and again more recently have arisen, I can only offer the explanations set out above.

Photographs

179. Quarriers hold in the region of tens of thousands photographs and other media of life in Quarriers Village. Since May 2018, a volunteer has been working his way through this material, digitising and cataloguing photographs. This has included reviewing

cine-films, old glass slides, 35mm prints, though the primary resource is photographs. We have been digitising what we have the equipment to do, and seeking cost estimates for the remaining material. Undeveloped negatives are part of this process, as we currently hold no equipment to process these. In due course, we will either purchase or rent the relevant equipment, or outsource it to an external organisation.

180. As of mid-November 2018, we have been in a position to show broad periods to former residents and it is hoped that, in time, and with input from those reviewing the photographs, that we will be able to grow and refine the catalogue, for example by filtering it by cottages.
181. These photographs date back to the late 19th century. They depict a wide range of scenarios such as playing football, attending church, Christmas, Halloween and other celebrations. There are also 'passport' photographs which appear to date from around the 1960s onwards. I have seen some examples of these photographs in children's files I have reviewed from around that period.
182. Historically, it is possible that Josie Bell highlighted data protection concerns to former residents seeking to review photographs. Prior to 1998 and the advent of the Data Protection Act, I am not sure what the position in respect of access to photographs would have been.
183. Former residents have always been free to review the Narratives of Fact for the years during which they were in care in order to identify any potential photographs of themselves within those. These are generally available on the "Golden Bridge" website which provides information about child migration from the Orphan Homes of Scotland/Quarrier's Homes to Canada.

DISCLOSURES OF NON-RECENT ABUSE

184. If anyone discloses non-recent abuse during a conversation about their records with the safeguarding and aftercare team, or more generally, we tell them that they can go to the Scottish Child Abuse Inquiry, the police or to support organisations. We will signpost them to local advocacy and victim support services.
185. Our approach to disclosures of non-recent abuse in this scenario has recently changed in one respect. Previously, during Josie Bell's time with Quarriers, our approach to these disclosures was to signpost people to the police and other

agencies and, I believe, on occasion to inform the police directly where the individual had provided consent for us to do so. We would encourage individuals to make a report, advise them where they might seek independent support from and discuss the positive aspects of doing this. Josie Bell was also asked to advise the CEO of the allegation.

186. This approach was, I understand, on the basis that the police were unlikely to do anything unless they were contacted by the individual and that it was within the individual's control, when one of the experiences relayed by survivors is of feeling control is taken away from them.. It was also considered that the allegation was the individual's allegation to make and it was really a matter for them whether they involved the police or not. It could be seen as part of the individual's journey of dealing with the abuse to be empowered and to report it to the police themselves.
187. My understanding is that this protocol was never formalised in a written policy and I am unclear as to when this direction was introduced.
188. Prior to Josie Bell's involvement, Pam Barr, a part-time after-care worker, dealt with these disclosures. Mrs Barr was engaged by Quarriers in September 2002. It was around this time that Bill Dunbar's role as honorary archivist is discontinued in practice, although he remained nominally in post. Pam Barr retired in March 2008. My understanding is that the protocol during the time Mrs Barr was dealing with disclosures (i.e. between 2002 and 2005) would have been similar to that reported by Josie Bell.
189. Prior to 2002, when Bill Dunbar would have dealt with requests for records and disclosures of abuse, I have very limited information to go on, other than what former residents have told me, and what I have read in applicant statements.
190. I have recently changed the procedure which we adopt here. That is due to a belief on my part that the police intelligence structure may hold that information and that it may be useful to them in due course. We no longer seek the individual's permission to pass the information on to the police. We say to people early on that if they tell us anything which suggests that a criminal offence has been committed then we will inform the police. The Safeguarding and Aftercare Team will complete a risk assessment to determine if the information disclosed needs to be shared with other public authorities. This is because Quarriers has a duty to contribute to public protection and a survivor may be at risk of on-going harm, or another child or adult

may currently be at risk of significant harm. I consider that is the best response and as a result we recently changed our approach to this.

191. We have made attempts to obtain a police liaison officer but that has proved very challenging. We have had three or four different units come out to the village saying that they are coordinating things. We have contacts at Osprey House and at the Livingston Police Office. It would be helpful to us to have a police liaison office so that we had a central point of contact to whom we could pass on any such disclosures. It may assist the police for us to provide this information as they could log it on to their system. However, we have developed positive relationships with several officers in Police Scotland which has proved of assistance, in particular with the Operation Charing team, who are the team supporting the Scottish Child Abuse Inquiry
192. We have recently finalised a policy for responding to disclosures of non-recent abuse and I have enclosed that at Appendix 22. This came into effect in April 2018.

CURRENT APPROACH TO HISTORICAL PRACTICES

Physical punishment

193. Physical punishment does not happen anymore in residential children's care.
194. There are significant limits to physical interactions with children. There will be agreed manual handling and personal care operations. However, where physical intervention with a child is required, there will be a clear plan about how that will happen. For example with children with disabilities there will be plans for the delivery of personal and intimate care.
195. As a further example, children may on occasion require to be restrained. That should be planned and risk assessed with specific minimal restraints or interventions agreed as responses to known circumstances or actions. It would be set out in the care plan which would say "*in certain circumstances Charlie can do a, b and c. If so then we will deal with it by doing x, y and z.*" Each such occurrence must be carefully recorded and reviewed, including the pre- and antecedents and frequency. The aim must always be to reduce and remove the need for such interaction.
196. We have positive behaviour support plans for children. That approach is designed to encourage positive behaviour and to discourage negative behaviour. We therefore look to prevent the behaviour in the first place. If restraint is necessary then staff are

trained in restraint techniques. A blank copy of the positive behaviour support plan used in Rivendell is enclosed at Appendix 23.

197. CALM procedures and TCI procedures are both proprietary terms that encapsulate particular approaches to restraint holds. They are proprietary and “tiered” systems. Their availability across Scotland can vary; in my previous organisation we used CALM, except in Orkney where support and training was not available, hence we used an alternative system. Their tiers will range from de-escalation techniques, withdrawal and distraction to higher levels which might include limited physical intervention. These systems support staff in knowing precisely what and when they can do and that asserting themselves to, for example, protect property is not required; it is the protection of and prevention of harm to individuals that is the overriding priority.
198. To use CALM then you have to pay a licence fee. You have to have your trainers accredited by them. The idea with CALM is to prevent the behaviour escalating in the first instance and then, if necessary, to use minimal intervention. It is important to provide absolute clarity for the child. You explain that they have carried out a particular type of behaviour in the past and if they do it again then it will be responded to in a particular way.
199. There are also very specific levels of training which teach you how to execute particular holds. Such systems emphasise the need for physical restraint as a final option and to minimise its use.
200. All of these procedures are individualised per child. The key worker should have this information in their head and the plans should be available in the individual child's care plan and notes. The staff should also know the child sufficiently well that they can spot the signs of their behaviour escalating. Hopefully if you get an early intervention you can avoid the need for physical restraint.

Bed wetting

201. Bed wetting can be a sign of concern once a child reaches a particular age and stage.
202. Clearly, it is not appropriate to respond to bed wetting with any form of punishment. If a child began to have difficulties in this area which did not seem appropriate to their age and were recurring, we would expect a key worker and the support team to look

at what the underlying issue might be. For example whether the child was unwell and perhaps required medical assistance, or was traumatised in any way. Nowadays children have individual rooms and this would not be made “public” in any way. We would expect that bedwetting would be dealt with in a sympathetic and private way and would certainly not be the subject of ridicule. For some children with disabilities managing their continence may be a lifelong condition and may well be one of their agreed outcomes in terms of keeping them healthy.

203. If the problem became persistent and there were no signs of trauma we would be looking to ask whether or not there was any physiological explanation and whether the child needed to be taken to the doctor.
204. We would treat bed wetting respectfully. We would try to keep it private and make sure it was dealt with as compassionately as possible. The child would probably only be referred to a general practitioner if it became a recurrent issue, but approaches would be bespoke to each child and agreed on by those people with an interest, for example parents and referring agencies.

Force feeding

205. Some of the children that we look after do require to be fed. They have to have special diets or textured diets. Although Quarriers do not have a specific policy on feeding children, we do have policies in respect of food hygiene and personal care which would address feeding. A copy of the food hygiene and healthy eating policy is enclosed at Appendix 24. A copy of providing personal and intimate care support to the people Quarriers supports policy is enclosed at Appendix 25. These will contain risk assessments in respect of issues such as dysphagia or swallowing difficulties. In respect of individual care plans, there may be sections regarding eating and drinking, and swallowing difficulties. If a child has any issue with swallowing then we involve occupational therapists and dieticians to give very clear guidance on what they can tolerate. Children are encouraged to eat food and there is an emphasis on children eating a healthy balanced diet. Ultimately, however the children can make their own choices and force-feeding a child is absolutely forbidden. Sometimes staff will require to use "parenting tactics", in order to encourage a child to eat their food which would be reflected in the care plan. However, if anything inappropriate happened then nowadays it would be the organisation's expectation that this would be witnessed by other staff and reported; see for example section 4.1 of the Quarriers child protection policy.

Family contact and visitors

206. The position in respect of visitors to Quarriers Village (and other Quarriers services) has changed over time. I am conscious that historically the geography and availability of public transport may have influenced access to Quarriers Village. However, where we begin to have fuller children's files from the 1930s onwards, it becomes more common for there to be a sheet or sheets within the file recording family or foster-friend visits. The name of the visitor, date of visit, and any comments would be noted. Visitors would include relatives, foster friends, and social workers (although the latter may not have been recorded in the visitors' log).
207. Today, if a family member turned up to a Quarriers service, we would never turn them away as a default (unless they presented a threat to the child, for example if their contact was curtailed by a local authority order of order of the court). However, I do not think that would necessarily have been the case going back a few decades. From the children's files I have read, there seems to have been an effort to control and manage visits. For instance, they were often restricted to one a month on a Saturday. On some occasions, I have seen visits denied and the rationale put forward is timing, showing preference to other children in the cottage, or illness.
208. In addition, my understanding is that some visits may have taken place in the Somerville Weir Hall, or outwith the village, and therefore parents may not have been getting a full sense of the environment that their child was living in.
209. I have not seen an historic policy describing the approach to family visits, nor am I sure there would have been one. However, my interpretation of what I've read in files is that there may have been a theory is that limited contact would be beneficial for the new, artificial family units within the cottage; would be achieved by cutting off the old family unit. However, over time there appear to have been changes in philosophy surrounding this and Quarriers is now completely open to regular family visits.
210. I am aware that a group called the Ladies Committee was formed in 1959, led by Lady Maclay. They had a quasi-inspectoral role and took a particular interest in different cottages and promoted improvements in the conditions, such as the introduction of washing machines. However, they did not have any role in relation to the care of individual children nor would they seem to be a vehicle for taking serious concerns relating to individual children. My understanding of the Ladies Committee is limited. I do not know how individuals were appointed.

211. Visiting children in Quarriers' services is now much easier than I understood it to be historically. Culturally and legislatively, there is now an understanding that children are best served by maintaining a family unit. The whole societal focus is to try to avoid children being taken into care in the first place. Part of every child's care plan is to ensure visiting and contact with the family. There are of course situations where that is not appropriate and there may be supervised or monitored contact or no contact at all, for example, if that child had been abused by the family. Family contact needs to be a positive experience. Each service will have a local policy on visitors.
212. Contact with family is supported, but requires to be managed if there was a risk to the child. For example, if a child's mother or father was a known abuser, that would be noted in the child's care plan. In addition, the local authority or a children's hearing may well regulate the nature of contact depending on the nature of the placement.
213. Quarriers' respite services such as Rivendell also engage with service user's families. They provide important support to the family if, for example, the mother and father have a child with profound disability and it is not possible to support the child in the family home without support and breaks.

Children's birthdays

214. Birthdays are celebrated for the children in Quarriers' care. We will have a note of the date of birth of every child in our care and arrangements will be made to mark their birthday in some way. A child's birthday will be noted in children's plan. A child's key worker would be the driver around planning the celebration and any presents. It is their role to take more thought and responsibility around the planning for that particular child; in particular, thinking about long terms goals, more so than a daily routine. The vast majority of children we engage with still live with families so this would not be pertinent to most.

Christmas and other religious observations

215. A child's care planning template would include reference to religious observations and events to ensure that these are marked. Often a child will go with his or her family, if that is a possibility, but Christmas or other celebrations relevant to their faith and culture would be observed in care. Children of other faiths or denominations would be catered for as an individual bespoke issue.

Signed:



Dated:

27th November 2018