

SCOTTISH CHILD ABUSE INQUIRY**STATEMENT OF
ALICE HARPER****PERSONAL & PROFESSIONAL BACKGROUND**

1. My full name is Alice Harper. My date of birth is [REDACTED] 1961. I am the Chief Executive of Quarriers. I became acting Chief Executive of Quarriers in January 2014 and was appointed to the role in June 2014.
2. I have enclosed a copy of my CV at appendix 1. In terms of qualifications I have a BSc (Hons) in Social Sciences, MSc in Human Resources Management and a Masters in Business Administration (MBA). I am Registered General Nurse (RGN), a State Certified Midwife (SCM) and a qualified Health Visitor (HV). I am a Fellow of the Chartered Institute for Personnel and Development.
3. I have significant experience in health and social care both in the public sector and the third sector as a practitioner and in senior management roles. I have first-hand experience from my background and qualifications in health and social care of dealing with safeguarding issues (relating to both adults and children).
4. When I left school I went straight into general nursing in the National Health Service. I undertook training for three years and went to work as the nurse in charge of a community day hospital for older people. I then undertook my midwifery training which took 18 months. Following my midwifery training I worked in cardiac intensive care. I then undertook my health visiting training and worked as a Health Visitor/Midwife (double duty roles) within NHS Dumfries & Galloway.
5. I was then promoted to work in management as Senior Nurse: Learning and Development which was an NHS Trust wide role managing nurse education, development and college nursing contracts. A further promotion took me into human resources as a senior manager undertaking NHS Trust wide responsibilities regarding organisational and management development.
6. In 1998 I left the NHS and went to work for a large national charity called Community Integrated Care. This was at the time of the introduction of the Community Care Act. I worked there for 13 years although I changed jobs within my time there. I started as

- a Service Manager for Dumfries & Galloway. I managed older people's residential homes for approximately 400 older people across the region.
7. I was subsequently promoted to Assistant Director in Senior Care managing nursing homes in England.
 8. I then had the chance to transfer back to Scotland as Assistant Director in Independent Living providing services for those with learning disabilities, physical disabilities and mental health needs.
 9. I was subsequently appointed Executive Director for Independent Living for the UK dealing with mental health services, services for those with learning difficulties and a small number of outreach children's services.
 10. I returned to the NHS in around 2010 as a Health Visitor on the front line working with children, families and general practitioners. I did that work for about five months and then decided to go back to the charitable sector.
 11. I took up a position working for an Irish charity, the Rehab Group, managing their UK care services. Their UK name was Momentum Care. I was Head of Care Services and I worked with them for about 18 months. At that stage a vacancy was advertised as Deputy Chief Executive/Service Director at Quarriers. I was interviewed in 2012 and started in my role as Deputy Chief Executive/Service Director in July/August 2012.
 12. From 2013 until 2014 I was appointed as a Trustee on the Board of The Chaseley Trust Eastbourne (charity). From 2012 until 2014 I was appointed as a Trustee on the Board of Auchlochan which is part of The Methodist Homes Association (charity).
 13. I became Acting Chief Executive of Quarriers in January 2014. In July 2014 I was appointed as Chief Executive Officer.

ROLES AT QUARRIERS

14. When I took up my position at Quarriers in 2012 my principal duty was as Service Director. I reported directly to the Chief Executive. I acted up in the Chief Executive's absence. In my role as Service Director, Heads of Service and managers reported into me i.e. the Head of Children and Young Peoples Services, the Head of Adult Services, the Business Development Manager and the Quality Manager.

15. The Deputy CEO/Service Director role was a newly created post. In my role as Service Director I had no involvement with the issue of past abuse at Quarriers. As far as I am aware the CEO and Head of Adult Services were dealing with that.
16. As Service Director I had oversight of both adults and children's services. Quarriers had policies in place which were good policies. There was a definite structure of policies and procedures. I considered that we could pick up speed in relation to further review and development of policies.
17. I have spent a lot of time since I arrived trying to improve our overall governance and information management. External assessment and accreditation reflects that we have been successful in achieving this. Most recently on 16 November 2018 we have attained platinum accreditation from Investors in People, a UK Government Initiative which recognises best practice in people management (including information management) and learning and development. A copy of the report is attached at Appendix 2.
18. Policies and procedures are approved by the Executive Team and some specific policies are approved by the Board. We ensure there is always a note of who the person responsible for the policy is, when the policy was developed and when it is due to be reviewed. Quarriers employs a Quality Assurance Manager, who is responsible for ensuring that policies are regularly reviewed and who has systems in place to ensure that reviews are followed up timeously.
19. The Executive Team and Senior Leadership Team deal with the development, review and approval of child and adult safeguarding policies.
20. Another focus for improvement that I identified was in relation to training. I come from a learning and development background and it was an area of particular focus for me. Before I joined Quarriers I had heard through my networks that Quarriers was a good quality organisation and that it provided good learning and development opportunities for its staff. Whilst this is the case I have been working to try to bring the learning and development support services closer to our business needs and to ensure compliance with statutory and mandatory training requirements. To enable this we carry out an annual learning and development analysis which then forms the basis of an annual learning and development plan. We have robust systems in place to ensure staff comply with mandatory training requirements.
21. With the Chair of our Board of Trustees I have reviewed and developed processes for recruitment of Board members using the NCVO Good Trustee Guide. Following review of the skills required for the Board we subsequently advertise the position.

Potential Board members apply for the position. They are interviewed and PVG checked. References are required and they undergo a further fit and proper assessment to ensure compliance with requirements for being a company director. We involve the people that we support in our trustee's recruitment processes also.

22. We have spent some time discussing how we could have meaningful representation from those we support so that their views are made known to the Board and we subsequently set up an Evaluation Group which comprises Trustees and people we support. People we support are also invited to give annual feedback to the Board presenting the findings and their views from our annual people we support feedback survey.
23. Our Board members are required to visit services a minimum of two times a year. In reality our Board members do much more than this minimum requirement. All of our Board members are volunteers.
24. Our Board members attend an induction programme and attend yearly safeguarding training. Additionally our Board including the Chair are appraised annually. Our appraisal format is based upon the National Council for Voluntary Organisations (NCVO) guidance.

ORGANISATIONAL STRUCTURE

25. Quarriers is a company limited by guarantee. The governing body is the Board of Trustees. The 14 trustees are the statutory directors of the company. I report to the Board of Trustees. I have attached an organisational structure at appendix 3.
26. Quarriers is a large social care charity based in Scotland. We now operate solely in Scotland having closed the last of our services in England in September 2017.
27. Quarriers has annual turnover of approximately £42m. We employ circa 1,800 staff including relief staff. We also currently have approximately 350 volunteers.
28. Our Head Office is located in Quarriers Village. However the majority of our service provision today is outside Quarriers Village i.e. we have services throughout Scotland. Our support services are located in Quarriers Village. Those include the following departments: Human Resources, Learning and Development, Property/estates, Finance, Health and Safety, Safeguarding and Aftercare, IT and information management, Quality Assurance, Marketing, Fundraising and Business Development.

29. Today the largest part of Quarriers' income and service provision relates to adults with learning disabilities.

QUARRIERS' CHILDREN'S SERVICES

30. Our only residential services for children are Countryview (respite for children with disabilities) and Rivendell (a registered care home for children with disabilities). Both of these services are in Quarriers Village.
31. Our other children's services include:-
- Fostering for disabled children (mainly provided in the West of Scotland) and fostering short breaks for disabled children (Dumfries and Galloway).
 - Family support services in Glasgow and Dumfries and Galloway.
 - Children's wellbeing services for school children in the Scottish Borders and in Glasgow.
 - Youth homelessness services in Glasgow and South Ayrshire.
 - Carer services for young carers as well as adult carers in Aberdeenshire, Glasgow and Moray.
 - Life Coaching support for young people in Glasgow and Edinburgh
 - Children's Rights service in Falkirk
 - Kinship Care Service in Glasgow
 - We have developed services for young people with complex/enhanced care needs working closely with the NHS. This provision is delivered at home (mainly covering the Highlands and Argyll and Bute)
 - Nursery provision in Glasgow.
32. I have enclosed a full list of all of our services for both adults and children at appendix 4.
33. At any one time we will have a maximum of 6 children in residential care (Rivendell) and a maximum of 8 places per day in our respite unit (Countryview) which currently supports approximately 90 children a year. The number of days respite a child has at Countryview per year depends on their individual needs.

34. In addition to adult services the William Quarrier Scottish Epilepsy Centre (WQSEC) in Govan has the facility to provide residential treatment to one child over 14 for a maximum of 28 days. The WQSEC is a 12 bedded independent hospital which is regulated by Health Improvement Scotland. It is the only one of its type in Scotland.
35. 100% of our regulated children services at this time are rated good or above by the Care Inspectorate. For our adult services 88% are rated good or above. Overall, as at November 2018, 92 % of our regulated services are rated good or above. One of our key performance indicators is to ensure that we have at least 85% of our regulated services attaining a rating of good or above from the Care Inspectorate and Health Improvement Scotland.
36. The Care Inspectorate carries out unannounced inspections of our regulated services. These are generally twice per year but will be more frequent if there are any concerns. The Care Inspectorate requires the Registered Manager of the service to complete a self-assessment. They then inspect the service against this self-assessment, Care Inspectorate Themes and Standards, the previous inspection reports recommendations/requirements, any complaints and notifications received as well as feedback from families, staff and people supported.
37. As part of their inspection, the inspectors speak to service users and staff. They review records, care plans and risk assessments. They consider accident and incident reports, staffing returns, complaints and notifications. The Care Inspectorate have a risk rating per service (called a RAD (Risk Assessment Document) report) which takes into consideration staffing levels and vacancies, incidents, complaints etc. This risk rating is also considered as part of their inspections. As a provider we are required to notify the Care Inspectorate in relation certain areas which include, for example, medication errors, complaints, safeguarding notifications or absence of the Registered Manager.
38. We pro-actively inform the Care Inspectorate of safeguarding concerns.
39. As a large provider we have two allocated Link Officers from the Care Inspectorate who gives us an overview of how our services perform against the national benchmark in relation to Care Inspectorate requirements, recommendations, notifications, ratings and RAD scores. We meet approximately every six months. At our most recent meeting in October 2018 our performance compared well with the benchmark report. Our Care Inspectorate ratings are shared with our Service Committee as is the benchmarking report.

40. I developed improvements in internal quality auditing mechanisms. We consider our internal auditing mechanism to be tougher than the Care Inspectorate reviews. We also have quarterly quality clinics for each of our services.

SEAFIELD

41. One of the services being considered as part of the case study is Seafield School in Ardrossan. I was involved directly with that service from when I took up my position at Quarriers at the end of July 2012 until it closed in 2014.
42. At the time when I took up post Seafield was running at a financial deficit. Reports had been back and forth to the Board of Trustees in relation to what should happen with the school. There had been a reduction in children attending due to reluctance from local authorities to send children out of their own area. The model at the time was also moving to smaller homes and local schools. We therefore had to review the provision.
43. Initially the board considered reconfiguring the model on which the school was based. We started looking to do that but it was too late. Glasgow City Council advised that they were making plans to bring four children back to the Glasgow City Council area. I therefore took a paper back to the board recommending that the school was closed and the board agreed. The decision to close the school was a financial decision. The school was operating on an outdated model and it probably should have been modernised three or four years previously if it was to survive. It was not closed down due to any safeguarding concerns.

SAFEGUARDING & AFTERCARE SERVICES

44. After giving evidence during Phase 1 of the Scottish Child Abuse Inquiry in June 2017 I decided that we needed additional resource to support the Inquiry in its work and to expand our safeguarding and aftercare services. I subsequently put a proposal to the Board to expand our Safeguarding and Aftercare Team. In September 2017 we appointed Charlie Coggrave as Head of Safeguarding & Aftercare. Other members of the team were recruited and came into post from October 2017 onwards. We now have 4 full time and 1 part time members of staff in the team. The Head of Safeguarding & Aftercare reports to me directly.
45. Part of the reason for recruiting the Aftercare and Safeguarding Team was that we realised that a lot of resource was required in order to undertake document searches

and other work in preparation for the Inquiry. Previously we only had one individual, Josie Bell, working in the department. She was part time and self-employed. In my view our Aftercare and Safeguarding department needed to be made more robust in any event and to have some full-time members of staff.

46. Whilst our systems, processes and training met the need regarding safeguarding practice I considered that safeguarding practice and governance was evolving and that our organisation should ensure we kept pace with good practice in relation to safeguarding governance. We endeavour to ensure that the continual review and development of our systems and processes will continually improve the safeguarding of those we support. The expansion and investment in our Aftercare and Safeguarding Team is intended to ensure good practice and governance in relation to these areas.
47. The Office for the Scottish Charities Regulator (OSCR) recently produced safeguarding guidance which has been shared with the Executive and the Board. I have attached a copy of that at Appendix 5. All of our Trustees have been provided with safeguarding training.
48. Our Board also considers the outcomes and learning points from serious case reviews such as The Kids Company, Save the Children, and The Presidents Club etc.
49. The Aftercare and Safeguarding Team were recruited to help review records for the purposes of the Inquiry and to build on what we were already doing in relation to safeguarding and aftercare as well as to improve our governance in these areas.
50. Once Charlie Coggrave was recruited I delegated responsibility for carrying out record searches to him and his team. I know that they have undertaken an extensive amount of work in relation to this.

DOCUMENTATION

51. In terms of documentary evidence Quarriers holds a large repository of children's records from the era of Quarriers Village. From 1930 onwards those are a mixture of individual children's files and family files. Those records (for Quarriers Village and Overbridge) have now been digitised.
52. We also have children's records from other services but many of those have not been digitised. In particular, for the purposes of the case study, we required to digitise some of the children's records for Southannan and Seafield. Charlie

Coggrave will be able to provide more information about the type of records that we have and where they are stored.

53. In addition to the children's records we have found minutes of Council of Management and Executive Committee meetings dating back to when the organisation was founded. We also have Narratives of Facts or Annual Reports going back to when the organisation was founded. We have much more limited employee information, although we have found some limited personnel files with documentation dating back to the 1970s for Quarriers Village employees who went on to work at Southannan. Our finance records contain some payroll cards for employees who were employed in the late 1970s/early 1980s. We have found some historic policy and procedure documents in our archives but very few organisational records from previous eras. We have not located any punishment books – although we have found reference to punishment books or punishment logs in other documents. We have a blank copy of a cottage log book which was contained in our archives. This contains a page where punishments were to be noted. We have never found any completed versions of those pages. We were able to recover some interesting documentation from the National Records of Scotland relating to inspections of Quarriers Village between 1961 and the 1970s. We also obtained some further documentation from a former employee Ian Brodie, who had retained this for his own information.
54. We have also located daily logs for Southannan and Seafield as well as some diaries and logs from the 1990s in relation to two services which were running in Quarriers Village at the time.
55. Despite our extensive searches we have never found the punishment books. I do not know if they were destroyed, lost or what happened to them. We have looked extensively and cannot find them.
56. Quarriers own archive of records is incomplete. We know that because we have recovered documents from the Scottish National Records archive. We had not seen any of the documentation from the Scottish National Records archive until we recovered it in preparation for the Inquiry. The inspection reports and associated correspondence were not contained within our own archive of records. Quarriers archive does not include any files of correspondence written by the superintendent. Charlie Coggrave will be in the best position to advise the Inquiry on the types of records that we have found and the searches that were carried out and the documentation which has been provided to the Inquiry.

ABUSE

57. As the current Chief Executive of Quarriers I apologise both personally and on behalf of the organisation to any person who was abused as a child whilst in Quarriers' care.
58. On behalf of the organisation I accept that there was widespread abuse of children at Quarriers. As Chief Executive I am deeply saddened and shocked to hear about this widespread abuse and its nature.
59. The majority of the allegations that we are aware of range from the 1950s through to the 1980s. However, we have also seen evidence of abuse as far back as 1916. There is documentary evidence of managerial awareness of physical abuse of children by staff as long ago as the 1930s. In particular there is a letter from the Chairman to the fathers of boys' cottages in 1937 that indicates that boys were being "thrashed" at that time and that a complaint had been made by the Royal Society for the Prevention of Cruelty to Children. We have also found evidence in 1938 that a house father (QFV) was sacked for physical abuse of a boy.
60. Abuse of children cared for at Quarriers Village has been confirmed in the criminal courts. Seven former employees of Quarriers have been convicted of abuse of children. Those employees were Samuel McBrearty, John Porteous, Alexander (Sandy) Wilson, Joseph Nicholson, Mary Arnold/Drummond, Euphemia Climie/Ramsay and Ruth Wallace. One further employee, (QFX)
61. A child of house parents at Overbridge, Stewart Gilmore, was convicted of abuse of three other children while they were in Quarriers' care. I understand that he reached an agreement with the Procurator Fiscal that he would plead guilty to having abused those children when he was under 16 years of age himself.
62. Quarriers accepts the verdict of the courts and accepts that all of these offences occurred.
63. There have been a significant number of other allegations of sexual and physical abuse, cruelty and emotional abuse.
64. I do not intend to comment on specific incidences of abuse described by applicants. However, I will address the themes which we consider arise from the evidence we have seen and heard from applicants, information from the criminal cases,

disclosures made to our aftercare department and evidence through the Time to Be Heard process.

THEMES

65. I have read all of the applicants' statements. I have also been present when applicants have given evidence about their experiences at Quarriers. There are a number of recurring themes of the type of abuse that children suffered at Quarriers.

PHYSICAL ABUSE

66. There is ample evidence that children were physically abused at Quarriers Village. There is documentary evidence of physical abuse in the form of disproportionate physical punishment and assaults having taken place as far back as 1937.

67. It is clear that there was excessive punishment of children at Quarriers Village. The letter from 1937 demonstrates that. Several individuals have also been convicted of physical abuse. There was abuse by beatings, excessive use of the tawse and hitting children with implements such as shoes and belts. There have also been allegations of children having to hold their hands above their heads or being made to sit on a stool for hours on end. These types of punishments were cruel.

68. We have identified two instances where employees were disciplined for physical abuse of children at Quarriers Village. One house father, [REDACTED] QFV was dismissed for assaulting a boy in 1938. A youth leader, [REDACTED] QOK, was requested to provide his resignation in 1967 after assaulting two children with a plimsoll shoe.

69. Although we do not have full details of the criminal convictions I understand that Mary Arnold/Drummond, Euphemia Climie/Ramsay and Ruth Wallace were each convicted of physical abuse of children. I understand that those offences took place between the 1950s and the early 1980s.

70. Acceptable standards of corporal punishment have evolved over the years since the 1930s. It was once the norm for corporal punishment to be used in schools and in the home. However, excessive or disproportionate physical chastisement of children has never been acceptable. It is clear that there are instances of house parents, and others, using physical chastisement which went well beyond what was considered acceptable at the time.

SEXUAL ABUSE

71. Children were sexually abused at Quarriers. Four former Quarriers' employees, Samuel McBrearty, John Porteous, Alexander Wilson and Joe Nicholson have been convicted of sexual abuse of children at Quarriers Village.
72. Other employees faced criminal charges of a sexual nature but were acquitted. Those employees were Michael Valente and [REDACTED] QOE . [REDACTED] QOE [REDACTED] QOE was convicted of allegations of physical abuse. I understand that Michael Valente was acquitted on all charges.
73. One further employee, [REDACTED] QFX , was also convicted of sexual abuse of one girl. [REDACTED]
74. I accept, of course, that simply because individuals have not been convicted of certain offences does not mean that they did not abuse children in the way alleged.

BEDWETTING

75. There is a recurring theme amongst the witness' evidence that bed wetting was responded to inappropriately by house parents either through punishment or humiliation. On behalf of Quarriers I acknowledge that happened. Children who wet the bed may have been ridiculed, humiliated and sometimes punished for that by house parents. From what I have read these practices appear to have continued certainly up until the 1970s. The Time to be Heard report suggests they may have continued at least in some cottages into the 1980s
76. From some of the historic documentation that we have recovered, particularly the Standing Orders, it is clear that, historically, bed wetting was considered to be more of a nuisance for house parents than something which was to be dealt with in a compassionate and caring manner. Bed wetting was not understood as a potential sign of emotional trauma or abuse. The wording in the standing orders makes it clear that was considered an inconvenience to the house parents rather than something to be treated sympathetically.
77. Although I have not seen any policy documentation from Quarriers about how bed wetting was to be dealt with after the 1940s evidence from both applicants and former employees suggests that techniques such as the pad and bell were used to try to prevent bed wetting. The pad and bell was, I understand, a medically approved method of trying to treat enuresis. It may well have been used as a well-intentioned

response. However, in hindsight, it may have been a source of distress for a child as it marked them out as a bed wetter.

78. There also was an enuresis clinic established at the Elise Hospital. The Standing Orders from the 1930s and 1944 indicate that in every case bedwetting should be reported to the medical officer. Records from the 1970s and 1980s include star charts which were used to encourage children who may have had problems with wetting the bed. There was therefore some support available for house parents to assist and advise them to deal with bedwetting appropriately and considerately. From my own experience as a student and a health visitor in the 1980s, we were taught to adopt a child centred approach to bedwetting. First we considered the child's developmental milestones. We then would go on to consider potential medical explanations if needed. If a medical explanation was excluded the parents or carer would be supported with an individual plan for the child. That might involve a star chart and encouragement, a reward system or further education for the parents.

FORCE-FEEDING

79. Another recurrent theme is children being force fed. There are numerous allegations of children being physically forced to eat food they did not like. There is also some evidence that children were made to eat food into which they had vomited. There are also accounts that children were re-presented with meals which had previously been served and which they were unable to eat.
80. I accept that this occurred at Quarriers Village and that these practices were unacceptable.

ISOLATION

81. Another recurrent theme is that children were sent to stand in the "shed" as a punishment. I accept that this happened. From what I have seen of the cottages themselves and the evidence I have heard the shed was not actually a garden shed as one would normally understand it. It was more like a porch. It was a stone outbuilding which was attached to the cottage and could be accessed through the cottage by a door. I understand that it was used as an area for shoes, outdoor clothes, and play equipment etc.
82. Children were clearly sent to the shed to be isolated as a punishment. In modern childcare practice you would not do that. Sending children to the shed seems to

have been a common place practice and it may have been considered an acceptable practice within Quarriers at the time. However, some of the accounts indicate that children were sent there in their nightclothes or scantily dressed and that the conditions were very cold and dark. Young children who are traumatised should not be isolated in that way and they certainly should not be isolated in a cold, dark room.

83. From the accounts of some applicants, being isolated in this way was traumatic for them.
84. Children were also isolated in others ways, such as being locked in cupboards. I do not consider that was ever an acceptable way to treat a child.

BEING MADE TO CALL HOUSE PARENTS "MUMMY AND "DADDY"

85. Another recurring theme is that some children were told to refer to the house parents as "mummy" and "daddy". I accept that this happened at Quarriers Village. I imagine that this was intended in part to recreate a family type environment for the children. Some witnesses maintain that the children chose to call them that. That may have been considered appropriate in the earlier days of Quarriers Village where the children cared for were orphans. However the practice seems to have continued after it became outmoded perhaps due to a lack of training in child centred practices, effective supervision and monitoring of child centred practices for house parents. It may have been done with good intentions but it is understandable that children who had natural parents would not have wanted to call anyone else "mummy" or "daddy" and it was not fair to require them to do that. I understand this would be upsetting and traumatic for those children. In my experience as a Health Visitor in the 80s visiting children who were cared for under fostering arrangements a child would not be required to call their foster carers "mummy" or "daddy". Additionally I can recall that children out with the care system would sometimes be encouraged to call their mother and father's friends "aunties and uncles" even though they were not relatives of the family/child.

SEPARATION OF SIBLINGS/ CONTACT WITH FAMILY

86. It is clear from the evidence and records that siblings were not always kept together in Quarriers Village. In the earlier days of the village up until around the late 1950s the cottages were separate boys' and girls' cottages. I understand that mixed cottages were piloted in the 1940s. They then appear to have been introduced more widely around 1958 and became the norm in the 1960s.

87. There is evidence of attempts to keep families together after this time. That was not always possible. Sometimes this was due to the child's age. If they were too young to be looked after in a cottage then they would go into the baby and toddler home. Also, if the cottages were full then families may have been split up. There is also some evidence of siblings being separated if they did not get on.
88. In the earlier years there seems to have been relatively little scope for visiting siblings who were in other cottages. Siblings may have seen each other at school or during activities. However, this sort of contact between siblings does not seem to have been particularly encouraged. The standing orders from the 1930s and 1940s have provision for brothers visiting sisters so there is at least some acknowledgment that this was important.
89. We have not found any written policy about keeping siblings together. Attempts seem to have been made to keep siblings together when possible and when considered appropriate from the 1960s onwards.
90. There is evidence that some children did not know who their blood siblings were. It is certainly possible that siblings were separated and not told about each other.
91. My personal view is that it would be extremely cruel if a child was separated from their parents and then separated again from the only part of that family that they were hanging on to. Siblings may well have been used to sleeping either in the same room or even in the same bed so they are likely to have had an emotional attachment to each other. The practice of separating siblings is another indicator that the care provided at the time was not always child centred.

COLD BATHS

92. There was some evidence that some children were put in cold baths after they wet the bed. This may have been as a punishment or deterrent for bedwetters. It also may have been a careless or thoughtless practice around bathing. Part of this may also be related to the type of facilities which were available. There may have been no hot water in the morning. The Childcare & Probation Inspectorate Report of 1965 (which I will discuss later in my evidence) certainly suggests that improvements were required to the buildings and the facilities provided at Quarriers Village. If you have 16 children in a cottage, and they each have to have a bath, and there is only a limited amount of hot water the water will inevitably be cold before they have all used it. There may also have been a lack of adequate hot water in the mornings.

93. After the 1965 report, the facilities appear to have improved at Quarriers Village over time.
94. The Standing Orders from 1944 state that it is the duty of house mothers or house fathers to supervise personally the bathing of children of whatever age. Clearly for older children that would not have allowed them the necessary degree of privacy. This practice appears to have changed over time. Evidence from applicants suggests that older children would sometimes supervise bathing the younger children. There has also been evidence that children were afforded privacy when bathing from the 1960s onwards. I heard and I have read evidence from some applicants that they bathed daily in warm water and in privacy.

EMOTIONAL ABUSE

95. There are widespread themes of emotional abuse from the evidence of applicants. There are probably several different issues which can be grouped together under this category. I have already spoken about children being required to call house parents "mummy" or "daddy". I have also spoken about separation of siblings.
96. What comes across most strongly to me from the evidence is the experience children had of being depersonalised. They did not have a feeling of being loved. They were told that nobody wanted them or they were seen as a trouble maker or worthless. They had to wear clothes which were hand-me-downs and clothes which were identical; some state they had nothing to call their own. There are clearly some aspects of care provided by Quarriers historically which were very institutional.
97. There are also examples of racism and religious bigotry from house parents.
98. It was not made easy for children to complain. However, when they did complain they appear often not to have been believed.
99. Until the 1960s visits by parents were very restricted. They could take place once a month on a Saturday. -Outside that, visits were not encouraged.
100. In many instances there appears to have been a lack of appropriate affection and empathy with the children. They were often denigrated for being in care.
101. One other issue, which may in some ways be peculiar to Quarriers Village, is that there was a very uneven quality of care provided. It comes through loud and clear that children's experiences in Quarriers depended very much upon the particular cottage that they were in and the house parents responsible for their care. There are examples of mixed experiences of children who were within the same cottage or with

the same house parents. It cannot have been easy for children who were in cottages where they were not fairly treated or were abused to see other children in the same or other cottages who had a much happier experience. Equally it cannot have been easy for children to see that the children of house parents, who lived in the cottages with them, were treated differently to the way they were treated.

102. All of this reinforces an impression that the model of care provided by Quarriers historically was not apt to meet the needs of every child. There was a lack of consistency in focusing on individual children's needs.

CHORES

103. From some of the evidence it seems that the children in some cottages were seen as domestic labour. Whilst I consider that it would be appropriate, once they reached a certain age, for children to help around the house that depends on how old they were, how much work they were expected to do and what type of work it was. There is evidence that, for some children, chores were excessive and inappropriate for the child's age and stage.

AFTERCARE

104. Another theme is lack of preparation for the outside world.
105. Quarriers did provide aftercare and in some ways were quite forward thinking. In the early years of Quarriers Village around the turn of the previous century there was a ship, the James Arthur, which was in Quarriers Village and was used as preparation for boys who would ultimately go to sea. This was all part of preparation for children moving on from the village.
106. There is evidence that Quarriers arranged work placements and prior to 1965 Overbridge was used as the working lads' hostel. A welfare officer was employed for boys and girls from the 1940s.
107. Other groups which were run in the village such as the Girl Guides and the Boys Brigade would also have taught children some life skills and about independence. Those activities appear to have been broadly encouraged.
108. Children were given pocket money and, I understand, from the 1960s onwards the older children were given clothing allowance which they were allowed to spend themselves on the clothes they wanted to buy.

109. However a number of applicants have given evidence that they felt completely unprepared for the outside world when they left Quarriers. That left them vulnerable and potentially open to abuse. They had led isolated lives within the confines of Quarriers Village and were, at least to an extent, institutionalised.
110. A hostel opened in Quarriers Village in the early 1970s. That was designed to meet the needs of older children and to allow them more independence than they would have had in one of the cottages. Young people were provided with skills in relation to budgeting, cooking and doing the laundry etc. There is also evidence of Quarriers providing assistance with completing job applications and in finding accommodation for those leaving Quarriers from the 1970s.

PEER ABUSE

111. We are aware of a number of allegations of peer abuse, including sexual abuse, from our internal review of the records. There is evidence of such abuse in the applicants' statements, the oral statements and in the records.
112. Although the records in relation to these incidents are relatively brief there does seem to be a lack of awareness and knowledge of presenting behaviour that could be tied in to child abuse or sexualised behaviour between children. There also appears to be a lack of awareness of the potentially serious impact that sexual behaviour between children could have upon them.
113. Very often the records will use the words "interfere with". There does not appear to be any consideration of the risks which may be posed to other children by children who have been sexualised.
114. In today's world, if there was this kind of incident the first action would be to safeguard the child/children, carry out a risk assessment and to reduce the risk as well as notifying all other relevant agencies. Children "interfering with" other children does not seem to have been considered as a significant safeguarding issue.
115. The records also disclose instances of children bullying other children physically. That sort of behaviour is very difficult to prevent in its entirety even nowadays.
116. There is also evidence of peer sexual abuse at Southannan and Seafield. I am aware that a report in 1999 was critical of how such safeguarding incidents were dealt with at Seafield.

117. We have traced three such incidents in relation to Seafield from 2007, 2010 and 2013. The records demonstrate that there were procedures in place for such incidents to be dealt with. The police were informed on each occasion as were other agencies.

ABSCONDING

118. Children absconding from Quarriers Village seems to have been a common occurrence. Children absconded for a variety of reasons. There has been evidence that some children ran away for fun or to go and visit family. They may have absconded simply because they were unhappy about being in care. Of course, some may have run away because they were being abused. There is evidence that staff from the village would pick them up or they would be returned by the police. Nobody appears to have delved too deeply into why the children were running away.
119. There is evidence of some children being punished for absconding when they got back to the village by way of corporal punishment. Again, the approach here does not seem to have been child centred.

RESTRAINT

120. When compiling the section 21 response for Seafield, we found a number of allegations involving inappropriate restraint. This is one of the recurring themes in relation to complaints of abuse made in more recent years at Seafield.
121. There is evidence that there was an established process to follow in relation to how the matter should be investigated and dealt with. There is also evidence that the culture and processes in place meant that other staff felt capable of raising concerns. As an example, [REDACTED] QMX was a senior member of staff who was accused on two occasions of being overly physical with children. On the first occasion the complaint was made by another member of staff. An investigation was undertaken and disciplinary action was taken. [REDACTED] QMX was given a final, written warning.
122. On the second occasion, concerns were again raised by other staff. There was an investigation, a disciplinary process and the employee was dismissed.
123. When working with children such as those at Seafield with behavioural issues, staff should have been trained in techniques to allow them to de-escalate situations. The techniques taught were called TCI (Therapeutic Crisis Intervention) and are now called CALM. The intention behind the techniques is to ensure that staff try to

understand the child's behaviour. Restraint is only to be used as a last resort to protect the service user, staff or others in the event that the situation cannot be de-escalated.

124. Whilst it is concerning that a member of senior staff was sacked for this type of behaviour, it does demonstrate that there were procedures and safeguards in place to protect children and that a failure to protect children will be dealt with severely.

SYSTEMIC FAILURES

125. Reflecting on the various sources of evidence, it is apparent that there were shortcomings in Quarriers' practices which meant that abuse was allowed to occur. That is particularly so for the Quarriers Village era. There was a clear improvement in the documentation of policies and procedures from the 1990s onwards. Quarriers has identified recurrent themes from the evidence about where previous practices fell short.

RECRUITMENT

126. Historically, staff were recruited on the basis of limited information and limited scrutiny. The key criterion was that they professed to be of good Christian character.
127. There is evidence of interviews being carried out with employees. References also seem to have been taken up. However, the interviews appear to have been relatively superficial. The referees generally do not appear to have been qualified to provide anything other than character references.
128. We have documentary evidence that volunteers had some background checks carried out with the police from the 1960s onwards. However, we have not seen any documentary evidence demonstrating that similar things were done in relation to prospective employees at that time. It is possible that this was done. However, we have no evidence to confirm that. SCRO checks were carried out from the 1990s onwards.
129. There seems to have been some difficulty in recruiting staff to work at Quarriers. It is possible that if there was a shortage of house parents that management would just have been glad to get someone in the door. The relative isolation of the village, the level of pay and the demands of the house parent role may not have made the jobs particularly attractive. However, there is evidence that a number of house parents stayed at Quarriers for many years.

130. There were also male house parents who were married to house mothers and who worked outside the village. Those individuals were not directly employed by Quarriers. It is not clear what sort of scrutiny, if any, would have been given to these people but yet they still had access to children. They also would have actively carried out a caring/ parenting role.
131. The mere fact that someone professes to be of good Christian character is not reassurance that they actually are. Quarriers' current recruitment and selection policies meet with both regulators' and commissioners' safe recruitment requirements and comply with equal opportunity legislation. Quarriers does not discriminate on any grounds including religion, gender, age etc. Our interviews focus on value based questions and we also involve the people we support in our recruitment processes.
132. Charlie Coggrave will speak about our safe recruitment procedures in more detail.

TRAINING

133. Historically there was no requirement for staff caring for children in residential care to have any qualifications. On the basis of the evidence we have there was also no strict requirement for previous experience. Nowadays, residential child care services are highly regulated. That has been the case since the introduction of the Regulation of Care (Scotland) Act 2001. Employees have to have the requisite qualifications, or be working towards them, in line with SSSC requirements in order to be employed. In order for nurses to work in healthcare they require to be registered with the Nursing & Midwifery Council.
134. The content of training that people receive now is extensive. We have an in-house Learning and Development Team. They devise our training programme in line with Scottish Social Services Council requirements, legislative requirements and service requirements.
135. As an organisation we also monitor our compliance with those statutory requirements.
136. There is compulsory training for everyone including Trustees on the Protection of Vulnerable Groups. That is part of our induction. We have E-Learning modules and for those who are going to be working in children's services there is face to face training on the topic.
137. The probationary period for employees is one year. However the probationary period for completing the compulsory training is six months.

138. In relation the Protection of Vulnerable People training we are actually moving to have a requirement where it has to be done within the first four weeks of employment. Part of the rationale for that is that quite often those who come in with fresh eyes are the ones who can question practices and effect positive change.
139. Quarriers can also deliver Scottish Vocational Qualifications (SVQ) as we are an approved SVQ Centre. That means that the Scottish Qualifications Authority has approved Quarriers to assess candidates for SVQs. The SVQ courses involve theory, evidence and observation. Candidates will do practical placements with Quarriers and we have qualified assessors who will assess them during those placements.
140. Quarriers has a platinum award from Investors in People (external assessment and accreditation).
141. We also support staff to go on training and development events held externally.
142. There is evidence that training of some sort was provided at Quarriers from the 1950s onwards. There was an in-service training course which was provided to some house parents from the 1960s onwards. There is evidence of lectures being provided to staff from external speakers. I cannot comment upon the quality and content of that training. It may well have contained very little training on child protection issues in contrast to what we would expect to see today.
143. I am also aware that childcare workers came to Quarriers from abroad to be trained. Some employees were supported through qualifications at places such as Langside College. Some employees were offered that training and declined to take it. It was not compulsory. Quarriers funded social work training. A field work unit for social work was founded in the late 1970s. Training for nursery nurses was provided. In the 1980s Quarriers employed a training officer called Christine Ross. The document entitled "Review of Objectives and Programme of Works 1980 to 1983" notes that 77% of house parents have received some form of training but only 15% of assistants had received some form of training.

SUPERVISION

144. It is clear from the evidence that house parents had a great deal of autonomy. There was very limited internal or external supervision right up until the 1980s. Steps were taken to try to address this by introducing an internal social work department. That department started in the late 1960s and expanded during the 1970s. However,

some doubts have been expressed about how effective the Quarriers social workers were able to be in actually supervising what went on within the individual cottages and to what extent the house parents valued or accepted their advice.

145. The Ladies Committee, chaired by Lady MacLay, was founded in approximately 1959. That committee appears to have been intended to provide some supervision of what was going on within the individual cottages and the physical environment. However, it appears to have been more concerned with domestic matters rather than with any specific focus on how the children were being treated and their welfare.
146. It wasn't until 2001 that the Care Inspectorate started looking at staff supervision across the sector. Up until then supervision of staff was variable as was staff appraisal.
147. Our current policies and procedures monitor how much supervision and appraisal is being carried out. We have policies and procedures on how that should be done. Even our Trustees undergo an appraisal. Volunteers are supervised and appraised.

GUIDANCE & INSTRUCTION

148. Very little official guidance or instruction appears to have been provided to those tasked with caring for children, apart from that in relation to corporal punishment.
149. Bill & Helen Dunbar's letter of appointment dated 27 August 1962 states "*your duties will be to care and make a home for a family probably both boys and girls, say up to 18 in number*". It then goes on to say "*Your own duties are the general welfare of the children assigned to you including the care of their clothing, preparation of meals, training in Christian character, behaviour and discipline, taking of prayers with them daily and in general to make a new home for those deprived of such.*"
150. There are certain parts of the Scottish Government 1965 report which are quite damning of the regime which was in place at that time. Specific mention is made of the lack of clear guidance on punishment.
151. We have found some evidence, through our researches, of guidance on corporal punishment being issued. On 7 October 1930 a letter was issued by the Executive Committee of the Council of Management requesting that workers make a note of all punishments imposed by them. It also states that if corporal punishment is given it must be on the hand with the tawse.
152. As already mentioned there is a letter from the Chairman to the fathers in boys' cottages in 1937 giving guidance on corporal punishment.

153. The 1944 Standing Orders contain more detailed rules on punishments in general and in relation to what type of corporal punishment is permitted. We have also found some guidance from 1959 which appears to have been circulated to house parents setting out the parameters within which corporal punishment was considered permissible at that time.
154. Following on the 1965 report further correspondence refers to guidance on corporal punishment being issued to house parents. We also have found correspondence through the National Records of Scotland from around 1977. That correspondence refers to corporal punishment being abolished in Quarriers Homes two years previously (presumably in 1975). However, at that time, consideration was being given by management to reintroduce it. Concerns were expressed by the government that this was a retrograde step.
155. In our current practice we have detailed policies and procedures setting out our expectations of staff. Our staff training reflects and underpins our policies and procedures. All of our policies are tied in to the Scottish Governments policies on Getting It Right For Every Child (GIRFEC) and SHANARRI (Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible, Included) – the Eight Indicators of Wellbeing.

SUPPORT

156. The house parents had large numbers of children in their cottages. There were a very small number of employees compared to the number of children. There was only limited support available to the house parents. The available support appears to have increased over the years with the introduction of additional domestic assistance and also additional assistants. Other developments such as the introduction of modern appliances may also have eased the load on house parents to a certain extent. There seems to have been a gradual improvement with the introduction of more cleaners, relievers and additional assistants. The social workers also provided support from the 1960s onwards. There was a psychologist in Quarriers Village from the 1960s onwards. The number of children in the cottages also decreased over time.
157. House parents were expected to look after a large number of children. There is evidence that some house parents did not have the necessary skills, knowledge and experience to allow them to provide good quality care to such a large number of children. , Those children are likely to have been emotionally traumatised when you

consider the reasons they were admitted into care. For house parents who lacked knowledge and experience they had to learn on the job without adequate management direction, training or specialist support. This environment may have led to poor child care practices.

158. By comparison, at Southannan, the ratio of staff to children was higher. However the children cared for there often had significant behavioural issues.

COMPLAINTS

159. Historically the process of complaints appears to have been that they were all handled by the superintendent. During Joseph Mortimer's time I understand that he operated an open door policy. Children were permitted to approach him with any issue that they wanted. There is evidence in applicant's statements and I have heard evidence that some children did feel able to approach Mr Mortimer. However, clearly it was never going to be easy for a child to go and see the superintendent to complain, particularly about a member of staff.
160. Historically, attitudes to children were that they should be seen and not heard. This all goes back to thinking about the child. Many of the children would have come from problematic backgrounds and may have had challenging behaviour. Their voices were not heard and they may not have had an opportunity to express their views anyway. They were seen as a nuisance or as not being trustworthy. The whole set up of Quarriers Village historically made it difficult for children to complain particularly about the house parents who were tasked with caring for them. There is also evidence that, when children did complain, they were not believed.
161. When the social workers were introduced that would have potentially provided an additional person in whom the children could confide. The social workers had a degree of independence from the house parents. However, the social workers were still Quarriers' social workers and may not have been viewed as independent or trustworthy people by a child who was being abused. Equally the same might be said for the local authority social workers in cases in which they were involved. Some applicants have stated that they never saw a Social Worker during their time at Quarriers.
162. From the applicants' statements it seems that some children felt safest when they were in Elise Hospital and there may have been a greater degree of trust with the nurses and doctors.

163. Quarriers' approach to children's complaints is now completely different. First of all, all of our care is child centred. We are prepared to believe children and to listen to them when they make complaints. We also engage with other agencies including third party advocacy services which can be very important in allowing children to raise concerns and have them articulated on their behalf. Where there is a parent or carers they also would be involved in any concerns/ complaints raised.

RESPONSE TO ALLEGATIONS OF ABUSE

164. Through our research we have discovered evidence that one employee was dismissed in 1938 for physically abusing a child. We have also discovered evidence that another employee was dismissed – or at least it was requested that he resign – in 1967 as a result of physical abuse of children.
165. We have also discovered, in a child's records, that there was an internal finding of physical abuse at Overbridge by [REDACTED] QCN [REDACTED] in 1971. That child was [REDACTED]. There is evidence that the house father assaulted the child. The child's father made a complaint. The superintendent, Joseph Mortimer, became involved. He spoke to both the child and the house parent. The house parent admitted assaulting the child. However, Mr Mortimer appears to have accepted the house parent's version of events. The house parent was "severely reprimanded" for losing control.
166. It is clear that this situation was not dealt with properly. The notes reveal that when the child's father indicated that he was going to report the matter to the police and to the press Mr Mortimer sought to discourage him from doing so by indicating that he would tell the press about the lack of consideration the father had paid to his children over the years. This was clearly inappropriate and to me is evidence that historically management at Quarriers were prepared to put the reputation of the organisation ahead of the interests of the child.
167. A number of applicants state that they complained of abuse. We have reviewed our historic records to see if such complaints were made. Often there is nothing recorded in the notes to reflect such complaints being made. Where we have found documented evidence of such complaints we have highlighted that to the Inquiry in our responses to the section 21 notices.
168. A complaint was made to a student social worker by [REDACTED] in 1984. She complained that she had been slapped three or four times in the face by her house father, [REDACTED] QFH [REDACTED]. The matter was reported to the superintendent. An

- investigation was carried out. The outcome of that is not clear from the records. However there is no indication that any action was taken against the house parent.
169. There seems to have been a variable response to complaints over the years. Sometimes action was taken. Sometimes it seems that children were moved either from the cottage they were in or away from Quarriers altogether. Where there is a record, it appears that generally the superintendent would carry out an investigation. However it is not always clear from the historic records why particular decisions were taken. We have not found any written policy or procedure as to how such complaints were to be investigated.
170. One obvious weakness of this system is that it depended entirely upon the view that the superintendent took of the appropriate course of action. There was no equivalent to the multidisciplinary approach that would occur nowadays if a child protection concern was raised.

ALLEGATIONS OF SEXUAL ABUSE

171. The only mention of an allegation of sexual abuse being against a member of staff that we have found is in the records of [REDACTED]. He made allegations of sexual abuse against John Porteous in around 1982. The records record that the child was accused of stealing money from John Porteous' house. He denied this to his house mother, Mrs Valente, and disclosed to her that he had been sexually abused by John Porteous and this had been going on over the previous year. The allegation was brought to the attention of the superintendent, Joseph Mortimer. The police were contacted. The records suggest this was done at the request of John Porteous. The Dundee Social Work department was also made aware of the allegation (Dundee was the placing local authority). The police appear to have come to the village and carried out an investigation. The child's records refer to "*very thorough police investigations including medical and forensic tests*". The police decided that there was no case to answer.
172. The child was seen on several occasions by the Quarriers psychologist, Jean Morris. He was also referred for counselling externally. Shortly afterwards, he was transferred from Quarriers to a List G school, Lendrickmuir.
173. After the police investigation Quarriers took no action in respect of John Porteous. From the records it seems clear that the view was taken, amongst the adults from the various agencies involved, that the allegations were not true. It is clear from the notes that the child was simply not believed despite the fact that his account was

described by John Meyer the social worker as "so vivid and detailed that initially it was rather convincing". Nobody appeared to entertain the notion that John Porteous may have abused the child.

174. One of the really concerning aspects of this, from my perspective, is that at this time John Porteous was employed as a fire safety officer in the village. The child in question was not a child in his cottage. However, he appeared to have befriended the child through various activities that he was running in the village – as well as seemingly talking to the child about potentially fostering him. John Porteous had access to children throughout the village as he had access to all of the cottages in his role as fire prevention officer. It would seem from the evidence of former employees that John Porteous was in and out of houses in that role on a daily basis.
175. Looking back at these records this was clearly an example of an inadequate response by Quarriers to serious allegations of abuse. There were inadequacies in terms of investigation, follow up and safeguarding.
176. Whilst I fully accept that Quarriers' response on this occasion was entirely inadequate, both the police and external social work departments were also involved. No concerns appear to have been expressed about John Porteous continuing to have access to children. It is clear from what we know now that John Porteous continued to have access to Quarriers' premises until he retired in 1998. Whilst I am not aware of any allegations of abuse being made against him after 1982 it is clear that children were put at risk.

RECORD KEEPING

177. I have reviewed a significant number of children's records myself from Quarriers Village, Overbridge, Southannan and Seafield. It is obvious that, as you go back in time, the standards of record keeping were very different.
178. The records from Quarriers Village are minimal up to the later 1970s/1980s. They then become more extensive.
179. The Overbridge records between 1965 and 1985 are similar to the Quarriers village records for that time.
180. The Southannan records are generally more detailed. That establishment opened in 1978. The records increase in volume and detail over time through to the closure of Seafield in 2014. In more recent years we have whole boxes of records for one child.

181. The records themselves are of their time. In the early years they are fairly minimal in relation to the children, their background and the reasons for admission.
182. The quality of the records varies. It would seem that some house parents took more extensive notes than other. You can have children who were in care for four years with minimal notes and some that were there for much shorter period of times having more extensive notes.
183. In general terms however there was an improvement in recording keeping over time. Looking at the Southannan records from the late 1970s it appears that the approach to record keeping there was probably better than at Quarriers Village. The notes are more extensive and there are notes of regular reviews carried out in relation to the children as well as care and educational plans. We also have copies of daily logs which narrate what is happening on particular days. Moving into the later years at Seafield the records become voluminous and there are care plans and risk assessments for individual children.
184. For some children who came to Quarriers Village and Overbridge with siblings there will be a family file. In those cases often the correspondence in relation to the various different children has been filed together. That means that it is sometimes difficult for us to ensure that we have given a former resident all of the records that relate to them as we have to redact any information which relates to another child for the purposes of data protection. Some records might be missed because they may be filed in a family file or in a sibling's file.
185. The children's records for Quarriers Village were all scanned electronically into an electronic document management system called Alchemy approximately 10 years ago. This was, I understand, done by a group of volunteers. The justification was to improve accessibility and also security of the information held and to move the hard copy records to secure storage. Broadly speaking the scanning is accurate. However, we have discovered a few mistakes in relation to scanning and storing of documentations since we have been undertaking research for the purposes of the Inquiry. Sometimes a double sided document will only have been copied on one side or the bottom or side of a page is cut off. Archiving the records has not been easy. The Southannan and Seafield records are not electronically scanned but are held in external storage. As part of our work for the Inquiry we have indexed all of the Southannan/Seafield records which are held at external storage so that we know precisely where individual children's records are located.

186. My understanding is that after 1947 the hospital records in relation to the children would have been kept by the NHS.
187. School records would have been kept by the local authority that ran the school in Quarriers Village from the early 1900s. However there may still be some school records in an individual child's file such as school reports and letters from teachers etc.

AWARENESS OF ABUSE

188. There is evidence of awareness of abuse amongst management at Quarriers as far back as the 1930s. However, there is a clear lack of awareness in relation to proper safeguarding and prevention.
189. It is difficult to say to what extent members of the management team were aware of ongoing abuse at Quarriers Village. The environment in many ways lent itself to house parents and others being able to conceal abuse. What was regarded as abusive practice will also have changed over time. For example, approaches to corporal punishment continue to develop.
190. There are some examples of abuse being alleged and acted upon. However, there are other examples, such as the example I have given in relation to Overbridge, where a child was physically abused and the action was solely to give the employee a warning.
191. I think it is possible that management at the time applied the same standard to house parents in Quarriers Village as they would have applied to parents in a domestic situation. However, in my view, that is not an appropriate approach for professionals tasked with looking after vulnerable children.
192. We have heard evidence of accounts of abuse being reported to the office or to a member of management and no action being taken. I accept that may have happened. A lot may depend upon what the child feels able to say at the time. However we have also heard evidence that employees reported concerns to the office but little or nothing seems to have happened as a result.
193. One thing which is reassuring about some of the later complaints of abuse that we have identified, particularly from Seafield, is that the concerns were initially raised by members of our staff. We have a whistleblowing policy in order to give employees the confidence to speak up about an incident or practices they feel uncomfortable about.

CULTURE

194. There are several aspects of how Quarriers Village was set up and operated which meant that children were put at risk.
195. Quarriers Village was set up as a self-sufficient village. It was intended to recreate an idyllic vision of village society. This was a laudable aim but it landed up creating an isolated society with all of society's problems. It was isolated in terms of its geographical location. Historically there was a lack of external focus. The house parents seem to have had great autonomy with very little outside interference up until the late 1960s/ early 1970s after the social work department was introduced and there was an introduction of greater scrutiny and oversight. However, even when those social workers were introduced in the late 1960s the cottages still appear to have been run upon autonomous lines and there is evidence that management were reluctant to scrutinise or intervene.
196. My impression about the culture is that the children were to be seen and not heard. The organisation also seems at times to have been behind the curve in terms of modernising in line with modern childcare practices. It was an organisation that needed to change but did not accept change quickly or easily enough.
197. Clearly from some of the evidence from former employees there was tension between traditional and modernising forces within the organisation.
198. It seems to me that some house parents in particular became very emotionally attached to the whole idea of the village. People did not want it to drastically change because they had an emotional bond with it.
199. The governance of the organisation seems to have been removed from the actual care of children. The governing body was made up mostly of lay people rather than those with particular expertise and qualifications in childcare practice. I do not wish to sound critical of those people. I think that they wanted to do right. They were well intentioned. However, they were not necessarily particularly knowledgeable nor did they have hands-on experience with the children in the houses. From the documentation we have recovered from the national archives, there is evidence that the Scottish Government were encouraging Quarriers to appoint individuals with specific childcare experience to its Council of Management around 1968.

1965 REPORT

200. As part of our preparation work for the Inquiry our solicitors obtained documents from the National Records of Scotland. The documentation we recovered from those archives contained a number of central government reports on Quarriers Village which were not contained within our own archive. The most detailed report is a report from 1965 following on a detailed inspection of Quarriers Village in January 1965. Although a previous report from 1961 considered that the village was operating satisfactorily the 1965 report concluded that it was no longer in accord with accepted standards of childcare. The report is critical of a number of aspects of how the homes were operating at the time.
201. The documentation recovered from the National Records of Scotland indicates that the full report was not passed to Quarriers. Instead a letter dated 2 September 1965 was sent enclosing a list of the recommendations from the full report and a summary document entitled "*The Future Role of Quarrier's Homes*". That was acknowledged by Dr Davidson (the General Director of Quarriers) by letter on 10 September 1965. A meeting was arranged between Dr Davidson, Mr Brough (a member of Quarriers' Executive Committee) and government representatives on 13 December 1965. The records contain a further letter dated 14 December 1965 from I M Wilson to Dr Davidson confirming that a discussion had taken place in relation to the inspection the previous day.

RESPONSE TO ALLEGATIONS OF NON-RECENT ABUSE

202. I am aware that from around 2000 onwards there were a number of criminal prosecutions and a large number of civil claims made against Quarriers. I also know that there is a degree of anger and dissatisfaction from survivors about how the organisation dealt with the criminal and civil matters at the time.
203. My view is that it was a very difficult time for the organisation. Phil Robinson had to deal with a number of competing interests. He was relatively new to his CEO role. The organisation was expanding rapidly in the area of adult learning disability services as a result of the Community Care Act and the closure of large institutions such as Lennox Castle. He was in really uncharted territory in relation to the number of disclosures and allegations of abuse at this time.
204. Quarriers did take a number of steps in response to the allegations made at that time which I hope will have been of some value.

205. In 2001 Quarriers commissioned a report from the Scottish Institute for Residential Child Care (SIRCC). I understand that for some reason that report was embargoed by SIRCC. However, the purpose of the report was to review the current child care provision provided by Quarriers to ensure that the organisation was meeting best practice. It is therefore not of assistance to survivors of abuse in examining why abuse occurred.
206. I have read that report and I am satisfied that Quarriers complies with all of the requirements which were made in it. The report was positive about Quarriers' practices and policies at the time but identified some areas where SIRCC considered improvements could be made.
207. An apology was issued on behalf of Quarriers via the Scottish Parliament public petitions process in 2004. At the time the apology was issued, the position was complicated by the number of compensation claims the organisation were facing. Those claims were being handled by Quarriers' insurers. The wording of the apology was framed on the basis of legal advice.
208. Quarriers also participated in The Time to be Heard pilot forum. Quarriers volunteered to take part in this exercise and provided assistance to allow it to proceed.
209. I also know that Phil Robinson set up the Aftercare Service at or around this time. This was in part to allow former residents to obtain access to their records and to improve the organisation's governance of such requests.
210. As Chief Executive of the organisation he had to work in the context in which he found himself and in accordance with the instructions he was given. With the benefit of hindsight, there are undoubtedly some things which Quarriers as an organisation would do differently. I think that once Phil left some of the continuity of dealing with the issue was lost. In particular I understand that no apology was issued on behalf of Quarriers after the Time to be Heard report was issued. That was a mistake. I consider that an apology should have been issued at that time. The organisation issued an unequivocal apology to any child abused in Quarriers' care at the start of this Inquiry.

TIME TO BE HEARD

211. I arrived at Quarriers after the Time to be Heard report had been issued. The report made a number of recommendations. I consider that we have complied with all but one of those as best we can.
212. The one area where no real progress has been made relates to recommendation 15 of Time to be Heard. That recommends that all institutions should develop a photographic archive in response to the needs of former residents who have no or few photographs of themselves.
213. We are very interested in trying to develop this in consultation with survivors. We have been in contact with Future Pathways however there has been no follow up from Future Pathways and therefore no significant progress has been made. There are some GDPR issues to consider which potentially could make the process difficult.
214. We are conscious however of the importance of photographs to survivors and others who have been in residential care. Our Aftercare and Safeguarding Team will very often go through the Narrative of Facts with former residents to see if they can identify photographs of themselves. On occasion we have been able to marry up loose copy photographs with individual client files.

FBGA

215. When I took over as Chief Executive I was not aware of the issues surrounding non-recent abuse at Quarriers as my focus was on managing the present day organisation.
216. Shortly after I took over as Chief Executive I had a meeting with David Whelan on 14 August 2014. I cannot actually remember how that meeting came about. However, I wanted to have the meeting as I wanted to introduce myself, to say "*hello*" and to understand what the key issues were for Mr Whelan and survivors.
217. I thought the meeting was helpful and constructive. My approach was to listen and to try to establish a relationship.
218. After that initial meeting our contact increased and I met with Mr Whelan and another survivor who supported him in July 2015. He was a former Quarriers boy. He explained that he had experienced the '*dark side*' of Quarriers. He recognised that good things had happened to many in the care of Quarriers but his experience generally had been bad.

219. When we knew that the Scottish Child Abuse Inquiry was going to happen I set up an internal meeting structure so that we could share information. I invited David Whelan and the other survivor to those meetings on a quarterly basis. The purpose of that was so that they could share things with us from a survivor's perspective so that we could better understand the key issues from their perspective. I found this was useful and informative. The Chair of our Board, Tom Scholes, also attended these meetings so he also had the opportunity to hear from the survivors. I thought it was appropriate for him to meet them given the significance of the issue and the significance of the Inquiry. They would also provide us with bits of information about what life was like for both of them. I very much appreciate that they also were willing to establish a relationship with us.
220. I think that both parties knew that if we were not comfortable meeting then we could decline to do it at any time. Those meetings are now in abeyance due to activities on both sides relating to the Inquiry. However I would hope that we can reinstate them once the case study is complete.
221. My focus has always been about what we do going forward and how we can move forward together. We have discussed issues around the Interaction Action Plan and redress.
222. I appreciate how difficult it has been for David and the other survivor to speak to us. I also appreciate the willingness of David and the other survivor to engage positively and proactively with present day Quarriers. I hope that we have managed to establish a respectful and constructive relationship which will continue. The meetings with them have given me an insight into not only what some children experienced at Quarriers but also the survivors' lengthy campaign to address some of the key areas within the Interaction Action Plan. I also recognise how difficult it is for survivors to come forward and give evidence at the Scottish Child Abuse Inquiry and I have the utmost respect for every one of them who has done that.
223. In relation to a financial redress scheme we have engaged with CELCIS and others and taken part in their consultation.
224. We also were put in touch with Future Pathways in relation to putting together an archive of photographs for survivors. Unfortunately, despite contacting them, that has not yet been progressed.
225. Quarriers welcomes the Scottish Child Abuse Inquiry and are cooperating fully in it. I have personally attended the hearings for 2 to 3 days each week to hear the evidence first hand. Other members of the Quarriers' team have also been present.

We considered it was important that somebody was present every day. We have taken the opportunity, where appropriate, to speak to survivors after they have given evidence and to provide them with information in relation to accessing their records. We have provided contact details for the safeguarding and aftercare department for anyone who may wish to contact us in future.

226. Personally I am deeply saddened and shocked from the evidence I have heard about children's experiences and the impact on their lives that the abuse has had. I will never forget that. On behalf of Quarriers I unreservedly apologise to those who suffered abuse when in the care of the organisation.



SIGNED

ALICE HARPER

CHIEF EXECUTIVE

QUARRIERS

30 November 2018