

## Scottish Child Abuse Inquiry

Witness Statement of

KBW

Support person present: No

### Introduction

1. My name is KBW. My date of birth is /1953. My contact details are known to the Inquiry.
2. I would like to make it clear that I have consciously not brought a solicitor because I think that would impede my contribution to the Inquiry. I've done that deliberately because they are inclined to tell you to make no comment but I do have comments that I want to make. I certainly will be challenging the allegations but I want to be able to participate more fully than would maybe be possible were legal representation here.

### Background

3. I was brought up and went to school in Renfrew. I was the oldest child and my father died suddenly when I was young. My mum was too young to get a widow's pension so got a widow's allowance which wasn't very much. I was doing okay at school but instead of staying on I left at fifteen to work. I started as an apprentice electrician with in Paisley.
4. I always had an interest in politics, social justice and civil rights all that kind of stuff but something that did trouble me was what happens with the people at the bottom. I became a volunteer with the Simon Community who work with the homeless.

5. I ended up giving up my work and became a full-time volunteer with the Simon Community. I went on to do a range of voluntary work in Leeds, Liverpool, Dublin and Buncrana in Ireland. That lasted until about 1974 when things started getting pretty heavy in Ireland. My partner was also pregnant so we came home to my mother's house in Renfrew.
  
6. I became active within the local community and I started off with a local job in a pub. I then got a job, third in charge, at Douglas House in Paisley which was a model lodging house full of single men. When Douglas House was closing down I was offered a job with the regional council as a trainee social worker. I had applied to Jordanhill to do a diploma in youth and community work and I then received funding towards that while doing my training. I spent two years getting my diploma and during that time worked certain evenings and holidays at children's units and youth clubs. I think I worked 46 weeks a year with the college only counting towards so much of that.
  
7. I then became the voluntary services organiser for Renfrewshire supporting community groups that did grant applications and if there were projects looking for recruits I would recruit and assess, all that sort of thing. It was office based and not really my thing so I then applied for an Urban Aid Project job at Govan Unemployed Workers Centre working with youths.
  
8. In 1983 that project ran into problems with funding, it was all very political and the Tories pulled the funding, but we somehow managed to stagger along for a good few years until 1986. I don't know if it was an actual breakdown but as a result of the emotional and social investment I was putting into the project I just ran out of steam. I split up with my partner then and for a year or so I just did bits and pieces.

### **Posting at Kerelaw**

9. In 1987 I saw a big advert in the paper for the recruitment of staff at Kerelaw Residential School. I applied for that as it was basic grade and at that time I didn't want any responsibilities. I felt it would ease me back into the region and it would give me

access to the internal vacancy lists that came out on a Friday. That meant you could jump the queue for applications but that obviously didn't happen as I stayed on at Kerelaw.

10. I provided references with my application and I was invited to a group elimination interview for the Kerelaw job. There were maybe two dozen there and we started in groups of seven or eight being given scenarios to discuss. During lunch certain people got a tap on the shoulder and we were whittled down to the six or eight people who had interviews. I got to that interview stage which included Kerelaw senior staff and external staff including a psychologist.
11. I got a phone call the week before Christmas 1987 to tell me I was successful and could I start immediately. I went down to Kerelaw the next day to sort things out. I subsequently found out they had massive staff shortages at that time and couldn't get any temps so they were scrambling about getting whoever they could to get the place up and running.

### **Kerelaw Residential School**

#### *General*

12. Kerelaw was a shared campus, with an open school and a secure school. The open school had four units and the secure school had two units, which became three units later. There were two kitchens for the open school and one kitchen for the secure.
13. In the open school there was an educational block with four units. The secure wasn't always there, it came about in the mid-eighties. It didn't have an education block as such, it was more of an education department as everything was contained in the one block there.
14. Going back, to before the focus was on exams, Kerelaw was more vocationally focussed with woodwork and metalwork shops and car mechanic workshops. I think a

lot of the trouble began when it became more educationally focussed, because that started to highlight weaknesses in the young people's abilities.

15. When I started it was during the Christmas holidays so most of the young people were at home. Some did come back to get pocket money and stuff so we would make sure they were okay then they would go back home. There were very few kids about so it was quite a pleasant introduction to the school.
16. The four open units in Kerelaw were very distinct. They each had their own identity and did things in their own way. There was an overarching way for things to be done and then the units did other things their own way.
17. In addition to the four open units it used to be that each unit had two or three day pupils but that wasn't working as they were bringing in contraband. We then established a day unit in one of the end staff flats in Fleming Unit. The kids were all self-contained after that. It was run by a couple of staff from Monday to Friday.
18. I started in the open units at Fleming Unit where the manager was KBU who lived on site. There were staff houses and flats on campus and historically the teachers and their families always stayed in the staff flats. They were two and three bedroom flats.
19. The houses were all named after famous Scot's so the open units were Fleming, Millerston, Baird and Wilson and the secure units were Scott, Wallace and Bruce.

### **Structure and recruitment of staff**

#### *Staff structure*

20. SNR for Kerelaw when I started was SNR. SNR was SNR, the deputy head for education was Jim Hunter and LEF was SNR. Both the open school and secure



unit had SNR [REDACTED] for a number of years when I was there, [REDACTED] and GOM [REDACTED]. As a basic grade worker I never had any contact with the senior management team except if something had gone horribly wrong. Even as a team leader I had very little contact with them. It was the people who came after them that we had a lot of contact with.

21. [REDACTED] was in a relationship with LEF [REDACTED] something I didn't know about until much later on, as a result of this she was redeployed and a chap called Graham Bell came in SNR [REDACTED] from Cardross Assessment Centre. I think [REDACTED] was still SNR [REDACTED] then but he was off for a while. He was [REDACTED] by [REDACTED] who had been a senior manager in Strathclyde.
22. Graham Bell then left to [REDACTED] Kibble and took some key staff with him. He didn't think he'd get the job because he didn't have a teaching background. He felt so strongly that care workers and social work staff needed to challenge that position. If you had [REDACTED] who was risk adverse in terms of changing things then there was a very narrow, blinkered view of what was actually needed, they never had an understanding of the task.
23. Graham and I did talk about it because I personally believe in the public sector. I don't actually think people should be making money out of other people's misery, so I don't really have a lot of time for the private sector. I also think that sometimes the third sector, the voluntary sector, leans a bit too heavily towards running it like a business. I was quite happy living within the public sector.
24. [REDACTED] Graham Bell [REDACTED] KAB [REDACTED] who had been in a senior position in the Strathclyde senior management team. KAB [REDACTED] the foundation that Graham had created. She had some fabulous ideas and was really into promoting staff interest in being more child centred and more focussed on young people. She introduced on site education to make up for the lack of going out for education.

25. She was never a diplomat and did not go about things in a way that was conducive to gradual change. She did it overnight and there was a lot of conflict. I don't remember any time when the senior management team were all working in harmony.

*Working practices*

26. The history of Kerelaw was that it had been an educational establishment with accommodation. Something then happened, I think in the early eighties, whereby it became a social work establishment with education on site. So that was a dramatic change in how things had been in terms of legality but it was very quickly learned that there wasn't a very dramatic change in terms of how the school and staff saw themselves. It was still a school, the teachers were still in ascendancy and the head of the establishment always had to be a teacher. That was throughout List D and they always saw themselves as above ourselves.
27. Teachers were firmly embedded in Kerelaw. There had been an influx of staff because you had a right, as an incoming worker, to a house in the Irvine new town area. Some who had placements in Kerelaw then just morphed into full time staff. The other thing was that because everyone was in these new towns, if you came to the school and lived in the staff houses once you were there six months or whatever you became eligible as an incoming worker. You then got a brand new house in a new town so it was all very attractive to people. I think the care staff were almost all recruited from within the three towns, Stevenston, Saltcoats and Ardrossan. It was all very parochial.
28. I would say that with nearly all the care staff it would not have been a first experience working within a care setting however with, almost exclusively, everyone else that was their introduction to working within a care setting.
29. One of the things I learnt really quickly was that the teachers still ruled and could instruct almost anything. They would instruct care staff to take boys out of classes, almost anything really, and the staff just accepted that, even when there was a case where the child shouldn't be taken out of the class.

30. Another thing was the total absence of trust that anybody had in the care staff. There were some pathetic examples of that. We had a breakfast, dinner and tea in the canteen. Each kitchen served two units and each unit had its own dining room. At the end of a meal someone would pick up the supper tray which had fruit, a block of cheese, a loaf of bread, one tea bag each wrapped up in cling film and a plastic cup with some instant coffee in it. I remember asking why weren't we just getting a box of tea bags and a jar of coffee as all we were doing was creating waste, unused tea bags and coffee were just going in the bin. There was a lot of unnecessary waste.
31. Another bizarre thing was the communications within the campus. The phones could only be used within the campus so if you wanted to make an outside call you had to go through the operators in the campus office. It was impossible to make or receive any calls when it was busy, especially on a Monday morning when we phoned the young people's social work offices with updates on how the weekend had gone. The reasoning behind that was that if they gave us free access we would overuse the phone, but it also meant it was very difficult for us to help the children keep in touch with their families by phone. At night we had to get access to the phone in the office through the duty officer, who could be anywhere on campus, so that could be extremely difficult.
32. Graham Bell arriving at Kerelaw was like a breath of fresh air. For the first time we found out we actually had budgets allocated to the unit and Graham had a totally different attitude. He spent a lot of time in the school and would often stay in the staff houses for sleepovers when he was on call. You were required to be in close proximity to the school and he stayed in Kilcreggan. Similarly If I was going from late shift to early I would also stay over in the school and we would discuss the school. He also asked me to take on the supervision and support of the night staff, as until then they'd had neither.
33. I think I became an acting team leader in 1988, then formally a team leader in 1989. That was all within the same unit I'd been working in, Millerston. You would normally be promoted to a different unit but because we'd been making advances in Millerston, Graham wanted me to stay there. That was actually quite difficult because I went from



being a shift partner to becoming a boss. I spoke to Graham Bell a lot and I'd say it was probably the first time I'd ever had serious supervision. When I first went to Millerston the team leader and my line manager was **KAM**.

34. I was tasked by Graham at looking at the nightshift staff in Millerston and Fleming Units, they were together, to try and change cultures and soften it. We subsequently got night care co-ordinators who were, essentially, a unit manager for both the open school and secure unit. Prior to that the night staff had no line management or supervision they were basically left to themselves.
35. It was **KAQ** and **ZEUM**. I forget his surname, that became the night care co-ordinators. They were both local, I think they both stayed in Stevenston, where **KAQ** had been **[REDACTED]**.

#### *Recruitment*

36. I was involved in interviewing and recruiting staff pretty quickly after becoming a team leader. When it got to a more formal way of recruiting I was one of those who went through the applications and shortlisted them for interview.
37. There were periods when about a third of the staff in the school were temps or acting up. We then had deputy unit managers as well as unit managers, and I'd say there were times when about 20% of the deputies were acting up and then you had the temporary staff back-filling plus there were often vacancies.
38. Immediately after re-organisation in 1996 there were massive financial problems and there was a ban on recruitment so people ended up getting jobs by default. They'd been working for over two years at Kerelaw and although they were on temporary contracts they were deemed to have employment rights.
39. I remember personnel saying that if we had temporary staff we had to give them time off every thirteen weeks and make them take all their holidays before bringing them back in as temps, so we were breaking their service and ensuring they didn't build up

employment rights. It got to the point we couldn't do that because it was mathematically impossible to get the staffing ratio that was needed.

40. There were also times where there was high sickness rates which brought in more temporary staff so you needed the old temporary staff to be there to look after the newer temporary staff. There was just an absolute freeze with no money and we couldn't get anything done.
41. We also had volunteers working at Kerelaw. A lot of that was to give people an idea of what it was like to work in Kerelaw and also to see if they were going to be any use as a temp. A sort of informal audition to see how they would get on. Volunteers would be taken on through recommendation often by existing staff. I was involved in recruiting volunteers, it was more verbal recommendations than anything in writing. There were no references as such, the reference would be someone telling you there's someone they know who would be good, that's how it was. There was no vetting either.
42. You did have to be careful if you were asking staff about volunteers because somebody could be somebody's brother-in-law or they went to school together or played football together.
43. The number of footballers that worked in Kerelaw is unbelievable. That was a major thing, they actually actively recruited ex-professional footballers as care workers, who were known as houseparents' back then. I think that was because in the early days of Kerelaw it was all about control and diversion and the major form of diversion was going up to the fields at Kerelaw and tiring the kids out by playing football. There were people who'd played for Celtic and Rangers at senior level and quite a few were people who were just casualties of youth recruitment. They would get to their mid-teens and know they weren't going to make it at senior level so they would be looking for something else.
44. I think it that all stemmed from Johnny Hubbard who was the gym teacher at Ardrossan Academy, he was pally with the people running Kerelaw at that time and he would recommend footballers.



## Training

45. There was no formal training when I started at Kerelaw. You basically got put on a shift with somebody and you learnt, or otherwise, from them.
46. Under **KAB** tutelage I went to Glasgow University for a pilot course in the Advanced Certificate of Residential Childcare. That was for the whole of Scotland and there were people there from Rossie Farm, Oakbank, Geilsland, Kerelaw and unit managers from Glasgow city itself.
47. A lot of unit managers are in post for a long time, they can be in the same unit for twenty years or more. I think that course was an attempt to change things like that.
48. I did help **KAB** with some training, I think you would call it evidential training, by assisting in participation and provoking discussion, that sort of thing. I was there but I was very much in a supporting role. She was a brilliant communicator but when it came to actual direct management she wanted things done immediately and lacked diplomacy.
49. There was some child protection training done of a sort by **KAB** as part of those people who opted in to go to it. It was opt in and not mandatory, which I don't think was a good idea. However, given the resources that were available then and the need to staff the units you were relying on the goodwill of the people who saw they had a career beyond the immediate to come in and volunteer for training.
50. Some of the young women that came in were really keen and soaked that up but a lot of the old hands were reluctant to give up their day off or come in on their own time in the middle of the day, when they were a nightshift worker. It was almost exclusively newer staff that came in for training but that was because they saw a future in it. A lot of the other staff were biding their time as they'd been there a while and weren't interested in advancing their career.

### Supervision / appraisal / evaluation

51. As I've said I started off in Fleming Unit with <sup>KBU</sup> as my line manager. I then went to Millerston Unit where my team leader was <sup>KAM</sup>. I became acting team leader in 1988 or 1989 when my line manager was Graham Bell and it was still him when I was made up. I think that was in 1989. <sup>KAB</sup> Graham it would have been <sup>KAB</sup>.
52. Before my time at Kerelaw there were three staff between two units but I think there was an inspection and that led to the massive recruitment which I was part of. There then had to be two on a shift at all times during the day with the nightshift being single shifted before subsequently going up to two in each unit. In the secure unit there was always three covering at night.
53. When I was a team leader I would have been responsible for about nine basic staff and the deputies so maybe ten in my unit. In addition to that there was a domestic and probably two or three teachers who would be working their contractual overtime.
54. We all worked to a six-week rota with a mixture of lates and earlies with some mid shifts which straddled the whole team on Tuesdays and Wednesdays. There were more staff working then so that afforded the opportunity to have team meetings, schedule reviews and stuff like that.
55. The nightshift were a bit different and were initially resistant to being attached to units as they saw themselves as autonomous however they subsequently did become attached to unit. <sup>KAB</sup> had this great idea that the nightshift should come in during the day as well, for training, which was fine but not if you're not paying them overtime. They worked constant nights and did seven on and seven off so if they were being asked to come in during their week off they would, quite rightly, compare it to dayshift staff coming in at three in the morning on their days off. It was a bit

unreasonable to expect that for no overtime however it did mean they were in an even worse position in terms of development and training.

56. The nightshift basically came in at 9:45 pm and there would be someone upstairs with the young people making sure they were in their rooms. The main office was downstairs but there was an office upstairs which was called '*the night watchman's room*'. There would be a quick changeover and that was it. It was then much the same in the morning, the nightshift would be away home well before 8:00 am.
57. There wasn't any appraisal system as such when I started, as I said there was little contact with senior management. When Graham Bell came to Kerelaw there was a much more care focussed management system. That must have been early to mid-nineties.
58. Graham Bell did change things and redevelop the place. He did want to know how to make the place better, and asked what we would do if we had all the money in the world, that kind of thing. That included the introduction of personalisation, visits to Ikea were common and it meant people could take something with them when they left.
59. Initially, as team leader I would be supervising people who were in my unit but it was further developed and, it was on a Strathclyde basis, that external assessors would come in. That was through SVQ, the assessors were employed through the council. I was sometimes interviewed by the external verifiers. They were from Strathclyde Council and subsequently Glasgow Council, social work employees, probably practitioners who opted to do training to become assessors and verifiers.
60. Prior to that both assessment and verification was carried out in house. That was universal, everybody did that. There were people who did assessment and verification. The assessors would help people prepare for leaving care, that could be budgeting, shopping, cooking all those kinds of things. As a verifier I would confirm those things happened to an assessor. I could have observed it in person or it could be written confirmation that evidenced what had been done. It was evidence of good practice rather than education.



## Policy

61. There were no written policies at Kerelaw when I started, that I was aware of. Historically you would have got to know the running of your unit from those with the experience and knowledge, that sort of thing.
62. The first time I saw any Standard Operational Procedures was when I went into the secure unit for the first time. There were a set in the unit managers office and a set in the upstairs control room. That was in late 1998 or early 1999 and I was there until 2001. I was a unit manager then and [REDACTED] was in [REDACTED] the secure unit.
63. There was a couple of books of procedures on things like how to open the gate in the secure unit, it was all very mechanistic they weren't policies on how to develop stuff like writing up care plans or completing logs. To be honest I didn't read them cover to cover, I learnt pretty quickly from the people round about me.
64. I don't know for sure but I would think there would have been policies on childcare and child protection, but not everybody would have had sight of them. How accessible they would have been, I don't know.
65. I do think that when staff started doing HNC's and SVQ's and registration was coming in people would, or should, have known where the policy documents were kept. I would have had sight of them and used them when I was supervising.
66. There were no policies on discipline or restraints until they introduced TCI (Therapeutic Crisis Intervention) which would have come in around the early to mid-nineties. We all had to do the TCI training and we got manuals when we completed it. I think those manuals stood alone, separate to the Standard Operational Procedures.

67. I can't remember if we had any Standard Operational Procedures relating to things like complaints and allegations against staff or whistleblowing or record keeping. In the open school we did try to get some of that together with a variety of success.
68. We did have unit meetings with the young people where some of those things were discussed but they could range from what was on the menu for next week to what trips we could go on. We would also ask if there were any problems or issues. We did have complaints boxes put up but they were vandalised and forms that were available but they were scattered all over the place, so it was quite difficult.
69. The children's rights officer for Glasgow also visited. Ann was her name but she was on her own covering all the residential childcare establishments and external placements in Glasgow, so that was very difficult. We also had 'Who Cares' workers visit the place, although that was a bit inconsistent.
70. In the early days as a team leader I was involved in briefing new staff, holding staff meetings and the like, but when the deputy unit manager role was created they would do orientation like that. I can remember telling new staff not to get involved in anything until they had done their TCI training as they could make a mess of it or get themselves hurt.

### **Strategic planning**

71. Before I was up in the secure unit as unit manager we were looking at a re-creation of Kerelaw elsewhere. Kerelaw originally came from Millerston in Glasgow. Discussion did start surrounding relocating and a site was identified between Pollock and Barrhead but none of that came to pass. There was some strategic planning for that and I had some involvement but I don't recall there ever being any strategic planning around abuse.
72. A lot of the strategy was about doing stuff on site. One thing we did was to change the way the food was served at the secure units. It was made in the kitchens and



transferred on trolleys to the secure units. It was arriving half cold and with no choice so we installed a proper kitchen with a hatch which was a major thing that was addressed.

73. The fence at Kerelaw also became bigger and taller and wider which then meant we could have a football pitch outside and the young people could go out in the summer and get involved in various activities.
74. I think there was a view that Kerelaw was there forever, we were told we were doing a good job, people were saying they couldn't do without us and we were a handy place because we were local authority controlled.

### **Children**

75. I would think the biggest single reason why young people were in Kerelaw was poverty. I think if they had been in different homes, middle class homes, they probably wouldn't have come to the attention of the authorities and Kerelaw wouldn't have been there.
76. Children came in for things like truancy, criminality, neglect, trauma and through being a danger to themselves or the people around about them. A lot of the kids had been through extreme trauma and domestic violence.
77. In actual fact I think quite a lot of the children that were there because of truancy would probably be seen as autistic nowadays. They would have reports from their schools saying they were insolent or indolent and were refusing to look you in the eye, the traits that young people with Autism and Aspergers often have.
78. The children at Kerelaw were a very mixed bunch and a lot of them were seriously misplaced. I very quickly realised that if we held on to young people for any length of time we'd have them forever. If they stayed too long with us they would end up getting involved in behaviours we would all know about and action would be taken against them. That would then prolong their stay whereas if they were back in the community,

they might be getting up to something, and it might be seen as criminality but it wasn't real criminality, it was stuff the police would maybe chase them for. If it's possible it's better for them to be with their families and in their own community.

79. In my entire time at Kerelaw, which was 14 years, we had one black child, one Chinese child and one mixed race child so it doesn't properly reflect the world we live in.
80. When we did home visits you could see why some of the young people were reluctant to go home as in many cases they were living in extreme poverty and very poor conditions. Although there were also many that wanted to go home regardless of the situation. At Kerelaw for many having new trainers, clean clothes or basic hygiene addressed, perhaps for the first time.
81. When I was still working in Glasgow I remember seeing some of the young people I knew from Kerelaw and they would reminisce about their time there. They would say it had been a good experience and that they had learnt from it.
82. Most children came to Kerelaw through the Children's Panel, if it was an emergency admission they would have to attend an emergency Children's Panel within 24 hours. That excluded the ones that came via the courts because of their ages or offending behaviours.
83. Our aim was to come up with a care plan that best served the young person's needs. If their needs were best served by going home then they should have been going home but one of the problems was that once they got into Kerelaw if they got involved into any shenanigans they could end up staying for a long time.
84. There were some young people who had lost contact with their families or the families had lost contact with them and they were at Kerelaw for a long time. [REDACTED]  
[REDACTED]  
[REDACTED]. That was a very young boy, [REDACTED], who was about twelve years old. He stayed beyond his leaving date, then left and shared a flat with another former

resident as part of a leaving care plan. [REDACTED]  
[REDACTED]

85. When I arrived in 1987 there was probably between 12 and 14 young people in each unit. That gradually went down to about 9 or 10 per unit, so maybe 50 over the open school. My understanding is that the secure unit was initially two sub units. It became three units in the late eighties and it's my understating there was then eight children in each unit.
86. I think the youngest child we ever had was about twelve or thirteen. You could stay until the end of your education but if you weren't engaging with education when you reached sixteen then you were out. We did have some work programmes and different bits and pieces but if it wasn't bought into by young people they would end up at a panel and moving on to the throughcare system.
87. Roughly speaking, in the open unit, if there were 10 staff in a boys' unit it would be 6 men and 4 women and if it was a girls' unit it would be 6 women and 4 men. That was an aspiration, it wasn't always that.
88. It was similar in the secure unit, but there was a girls' unit as well as the two boys' units by the time I got there. I do think it was exclusively female staff in the girls' unit. Some of the young women were there because of abuse and some were involved in activities that made them a risk to themselves or others so being in an all-female environment was conducive to trying to work with them.
89. In the secure units many of the young people had been involved in criminality but were still within the Childrens Hearings system, for those actually serving sentences they would remain on Kerelaw until they had finished their education and then go on to the criminal justice system. Others were there for their own protection to remove them from dangerous or unhealthy situations.
90. If children were being taken out on a trip in the van, a crew bus, then strictly speaking there should have been a member of staff driving the van and a member of staff sitting

at the back door of the van with all the kids in between. When each unit got a people carrier, with a nine person capacity, we could have more units going out at the same time.

91. There wouldn't have been cross unit activities, residents of units would have stayed together on their own trips. The duty manager would ensure the units weren't going to the same place.
92. There could be occasions when a single member of staff took a single child out. At birthdays the keyworker took them out with their birthday money and they would do some shopping and choose a meal, maybe a McDonalds or a Chinese buffet. You could also do a home visit with a single child or go shopping with them.
93. Another occasion might be part of a TCI inspired de-escalation, where a member of staff would take a young person out to allow them to discuss underlying issues in a more informal setting.
94. A member of staff taking a child to their own home did happen but it was stopped. That was a legacy thing that started from before I arrived and continued for a while. I remember being on at Christmas and some of the staff had taken kids to their own homes for Christmas so they weren't stuck in the units.
95. There was no guidance given around taking children out on your own. There did come a point where it was considered inappropriate to do that, and it was stopped. That was probably [REDACTED] KAB [REDACTED] when Chris Holmes came to Kerelaw, so around 1996. He was more procedure based and liked to have clear cut boundaries.
96. Families could visit their children if it as part of their care plan. It was sometimes the case that they couldn't. We would get feedback from their social workers about family contact, what it was like and if there was anybody in the family they perhaps shouldn't be seeing. I would say pals were discouraged and family were generally encouraged unless there was a reason for them not to see them. Contact with the family was

determined by the young persons social worker, they were the care managers and we acted to their instruction and direction with regard to that.

97. Young people could sometimes go out with their family visitors but it would need to be assessed. That would be a decision made between the unit and the field worker for the child. We had the child but the field workers were the care managers so they had the ultimate authority. That could come from soft information from within the community or hard information that only the field workers had access to.
98. Social work visits tended to be more frequent with young people who came from outside Glasgow. That's because post 1996 local authorities were having to buy in placements so some smaller local authorities were paying a weekly rate and wanted their young people out of there. They would want the right package organised and would ensure regular social work visits, sometimes even weekly. Glasgow was less so, which could lead to us having kids for too long, so they could get settled and become institutionalised.
99. The social workers should and generally would speak to the children on their own. What would happen if there was a review is the social workers would come in about an hour before, maybe with the parents or carers, and they would all go to our visitor's room.
100. We did have inspectors come in and they would speak to the children. They certainly did that in the one big inspection I was involved in, which was in 2001. I was in the secure unit then and left in the summer of 2001, so I do remember that. I was in Wallace Unit at the time and I arranged for the young people to be there for the inspectors. I think there were some lay people with the inspectors. The lay people and inspectors spoke with the young people as a group and our staff sat at the door in the games room, just in case there were any concerns. I don't know if the lay people or inspectors actually spoke to any of the young people individually.
101. For that inspection in 2001 I remember being an active participant with the inspectors and it was a very positive response. There was a verbal debrief and they were quite



impressed with what was proposed for Kerelaw, moving to Glasgow which would offer easier access to social workers and families hopefully facilitating a quicker return home. My recollection is that they seemed to think Kerelaw was a good place. There were recommendations like getting a kitchen built so I did hear about the practical aspects of it.

102. I don't know if there were suggestions made about care and I don't recall there ever being any complaints made to the inspectors by any of the young people concerning abuse.
103. If a child was leaving or going to another establishment they would need to go to a Childrens Hearing. It would need to be a panel decision but they would usually have an idea about what was happening with them, it would be part of a care plan.
104. Leaving Kerelaw was actually known a '*black bagging*' because basically all their stuff was put in black bin bags. When we had control of our own budgets, something we always did was to make sure we had sports bags or holdalls so the young people were at least walking out with their possessions in something. It might sound bizarre but that was seen as a major change.
105. We gave the young people personalisation money as well so when they were staying at Kerelaw they could use that to buy pictures or posters or ornaments, that kind of thing. They could take those things away with them when they left.
106. The Pathways Programme was something that existed to help give the young people guidance after care. The key workers in conjunction with the care workers would be responsible for helping them with that.

### **Living arrangements**

107. The open school had a large lounge area with settees, a television, a scullery with a cooker, a sink, a kettle and microwave, washing machine, things like that. There was

also shower and WC facilities on the ground floor. There was a games room in each unit as well as a wee lounge where people could take visitors or go and read. There was also a unit staff office and a unit manager's office as well as a staff toilet.

108. The secure unit had an open foyer with offices, there was steps that went up to an air lock area, where there was a gate to gain entry. There was then some rooms for visits and lawyer access before you came to secure doors. That was the only access to the secure unit. Through those doors was an open area which served as a games room, off that three units, Scott, the girls unit, Wallace and Bruce. There was access to the education block from that area and stairs that led up to the control room and the children's bedrooms. All the access between rooms and corridors were secure everything had a key.

### **Discipline and punishment**

109. Generally sanctions were the discipline used at Kerelaw. Denying home contact or leave was the ultimate sanction. I do think some people were too punitive with that. Not getting to go on trips was another or not being trusted to do certain things on your own. Some young people could not travel on their own and had to get dropped off and picked up, as they couldn't be trusted to return on their own.
110. If leave was being sanctioned then the decision to do that was made by Kerelaw staff in conjunction with the social worker. Anything below that, like carrying on in class or causing bother or getting in a fight, would be an in-house decision. The keyworker would then report that back to the social worker.
111. If a young person was acting up in school and had an outside activity arranged for that night, for example, then they might be stopped from going to that. I would do that, I would stop them from going out and have them remain in the unit where we could discuss how to change the behaviours that had led to them to losing participation in the activity.

112. By the late nineties there was a code of conduct regarding discipline. It was drawn up by the local authority and everybody should have had that, staff and pupils. Young people, on admission, should have got it. We would sit with them alongside their key worker and field worker. We would tell them they weren't there to be punished that we wanted to get them home quickly and the easiest way for that to happen was for them to do as they were told by staff and teachers. They were given a welcome pack and that had the code of conduct.
113. We consciously tried to become more child centred and focussed when KAB was at Kerelaw so it would have started during her time there. There were some staff that felt we'd gone too far in appeasing the young people but I think, in the main, it made for an easier life for all.
114. The code of conduct didn't cover the methods of punishment or discipline it was more about how staff should treat the young people and what they should expect. There was then a staff code of conduct that we had to follow, implement and adhere to.
115. There were never any senior children involved in any discipline or punishment of younger children at Kerelaw.
116. There was never any physical punishment administered at Kerelaw in my time. Something that might have happened elsewhere, but never happened with me, was if the young person was a persistent absconder they would have to wear slippers. They would have to wear slippers to school as a deterrent to them running away. That was one view anyway.

### **Restraint**

117. As I said we all did the initial TCI training. It was about restraint but 95% of it was actually about deflection and redirection. After initial training we were meant to go on refreshers but after my initial training I don't think I ever did a refresher, not that I remember.

118. Initially the TCI training and refresher training was carried out internally. One of the problems at Kerelaw was that once the TCI training went externally, the refreshers became more difficult to get people on the course. I think it was a four or five day refresher course, and on occasion when we slipped too far behind, messages would come down from headquarters and we would need to get people trained. People then had to work extra shifts or overtime to cover for the training.
119. Before TCI I don't remember there being any need for restraints, not in my early days. I don't remember ever having to restrain anyone, if a couple of boys were having a ruck or something I would get in between them, pull them apart and direct one of them out the room. That would be the way I dealt with it, I don't actually remember a lot of restraint.
120. I didn't ever see excessive restraint, not before or after TCI.
121. One of the things we had was secure staff that had been trained in pain compliance at Gartnavel. That was a Youth Adolescent Unit which was based in the grounds of Gartnavel Hospital in Great Western Road in Glasgow. Some of them had forgotten we weren't supposed to be doing pain compliance. I've no personal knowledge of anyone using pain compliance, I was told that by staff.

### **Concerns about the institution**

122. When I started at Kerelaw there were staff concerns about the young people getting cigarettes and drinking at the weekends. By the time I was in the secure unit about twelve years later my concerns sometimes had me contacting the local police to do full body searches for heroin, citric acid, spoons, lighters and all sorts of things which they would conceal up their back passage.
123. That's how much the threshold had changed. We would receive intelligence about individuals but the most staff at Kerelaw could do was look in bags and give a pat

down to people returning from leave. We would therefore need to contact the police to do full searches.

124. There were never any occasions where staff would conduct full body searches or strip searches themselves. We would always contact the police for that. We would carry out room searches and such like when we were looking for contraband or tools missing from the technical classes.
125. A lot of the trouble in the school, with kids kicking off, was because they went from having a more vocational education to trying to follow a school syllabus. Kids would kick off because they couldn't do the work, they didn't have the literacy or numeracy skills. That was the reason behind a lot of the disruption in the school.
126. Kerelaw used to do quite a lot of stuff within the local community, it was a community resource. The blind newspapers used to use our recording studio, we ran a mother and toddlers' group, we organised lots of pantomimes for the pensioners, all these things that no one notices or appreciates now.

### **Reporting of complaints/concerns**

127. Latterly there were complaint procedures and complaint forms. The young person would ask their key worker for a form but sometimes the young person would return it and admit they had been the one who'd been wrong or out of order.
128. I would say that the complaints system was thoroughly inadequate. For an establishment that size I think there should have been an independent and separate body. Some young people would just go straight to SNR [REDACTED], as their accessibility became much greater. They would go to KAB [REDACTED] in particular as she was very much seen as being on their side.
129. I never had any young people come to me with complaints of abuse against other staff. I only received complaints from young people about what they saw as unfair treatment.



That would be in terms of restrictions they'd been given, things like that. Things that were important to the young people but nothing that you would describe as abuse.

### **Trusted adult/confidante**

130. The young people had a key worker they could go to, that was their day-to-day manager, the person who advocated and negotiated what was happening with them, especially in terms of home contact.
131. If a young person raised any concerns with a trusted adult then the adult should come to me, as unit manager, in the first instance. I would then make a judgement as to whether it warranted getting in touch with their field worker. If it was an allegation that they'd been punched, for example, that would be taken straight to the field worker. I would try not to corrupt the process by asking questions and in a situation like that, the field worker would be responsible. I don't think that was something that happened very often.

### **Abuse**

132. I can honestly say that I never saw any behaviour that I would consider to be abuse. It does surprise me that there have been so many allegations of abuse. It hurt me to discover so much abuse was going on and that we, as staff, didn't know about it.
133. The units were porous in terms of information, you could find out all manner of things from the young people, yet we didn't know about the allegations of abuse. I have to accept that some of it must be true and that shocks me. I don't know if there was a fear of retribution or the young people didn't have faith in a system that wasn't clear cut, or if maybe in some cases they maybe thought it was fair enough at the time. I am guessing when I say all of that, I just don't know but it does upset me to think that such things could be going on, on my watch.

134. One of the things with Matt George was that he was a very popular member of staff, people wanted to go to his class, he had coffee and music and although people thought he was a bit crazy they also thought he was good to the kids. I now wonder to myself was I actually colluding with any grooming, which is not a nice thought.
135. I can't think that there was a definition of abuse at Kerelaw, it's not something I remember. Anything that was clear cut physical abuse, being punched or tripped or having something thrown at you, that would be seen as abuse or assault and there would be questions asked there.
136. I don't know if there was ever anything that was written down that detailed for staff what constituted abuse. Maybe latterly but not in my earlier days. I think we were expected to have a notion as to what constituted abuse and I think the line would have been physical contact.
137. I don't think there was a direct approach to the young people to let them know what constituted abuse. We would let them know that if anyone was getting a hard time, and that would be other young people rather than staff, then they should go to their key worker.
138. Verbal abuse from children to staff should have been recorded. It should be on a VI1 form, a violent incident pro-forma, which is filled out for all violence towards staff, physical or verbal. The form has an area on it for verbal abuse. Some staff overused that because it would give them the opportunity to remove themselves from the young people to go and do the forms. VI1 forms were still in use when I retired in 2011.
139. I don't ever remember verbal abuse from staff towards young people. I can recall pulling up staff who would tend to echo what the young people might say, expressions like the "*spazzy wagon*" and things like that. I would take them aside and tell them it was inappropriate or out of order. I wouldn't have recorded things like that and I have to say staff did respond to it. Had something like that been a recurring issue I would have used the disciplinary process to address that but that never happened.

140. I did try to stamp out nicknames, which was a real thing, but the problem I had with that was that a lot of young people embrace nicknames. I think for some of the young people nicknames for their peers gave them a sense of identity or belonging. In some ways that was hard to break. It was almost like an industrial culture, like you would get in a factory or an industry.

### **Child protection arrangements**

141. At unit managers meetings there would be discussions about certain thresholds of complaint that had to be immediately escalated. So if somebody was alleging an alleged assault, then you had to notify their field social worker and they had to then have a discussion with their child protection team, to see whether child protection procedures should be invoked. If they were invoked then there had to be a Child Protection Investigation, if they weren't invoked there had to be a fact finding investigation by the school and area social work team to establish if there is sufficient evidence to invoke disciplinary proceedings. People would then come and do that. People knew there were thresholds.
142. I got told all that when I was a team leader and I percolated it down to my team. I can't remember what was written down or recorded.
143. When it came to ill-treatment or inappropriate behaviour by staff, not abuse, I suppose it would depend. If someone was complaining to me that they weren't allowed to go to the swimming and they were accusing the staff member of hating them and not allowing them to go. I would speak to the staff member to get their perspective and try to resolve the situation by explanation and negotiation, on the majority of occasions that worked. Whether that was right or wrong is the question. I would say the cut off would be physicality that cannot be dealt with in the same way.

### **Record-keeping**

144. Punishments would be recorded if it was the loss of leave. We had a diary and then we had a daily log for each child. The log would contain general comments about how they were that day. Anything negative would go in their care plan and on a Monday, once everyone was back from leave, we would phone the social workers and give them a weekly update. That's when they would be told of the negative thing whatever that was.
145. The diary was just kept on the desk in the office but the daily logs and care plans were all in a filing cabinet. Each child had their own care plan. The daily log was part of a weekly log that each shift would fill in.
146. If you were to ask me if the daily and weekly logs were meticulously kept I would say that it took a lot of persuasion to get some staff to do that. I think, in many cases, that was just because some people weren't as literate and had limited language or writing. I was told that of some of the older staff members would ask others to fill in the logs and it was suggested it was just down to literacy.
147. There was a policy on record keeping and this was reinforce to staff members. Staff were told what to do and what had to be logged and recorded. There was something to be recorded every day of the week at Kerelaw but as I said some people were resistant or were too busy or the unit was unsettled. It did depend on the member of staff.
148. I think for a social work establishment the quality or standard of record keeping was initially very poor. You could have an annual review on a sheet of A4 paper which by the time you took off the headings could be just a couple of paragraphs. However, the arrival of Graham bell and <sup>KAB</sup> led to a great improvement in quality and quantity of reports.
149. If an allegation of abuse or ill treatment was made by a child it would have been recorded on their log by the key worker and it would then have been passed to the team leader and unit manager who would contact the field worker. There were very few complaints of this nature.



### **Investigations into abuse – personal involvement**

150. Personally I had one complaint against me, which was post 1996. It was from a guy whose surname was [REDACTED], maybe [REDACTED], who claimed I hit him with half a pool cue.
151. We were having a staff and kids meeting about bullying as there was some bullying going on. It was in the lounge in Millerston Unit. [REDACTED] stormed out because young people were accusing him of bullying. He went upstairs to his room and slammed the door. I went up behind him with another member of staff behind me. I went into his room and noticed half a pool cue behind a chest of drawers. I picked it up and asked why he had that in his room. He then sprung up and hit the half of the pool cue with his head. He wasn't hurt and there was no intent but he alleged I hit him. His field worker was contacted, there was school and social work fact finding investigation and my explanation was accepted. It was not reported to the police because the facts of the investigation showed that I hadn't assaulted him, it was misadventure that he had initiated.
152. I can't think of any other incident I've been involved in either myself or myself with any other member of staff.

### **Reports of abuse and civil claims**

153. I've never been involved in any reports or civil claims made against Kerelaw by any former residents, concerning historical abuse.

### **Police investigations/criminal proceedings**

154. [REDACTED] in the case against Tom Howe. The incident happened after I left Kerelaw. Tom was convicted of going into a girl's bedroom, in the secure unit, during the night.

155.



### **Convicted Abusers**

156. I knew Matt George and John Muldoon, both of whom are convicted abusers who worked at Kerelaw.

#### *Matt George*

157. I remember Matt because from time to time he was the teacher who was allocated to my unit. Matt was involved in lots of activities with the kids, he painted murals with the kids, he was flamboyant and quite excitable but seemed to be very child centred. He was seen as a good guy. He's been convicted so I can't defend him but had he not been convicted and you were asking me about him I would say he was an asset to the unit, he could entertain the kids, he could motivate them and did all sorts of stuff with them. It does concern me that I didn't see what was going on.

158. Matt George was at Kerelaw long before I started. He was a qualified teacher and had been to teacher training college. I say that because not all the staff in the education department were qualified teachers. He actually did his placement at Kerelaw while doing his teacher training because he lived in the scheme just across the bridge from Kerelaw.

#### *John Muldoon*

159. John was the unit manager in Wilson Unit. I didn't know him very well at all. I remember him as a basic grade worker and as team leader or unit manager, I can't remember if he went straight to manager or not.
160. I did work with him on occasions and he did work at Millerston Unit prior to me being transferred there. <sup>KAM</sup> [REDACTED] was his team leader at Millerston and she did have quite a high opinion of him because he could keep quite a tight ship. John and I didn't get on very well, we had diametrically opposed views on everything. He once pulled me up for writing up case files on a Sunday because Sundays were for reading the papers.
161. I didn't have any concerns about him, in fact I thought he was very puritanical and very judgemental so I was quite surprised to hear he'd been convicted. I don't actually know what it was he was convicted of just the arena that it's in.
162. I did find it difficult to take when I heard about all the sexual abuse. If someone had told me some people in some of the units had been overly restrictive or were very robust, moving into restraint prior to de-escalation, I wouldn't have been totally surprised. The sexual stuff though, that really blindsided me, it still does.
163. John had worked in the yards so I'm assuming he did not have any form of childcare training prior to Kerelaw. While at Kerelaw I would have thought he should have done the minimum of an HNC and an SVQ4. That was all on the job stuff but I don't actually know if he had completed any of that training.
164. I'm not aware of any previous allegations of abuse against Matt George or John Muldoon. I did find the whole trial thing difficult, and I stopped watching it. It was painful and I did think it was maybe all mistaken, it all came as quite a shock to me. I wasn't asked to give a statement to the police but I did give a statement to Matt George's defence. I was never called to give evidence.

### Other staff working at the establishment at the same time

KBE

165. I knew KBE he was at Kerelaw throughout my time there and beyond. He ended up as SNR at Kerelaw. He was younger than me, and started at the same time as I did. We had a similar trajectory but latterly he went up to the secure unit and then identified who should come up from the open school that would facilitate changes in the secure unit and I was one of them.
166. I knew KBE well enough, I went to his wedding, his wife worked in the same office as my wife at social work office. He was a good guy and quite innovative. Sometimes his undoing was not to think things through before going on to do them. He was keen to get on and very instrumental in creating what was known as the Secure Forum of the British Isles. I went to a few of those with him. We had all these secure units basically in isolation, like Kerelaw. It was the ones in Ireland that were most interested in doing collaborative stuff.
167. I would have seen him in and around children and I'd say he was a good practitioner.
168. I didn't ever see or hear of him discipline or abuse any children.

LEJ

169. LEJ was one of the footballers I told you about. He came after me and by the time he arrived I would have been his line manager. He was married to a woman, who was a worker in the school.
170. He was with me in Millerston Unit but not for his whole period. He was a big, tall man and had quite a sharp wit, somebody who could entertain the kids and get them involved.



171. I would say he was a good worker that was disappointed his football career hadn't take off but recognised there was a career to be had in social work, and that was his plan.

172. I didn't ever see or hear of him discipline or abuse any children.

KGH

173. KGH was a night worker and was probably more typical of the Kerelaw staff. He'd been in the building trade and was quite socially conservative. He wasn't very innovative but he could work to instruction and was fine. I remember he came on one of the German exchange trips once. I didn't have a lot of interaction with him because he worked nights. He was one of the nightshift workers although I never actually supervised him.

174. KGH was at Kerelaw before me but he was ages with me, maybe a bit younger. He moved from Fleming Unit to the nightshift around the time I arrived.

175. I didn't ever see or hear of him discipline or abuse any children. I would rarely see him so can't comment on how he was with children although he was good with them on the Germany trip.

FSL

176. I knew FSL, he arrived at Kerelaw in the early to mid-nineties. He was younger than me, he might be touching sixty now. He had a big head of fuzzy hair.

177. FSL was a basic grade worker and was a very affable happy go lucky guy. I do remember telling him to stop wearing shorts in the summer as it was inappropriate dress. He would have been one of the ones that would have been happy dodging writing things down and completing logs and stuff. He worked in other units at Kerelaw but at times I was his line manager.

178. I didn't ever see or hear of him discipline or abuse any children. If anything I only heard lots of positive things about FSL.

FSR

179. FSR was the PT teacher at Kerelaw. He covered the open and secure units as the gymnasium was just a big shed which was in the open school. Up until the fence went round the secure unit, both the secure and open school used the gymnasium.

180. FSR was a bit cynical about everything. I think he'd been in the job for too long. He was another frustrated football player.

181. He was at Kerelaw a long time before me and must be in his mid-seventies now. I didn't really see him with the children because he was always in the big shed. I don't think FSR ever worked in the same unit as me.

182. I didn't ever see or hear of him discipline or abuse any children.

KBS

183. I knew KBS he was a basic grade worker and had been a boxer. I would have said he was okay with the children. I did hear his name mentioned in the dispatches for the Kerelaw Inquiry but I don't know what his involvement was. I'm assuming there was no disciplinary action taken against him because he wouldn't have continued working in and around young people had that been the case.

184. I heard he went on to work for [REDACTED], KAB organisation when Kerelaw closed so he must have been held in fairly high esteem by KAB. He subsequently became a service manager with the Simon Community.

185. I didn't ever see or hear of him discipline or abuse any children.

IDE

186. IDE was a nightshift person and worked in the secure unit. My only interaction with him was when I asked him to do a nightshift in the open unit. He insisted on working in the secure unit and refused to work in the open unit and walked off the job. I ended up having to do that nightshift.

187. I was really angry at this attitude but I suppose I shouldn't have asked him as he was a secure unit worker. I didn't ever see him working with the children.

188. I didn't ever see or hear of him discipline or abuse any children.

FSY

189. I knew FSY he was a footballer as well. He was at Kerelaw in the early nineties and I worked with him. He subsequently left Kerelaw and became a unit manager with North Ayrshire Council.

190. I didn't ever see FSY do anything wrong but he was very clear that he was working to his contract.

191. I didn't ever see or hear of him discipline or abuse any children.

FRB

192. FRB was an instructor, woodwork or metalwork, and was at Kerelaw before I started. He was still there when I left. His wife also worked in the school.

193. FRB worked this historical contractual overtime so he had to work at certain times during the holidays and at certain times during the week. I didn't have any supervision over FRB and I can't think I've ever seen him working with the kids.

194. I didn't ever see or hear of him discipline or abuse any children.

### **Leaving Kerelaw**

195. I left Kerelaw because I got a promoted post within Glasgow City Council. They were doing a big re-organisation and two temporary posts came up for principal officers. I applied, got an interview and was successful. Then when substantive posts came up to externally manage the residential childcare services in Glasgow, including the reconfiguration of the children units estate, I applied for and got that job.

### **Helping the Inquiry**

196. I did not see or hear of any abuse while I was at Kerelaw and it's difficult to explain how allegations of abuse have been made. It's something I've constantly reflected on, especially over the last couple of weeks.
197. I understand the effects of abuse can continue to affect people and impact on their lives. It doesn't surprise me that there's still trauma after some of the things that have been described and the fact some cases have now been through the court process means it's beyond reasonable doubt. It's not subjective in that sense, somebody has to have evidenced it.
198. I was actually suspended for about the best part of a year, during the Kerelaw investigation. That was about sixteen years ago. I never had any specific allegations put to me during that time so I don't actually know what the allegation was against me. I was told a member of staff had made allegations against me, I was then told they were no longer interested in me but the police might be interested in me.
199. I couldn't therefore go back to my substantive post so I did work surrounding the reconfiguring of the older persons estates. Getting older people into purpose-built dementia units and things like that. I did that for about eight months.



200. I then saw an article on the front page of the times saying the police were no longer proceeding against the remaining staff. I was part of that number of staff but I had to get my union lawyer, a Mr Cohen, involved to get the police in Ayr to confirm they had no interest in interviewing me. I had to do that before Glasgow Council would let me return to my substantive post. I did that and returned to my job as residential services manager in Glasgow.
201. I never heard anything about the allegation that was made against me, it all just fizzled out and I was left in this limbo.
202. I was actually offered the opportunity not to go back to my substantive post and to go elsewhere within the council but that was what I knew. There was also a level of pig headedness, I'd walked out of Centenary House, the social work headquarters, suspended and I wanted to make the point I was back. Rightly or wrongly if you work in childcare and you disappear for a while and then spring up somewhere else, people will think you were shifted for a reason.
203. In 2011, when I was 58, I was offered a retirement package by Glasgow City Council.

*Lessons to be learned*

204. One of the things I learned was to be visible, be there, do things, like call in unannounced. Do things like calling in at teatime and say you're starving so you can get a meal with the young people in a natural way.
205. Talk to the young people, be friendly, be accessible, introduce things into conversation so they know you're available and can talk to them, all things like that are essential when you're working with young people. Get the young people to know you as a human being and not just as a manager. Be someone they can trust and express anything to.

206. I would also say to try as much as possible not to have a routine. I would sometimes visit a unit when they were getting ready for school and other times I would appear at night. I always made a point of mixing it about.
207. Another thing that I think is quite important is to talk to staff without the manager there. Be there when the unit manager isn't there. Just to get a feel for the place not to go looking for anything. The reaction you got from the basic grade staff gave you a good idea about what was getting communicated by the manager down.

### **Specific allegations against you that have been made to the Inquiry**

*Francis McCourt*

208. Francis McCourt has given a statement to the Inquiry which includes allegations about me. At paragraph 74 of his statement he has said "KBW was a care worker who worked on the open side in Wilson Unit. I don't remember his surname. He came from Mount Vernon in Glasgow. I would see him in the local shops in my area from time to time because Mount Vernon was right next to where I came from". At paragraph 156 and 157 he goes on to say KBW was a care worker who worked in Wilson Unit. He never gave me a hard time but did to others. Wilson Unit was on the open side of Kerelaw rather than in the secure unit. ██████████ would have been about thirteen or fourteen when she was in Wilson Unit with me. I remember witnessing her being dragged about and battered by KBW and another male staff member in the unit. It all started at the office door in the unit. I don't remember the name of the other staff member. Back then staff didn't have any training in restraint, so they were swinging her all over the place. I remember ██████████ looking all dishevelled and red after the incident". "As far as I know there was never any investigation undertaken following that incident. When I met ██████████ in adult life we talked about that incident. She told me that she had asked the staff for a cigarette, and it had all kicked off over that. I think she was cheeky when she was turned down or something like that. That was enough for the staff to decide to manhandle her all over the place".

209. I have no recollection of Francis McCourt. I don't even recognise the name. I did not ever sanction, punish or abuse Francis McCourt.
210. For the last 42 years I have lived in Mount Florida, not Mount Vernon. Mount Vernon isn't a place I'd have any reason to go to, in fact the first time I was there was this century.
211. I never worked in Wilson Unit or any mixed unit and apart from a walk through all the units not long after I started at Kerelaw I don't think I was ever again in Wilson Unit until I was a team leader and had managerial responsibilities. There was never anybody else called KBW that worked at Kerelaw. There was a guy called [REDACTED] who worked in Wilson but I think that was later.
212. There could be logs and rotas that show who was working at Wilson Unit, but because of the closed nature of each of the units no one would be asked to do overtime in anybody else's unit.
213. I've no recollection of any incident like the one being described in the allegation. It's mistaken identity as I'm assuming the records will be there to prove I was never there.
214. With the passage of time my memory may have gone but not the fact that I never worked in Wilson Unit that's an absolute.
215. I think it's being said because it's in the public domain in former residents' circles, that I lived in Mount Vernon. Where you lived was something that you didn't declare, for lots of reasons.
216. If a child was treated in the way that's been described I would accept that it was totally inappropriate behaviour. I say that because I think there's a different level of proof between inappropriate behaviour and abuse. If they were getting thrown about then yes that would lean towards abuse.

GCK [REDACTED]

217. GCK [REDACTED] has given a statement to the Inquiry which includes allegations about me. At paragraphs 27 and 52 of his statement he has said *"There must have been about seventy members of staff.....There must have been at least eight per shift. There was also a night shift staff. The staff worked a three shifts per day system to cover for a 24 hour period". "One of the best members of staff was a man called KBW [REDACTED] KBW [REDACTED] I have always thought that he was very fair. One day I went into one of the other boy's rooms and saw KBW [REDACTED] sitting astride [REDACTED] who was one of the youngest boys. He was bullying him as he was a very big man. You only got bullied if you acted up. I was surprised by what I saw"*
218. I do remember [REDACTED], he came from Stranraer and Port Logan in Dumfries and Galloway. I remember him as a young boy. I at no time straddled [REDACTED] as described by GCK [REDACTED].
219. I did work in Millerston Unit, the bulk of my work was there and in the open school.
220. I remember GCK [REDACTED] he was a very troubled boy with a traumatic past. He had a very violent father and before he had arrived with us he'd witnessed a lot of violence, especially towards his mum. I think towards him as well although he was less clear about that. He had this desire or hope that all would be well and would get sorted out with his dad. He would explain away his dad's behaviour because he was going through a bad time. He witnessed some terrible things.
221. He was a very slight thin boy and I remember, at one end of the scale he collected stamps and at the other he could just go crazy. He should have been getting therapeutic intervention but was actually getting held in Kerelaw because there was nowhere else for him. I question whether he would ever overcome that pre-teen trauma.
222. I didn't punish or abuse GCK [REDACTED]. If I ever sanctioned him it would have been very minor but I don't remember. I was never really one for sanctioning and preventing kids



from getting home. By the time I became team leader and unit manager I would do everything in my power to make sure the kids got home as quickly as possible.

223. A sanction would usually be for breaking something maliciously or something like that but I can't think of ever really sanctioning GCK.
224. The passage of time wouldn't affect my memory with something like that. I think that would be a standout thing in my time at Kerelaw. Once I became a team leader and unit manager you tended to be called when a restraint was happening or had happened. That would be my involvement but I don't remember anything like that and I cannot think of any explanation. There is no legitimate reason why I would be sitting on top of somebody so I am clear that it did not happen.
225. I don't know why these things are being said, it could be a misinterpretation. I'm assuming it's GCK that's saying this and not [REDACTED] isn't saying anything but I cannot think of anything like that happening and I can't think why it's being said. I think he's mistaken.
226. If a child was treated in that way then I accept that it would be abuse.

*Brian Gallacher*

227. Brian Gallacher has given a statement to the Inquiry which includes allegations about me. At paragraphs 81 and 110 of his statement he has said "*There were about twenty to thirty kids in each unit. There were two units for lassies and two units for boys. The day school was mixed. [REDACTED] [REDACTED] ..... was the unit manager and KBW [REDACTED] was a unit manager too who would become one of my many tormentors. Jim Hunter was in charge of the whole place". .... helped me in my criminal case and it was because of her evidence I was able to get a conviction for Matt George. She has told me to make sure I got the rest of them as she knew how much of a hard time I had in there. The staff assaulted me daily too. Matt George was the art teacher. If I stood at the office near the fish tank to get help from the bullying the staff would come out and either*

*punch me in the chest or scrape my face down the fish tank brickwork. The staff that assaulted me regularly were ....., KBW ....., Matt George, .... and ..... I still see some of them walking about today”*

228. I do remember Brian Gallacher, he was at Kerelaw [REDACTED]. I think his background, in some ways, was similar to GCK [REDACTED]. His mum died when he was quite young and there was a lot of [REDACTED] violence in his background. He had an incredibly troubled history and he deserved better than what we were able to offer, which was probably just containment and diversion. He was troubled and that probably led him down the path to addiction which he does outline elsewhere in his statement.
229. I don't remember Brian being bullied to an extent where we had to make interventions. He did have a very short fuse and would often kick off. I think he exaggerates an awful lot of what the reality was and I think that if he'd drilled it down to specifics it might have made what he's saying make more sense. I think a lot of what he has said is quite fanciful.
230. We did have a fish tank, it was to give the unit a softer feel and be more welcoming and not as spartan as it was when we arrived. I don't remember him hovering outside the office door and to a certain extent he shouldn't have been if he was looking for protection because the staff shouldn't have been in the office if the kids were in the unit, they should have been out and about with the kids.
231. I don't remember sanctioning him and I didn't ever punish or abuse him. The way I would have managed Brian Gallacher would have been to let his father know, invite him to come to Kerelaw and take him out and provide support. His father was getting remarried and was always promising Brian that he'd get [REDACTED] back home with him and would have to manage Brians behaviours. Failing this his father would be asked to address it when [REDACTED] home on leave.
232. At paragraph 111 Brian Gallacher goes on to say “KBW [REDACTED] took an awful dislike to me. He came from Mount Vernon in Glasgow and wore old shabby brown cord trousers and had some head of hair. He drove a clapped out Volvo. He was six foot

*plus and well-built. He would give me carpet burns* Secondary Institutions - to be published later  
*He punched and kicked me, banged my head off walls and treated me like a dog. He bullied the shit out of me until I tried to jump off a building because I could not take it anymore”*

233. Brian makes reference to Mount Vernon as well and when I read his statement it was not the first time I had read it. I'm still active in the trade union and the person who was the residential convenor involved in the Glasgow city investigations contacted me to say that Brians [REDACTED] contains allegations about me. I then looked it up and it pretty much says everything that's in this allegation. Brian was making all sorts of allegations against people and he was asking for people to get in touch with him. He was soliciting support and offering to assist people. I wonder if that's where Mount Vernon has come from for Francis McCourt.
234. I was over six feet tall, I did drive a Volvo, although it wasn't clapped out as I drove it all over Europe, and I did wear cords those parts are true. What is quite significant from that description though is that I've been thin on top since my thirties and have never been described as having a head of hair. His father however, almost had an Afro, so I actually think some of that might be transference, of what happened to him when he was younger on to people in the unit. I'm not a psychologist but I think that when he went into the red mist and lost the place he went back to places from before he was in Kerelaw. I'm not saying that's the reason but it is something that's worth noting.
235. I never abused Brian Gallacher. I certainly remember him being on the roof of a building at Kerelaw. I can't remember the circumstances that led to him being on the roof but I do remember that. I was called down because he was on the roof, as I was the unit manager at that time.
236. I never banged his head or dragged him about or punched him, I never did any of those things. Raising my voice at him would be as much as I would do and invariably I wouldn't be in Millerston unit as duty officer I would only be called there if there was an issue.



237. The passage of time hasn't affected my memory. I can remember Brian Gallacher, I remember how troubled he was and how he transferred blame for everything onto others. I mean for his situation not for individual actions. I don't think he ever got over the death of his mother.
238. There's no dubiety over the fact that what he has described is abuse. It's even more than that it would have been assault, had it actually happened.
239. I would like to add that about halfway through Brian's stay at Millerston there was a staff swap and I went to the secure unit. Shona Kelly swapped with me and she is mentioned by Brian in his list of staff. That was in the late nineties so I suspect I wasn't at Millerston for the entire time Brian Gallacher was there.
240. At paragraph 112 Brian Gallacher goes on to say "[REDACTED]  
[REDACTED]  
[REDACTED] KBW [REDACTED] *left it at my door open at that page and said see that's just like you no one wants you [REDACTED]. He terrorised the life out of me. I ended up trying to commit suicide after that. I was fifteen years old. Anne Carlin stopped me, and my dad had to come and get me. He took me to play snooker and I wrote it all down*"
241. I did not do anything that's described there. I can honestly say that I don't even know about the incident. The aftermath of the incident would at that time have been the correct response. Ann Carlin would probably have been his keyworker and I say that because it would have been in his care plan that he was to go home to his father. At times of heightened anxiety we should be involving his father more and more, because if he was going home he was going to be managed by his father. His father had to realise what he was taking on and he would need to learn how to manage Brian.
242. As for the incident [REDACTED] I have no recollection of ever hearing about that. You'd need to be pretty cruel to be doing something like that. Generally speaking people did bring in papers in the morning and we would have a quick scan through them. If there

was anything that touched on any of the young people regardless of unit then it went in a filing cabinet and it was taken home at the end of the day. Even without the paper someone would have phoned and alerted you of something like that.

243. I did not do that, I would not do that and I can make no comment as to why he has said that. As I've said, I have read that and the other allegations Brian Gallacher made, [REDACTED].

244. The passage of time has not affected my memory, not for something like that.

245. If he was treated in that way then I would accept that it would be emotional abuse. I just don't understand why anyone working in childcare would do that. You know that if you do that, somebody's going to kick off or you're going to have a bad shift, it just seems such an irrational thing to do.

246. At paragraph 119 Brian Gallacher goes on to say "*I was taken to my panel with my nose broken and blood dripping all down my arm. I told the panel about it. I said [REDACTED] [REDACTED] had been bullying me and battering me and all the other staff just watched it. I said to the panel it would all come out and I would tell everything that went on. I think they got a bit of a shock then and tried to move me on as soon as they could. The panel was on my eighteenth birthday and by the end of that month I got a flat in Saltcoats*".

247. That is untrue. If he had arrived with a broken nose or such like at a panel then an alternative place would have been found for him and there would have been a serious investigation. That would have been in front of his field worker, panel members, the chair and the reporter.

248. I don't think the passage of time would affect me remembering something like that. I wouldn't have forgotten a broken nose and blood everywhere.

249. I don't know why Brian is saying these things, there may be a kernel in amongst everything he's saying that is true and he maybe thinks that if he can make it worse



he's more likely to be believed to show how terrible it was. I just don't know why he would do that.

250. I cannot think of any legitimate reason for someone would have a broken nose so that would definitely be abuse it would go beyond abuse, it would be assault.

### **Other information**

251. Kerelaw has a very bad name, in many cases justifiably so with some individuals who betrayed the trust that was put in them but I also think that an awful lot of the stuff that happened in Kerelaw that was positive had been missed. A lot of that has been lost and I think it's important for me to get to say that, to get to tell the Inquiry about the many good things that happened at Kerelaw, the things we deliberately did to broaden horizons.
252. We were watching a programme in the unit once, it was about Applecross and I told the boys I'd driven it which they thought was great. I told them if everything was ship shape and sorted on Saturday we could go and do it. We did things like that, we took the kids places they had never been, which was brilliant.
253. We also made contact with Mayfest, the Tron, the Citizens Theatre and hoovered up any free tickets for anything. That was me and my unit it wasn't universal. We also formed an exchange with a unit in Bremen in Germany and a tripartite relationship stemmed from that between Leipzig University, Glasgow Caledonian University and Glasgow City. Students from Scotland and Germany could go to the universities and end up with a dual qualification. That was unique within in the EU.
254. One thing that grew from a tragedy in Kerelaw was when we had a former pupil who came to the school who had drug addiction issues. He was too young for adult addiction services and there were no youth addiction services. All we could do was feed him and send him on his way. He had to leave and he committed suicide. We then set up, in one of the staff houses, a 24 hour detox unit and had a team of us, that

included Tom Howe, at hand to help young people that needed such immediate assistance with their addiction problems.

255. Kerelaw had a big campus and had availability so we could actually do things like that. There was a lot of stuff like that, a whole series of things that just went under the radar and nobody knows about which I feel are really quite important. Important in their own right but also for the people concerned.
256. Kerelaw also had a war memorial. In the old days of the original school a lot of the kids did vocational training and were sent off to the colonies to Australia. An Australian guy that survived the war commissioned this beautiful war memorial that had a list of all those that served and had been at Kerelaw. When I was working at Kerelaw people visited from Australia to see the names of their father or grandfather on the memorial.
257. I have no objection to my witness statement being published as part of the evidence to the Inquiry. I believe the facts stated in this witness statement are true.

KBW

Signed.....

Dated..... 11/03/24