

Scottish Child Abuse Inquiry
Barnardo's Part A to D Response – Cruachan, Balerno

Part A – Background

1. Characteristics

1.1 History of the Organisation and Establishment

Please see Barnardo's part A response in relation to the organisation.

In 1961 Dr James Farquhar, Reader in the Department of Child Life and Health approached Barnardo's about building a new home for the "under-privileged child in Scotland who suffered from diabetes." He believed that there was a nationally felt need for a residential service based in the community for children experiencing problems with their diabetes. He subsequently published an article "Diabetic Children in Scotland and their need for Care" in the Scottish Medical Journal in 1962.

In 1964 after discussions between Barnardo staff, Dr Farquhar and the Central Government, Barnardo's Council approved the setting up of a Diabetic Unit in Scotland. It was agreed to build the Unit in the grounds of Barnardo's Nursery at Balerno sufficiently near to the appropriate link with Dr Farquhar's Clinic and the Department of Psychological Medicine, both at the Royal Hospital for Sick Children in Edinburgh.

Cruachan, a purpose build unit opened in March 1967, located in part of the large grounds of Ravelrig, the Nursery Home in Balerno, ten miles west of Edinburgh, providing accommodation for 11 children. The intention was also to offer a supportive and educational service to the parents involved.

The catchment area was the whole of Scotland. Dr Farquhar provided consultative cover at the Royal Edinburgh Hospital for Sick Children for the children living at Cruachan.

From the records the last child in residence at Cruachan was discharged in December 1984.

1.2 Funding of Establishment

Past

- i. How were the establishment's operations and activities, so far as relating to the provision of residential care for children, funded?

During Dr Barnardo's time all the homes were funded from donations by evangelists and wealthy families many of them bankers, like the Barclays, Bevans, Dennys and Tritons. They all knew each other and quickly spotted Barnardo's gifts as a speaker, writer, fundraiser, teacher and philanthropist.

In addition, voluntary funds were raised through collecting boxes and events. In 1959 Barnardo's began selling Christmas Cards. In 1961 an Appeals Department was established which brought together all the strands of

fundraise to keep services going, effectively charities subsidising the state's legal responsibilities. In 1973 the first Barnardo's shop opened.

During the 1960s as local authorities increasingly became responsible for placing children in care, Barnardo's would be paid a maintenance grant for each child. This would be supplemented by donors' funds now called voluntary income.

Every child who was referred to Cruachan was required to be sponsored by the Social Work Department, Education Department or the Area Health Board.

- ii. Was the funding adequate to properly care for the children?

Comparatively, the children who were resident in Barnardo's homes received better material care than in many families. In the early years, prior to local authority support, the homes benefitted from a good level of donations. The Barnardo's Book was very specific on the level of support to be provided, to the extent of setting out the amount of pocket money children were to receive. Homes tended to spend as they saw appropriate and in response to the needs they identified. That included funding holidays for children and mini-busses for the homes.

The houses were well-equipped. Funds were spent on maintenance, regular redecoration, games rooms and improved sleeping arrangements.

The children were well-nourished. There was guidance in the Barnardo's Book on meals and the provision of an adequate, varied diet for growing children.

The introduction of grants from local authorities provided funding to cover the basic needs of children placed by them, but all the residential homes were subsidised to a greater or lesser extent from Barnardo's voluntary funds.

Most of the homes had an annual fete which brought in funds for the home which in the main were spent on activities and the summer holiday.

- iii. If not, why not?

N/A.

- iv. What state support did it receive?

Every child who was referred to Cruachan was required to be sponsored by the Social Work Department, Education Department or the Area Health Board. When a child was placed at Cruachan, Barnardo's was paid a maintenance grant.

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Present

- v. If the establishment continues to provide residential care for children, how is that funded?

N/A.

- vi. What state support does it receive?

N/A.

1.3 Legal Status

(a) Organisation

Please see Barnardo's part A response in relation to the organisation.

(b) Establishment

Past

- i. Did the establishment have a special legal, statutory or other status?

<p>The Children & Young Persons (Scotland) Act 1937 made detailed provision for removing children to a place of safety. A place of safety included voluntary homes defined as "any home or other institution for the boarding, care and maintenance of poor children of young persons, being a home or other institution supported or wholly or partly by voluntary contributions." The definition of voluntary home was maintained under the Children Act 1948. The Social Work (Scotland) Act 1968 removed the definition of voluntary homes and instead referred to residential homes. Residential homes were defined as "an establishment managed by a local authority, voluntary organisation or any other person which provides residential accommodation for the purposes of this Act." Cruachan fell within this definition.</p>
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- ii. If not, how was the establishment described?

See answer (i) above.

- iii. What was the legal basis which authorised, or enabled, the establishment to become responsible for managing the care of children in a residential setting?

- The Children & Young Persons (Scotland) Act 1937

The 1937 Act provided for the inspection of voluntary homes. The Secretary of State was given an important monitoring function. Anyone appointed by the Secretary of State had the power to go into a home and examine how it was being managed and the condition and treatment of the children. The Act provided general provisions on the appointment and duties of inspectors.

- The Children (Boarding-out Etc.)(Scotland) Rules and Regulations 1947

These regulations covered institutions which were not classed as poor houses, remand homes or approved schools. The local authorities were given facilities for visiting the institution and satisfying themselves about arrangements for the child's welfare.

- The National Assistance Act 1948

Homes that provided residential care of disabled children not covered by the 1937 Act were chiefly regulated by the National Assistance Act 1948. Generally, the local authority had to provide residential accommodation for anyone who needed care and attention because of age, ill health or any other circumstances. Section 29 of the Act laid down welfare arrangements for what it termed "blind, deaf, dumb and crippled persons."

- The Children Act 1948

The 1948 Act required that voluntary homes be registered with the Secretary of State. The inspection provisions contained within the 1937 Act also applied under the 1948 Act. Anyone authorised by a local authority could go into any voluntary home to check on the children's wellbeing. The 1948 Act provided that a child in local authority care should not be placed in a voluntary home if it could not provide facilities for the child to receive a religious upbringing in keeping with his/her religion.

- The National Health Service (Scotland) Acts 1947 & 1978

These Acts placed a duty on local health authorities to provide medical, nursing and other services, whether in such accommodation or premises, in the home of the patient or elsewhere. Grant funding was made available to voluntary organisations providing such services.

- Voluntary Homes (Return of Particulars)(Scotland) Regulations 1952

The 1952 regulations stipulated that certain details of voluntary homes had to be sent to the Secretary of State including the home's name and address, the name of the person in charge, the number of children in the home and the number of children receiving education, training or employment.

- The Administration of Children's Homes (Scotland) Regulations 1959

The 1959 regulations dealt with the conduct of voluntary homes. The administering authority had to be sure that the home was run in ways which secured the well-being of the children in its care. The administering authority

was defined as the local authority or people carrying on a home. For the purposes of the 1959 regulations, the administering authority appointed for Barnardo's homes in Scotland was the Regional Executive Officer.

In voluntary homes, the person in charge was responsible to the administering authority for the home's conduct.

Discipline

The general discipline of the school was to be maintained by the personal influence of the person in charge of the home. The person in charge had to report any case of a child being punished with abnormal frequency to the administering authority. Any punishment required to be recorded in the log book. Any punishment for misconduct could only take the form of a temporary loss of recreation or privileges. Corporal punishment could be administered in exceptional circumstances by someone who had been given the power to do so by the home's administering authority. The form of the corporal punishment had to be in line with whatever rules the administering authority had laid down and any limits prescribed in relation to the punishment.

Health and safety

The 1959 regulations provided for basic sleeping arrangements. Each child was to have a separate bed with enough ventilation and lighting, and easy access to suitable and sufficient toilets and washing facilities. The administering authority was to appoint a medical officer who attended homes at regular intervals to ensure that he/she was closely acquainted with the health of the child.

Inspections and record keeping

The home's administering authority arranged monthly visits by an authorised visitor to ensure the home was being run in a way that ensured the children's welfare. The task of monthly visiting reporting was discharged from the Regional Executive Officer to the Deputy Regional Executive Officer and later the Associate Divisional Director. The authorised visitor was to report to the administering authority on his visit and enter into the log book his name and the date of his visit. Parents and guardians could also visit the homes.

The 1959 regulations stated that the following records should be kept by voluntary homes: a register showing the date when every child was admitted and discharged from the home; a log book recording events such as visits and inspections, punishments, details of food provided; a personal history of each child in the home including medical history, circumstances of admission, details of the child's progress in the home including visits by parents/relatives; and the child's destination when discharged from the home. The person in charge of the home was responsible for compiling the records. These could be inspected by anyone authorised to visit the home, including the medical officer.

- The Voluntary Homes (Return of Particulars)(Scotland) Regulations 1952

The 1952 regulations required that: the home's name and address; the name

of the person in charge; the number of children in the home according to age; the number of children receiving education, training or employment in the home and outside the home; the name of any government department (other than the Scottish Home Department) inspecting the home; and the date of the last inspection by each government department.

- The Social Work (Scotland) Act 1968

The 1968 Act enabled the Secretary of State to make regulations that covered how residential establishments were run and the welfare of the people resident and accommodated in them. These were similar to arrangements established under the 1937 Act and the 1948 Act. Establishments not run by local authorities had to apply to the local authority to be registered before they could admit residents.

The 1968 Act consolidated the procedures for inspecting residential establishments. Local authority officers with the authority to do so could go into any establishment that was registered under the 1968 Act and examine any aspect of its condition, how it was being run and the condition and treatment of residents.

Children admitted to Cruachan were sponsored by the Social Work Department, Education Department or Area Health Board. Local authorities could assume significant parental rights for children in their care. Local authorities retained legal responsibility for these children whilst in the care of Barnardo's.

- iv. Did that legal basis require the establishment, or its management, to meet, or fulfil, any legal and/or regulatory requirements in respect of children in its care? If so, please give details.

See the information in relation to accommodation, health and safety, record keeping and discipline above at answer 1.3 (iii).

- v. Did the establishment have a legal duty of care to each child in its care?

Barnardo's, and those working in its establishments, owed a common law duty to take reasonable care of children placed in its care.

Present

- vi. With reference to the present position, are the answers to any of the above questions different?

N/A.

- vii. If so, please give details.

N/A.

1.4 Legal Responsibility

(a) Organisation

Please see Barnardo's part A response in relation to the organisation.

(b) Establishment

Past

- i. Did the establishment, or those in charge of the establishment, have any separate legal responsibility (separate from the organisation) for children in its care?

The establishment did not have any legal responsibility for the children in its care separate to that of the organisation. The organisation and, in turn, the establishment and the staff employed there, had a duty to take reasonable care of the children placed in its care.

- ii. If so, what was the nature of that responsibility?

N/A.

Present

- iii. With reference to the present position, are the answers to any of the above questions different?

N/A.

- iv. If so, please give details.

N/A.

1.5 Ethos

(a) Organisation

Past

- i. What did the organisation see as its function, ethos and/or mission in terms of the residential care service it provided for children?

Please see Barnardo's part A response in relation to the organisation.

- ii. If the establishment was run by a Catholic religious order, what vows were taken by members of the order and at which point in their training?

N/A.

- iii. What did the organisation see as the establishment's function, ethos and/or mission in terms of the service that the establishment provided to children accommodated there?

Aim

The aim was in stabilising unstable children and to involve mothers in the children's on-going care. Cruachan was a caring situation for 11 children with provisions to meet, as far as possible, not only the dietetic needs but the emotional and social needs of the children and their family. Every effort was made to harness the resources of the community in readiness for the child's return home. Provision was made for mothers living-in for very short periods (2 to 3 days), with siblings if necessary.

Purpose

- a) To prevent children from staying too long in hospital because of lack of interim care, or for other reasons.
- b) To prevent children having repeated admissions to hospital with resulting absences from School and their families.
- c) To provide a casework service to families, helping them to accept their children's diabetic conditions, his admission to Cruachan and his subsequent return home.
- d) To provide instruction at Cruachan, mostly for mothers, to enable them to care more confidently for their child.

- iv. Were there changes over time in terms of what the organisation saw as its function, ethos and/or mission in terms of the residential care service it provided for children?

Barnardo's in Scotland published in 1977 reported on all the activities of the

Region. In relation to Cruachan it reports that *“together with our Consultant medical staff, we have been giving considerable thought as to how we might logically extend and improve the service offered at Cruachan.”* The report highlights that two basic areas should change:

- a) *“Our greatest unmet concern is the youngsters who, in addition to their basic medical problems, are also disturbed, either emotionally or behaviourally. It would seem sensible that whilst maintaining the standard of nursing care hitherto in evidence, we improve the child care expertise available in the Unit. We hope this adjustment will enable us to more adequately meet the total needs of the children.”*

“In response to a significant waiting list of children...it would be advantageous for the Unit to accept more children.”

- v. If so, what were the changes and when and why did they come into effect?

In February 1977 the Unit began the new phase of development with the appointment of a Superintendent with both social work and residential qualifications. Child care staff was increased and the capacity of the Unit went from 11 to 14 children.

The setting was to be a child care one with a nursing presence. Cruachan would continue to take children with diabetic and dietetic needs, but will also occasionally take children with other physical ailments. The aim was to be able to cater for a greater degree of emotional and behavioural problems than previously.

- vi. Were there changes over time in terms of what the organisation saw as the establishment's function, ethos and/or mission in terms of the service that the establishment provided to children accommodated there?

A report on the first three years of Cruachan highlights that the home was badly under-occupied during the first year. The under-occupancy was remedied by the temporary admission of children with other medical needs. It was envisaged that this would continue to maintain a minimum reasonable occupancy rate of 75%.

Concerns were voiced by Dr Farquhar about capacity should there be a sudden unpredictable increase of diabetic applications beyond the vacancies that existed at the time. Plans were made to make alternative temporary arrangements for diabetic children if and when this should happen in future. In reality these arrangements were not required to be put into practice.

By 1976 an increasing number of applications were received for children who in addition to their basic medical needs were also disturbed either emotionally or behaviourally. This became a challenge for the staff team who lacked skills and experience in dealing with challenging behaviour.

By February 1977 Cruachan had appointed a superintendent who had both

social work and residential qualifications. Child care staff was increased and the capacity raised to 14. A family social worker continued to work with the families of children in the Unit to involve them as closely as possible.

Increasing opportunity to treat children in the community resulted in a significant decrease in applications and as a result the last child left in December 1984.

- vii. If so, what were the changes and when and why did they come into effect?

Please see above.

Present

- viii. With reference to the present position, are the answers to any of the above questions different?

N/A.

- ix. If so, please give details.

N/A.

(b) Establishment

Past

- i. What services were provided at the establishment, in terms of care for children?

The aim was to help the children to cope with their condition so that they may be restored to their families where this was in the interests of the child.

Cruachan provided accommodation to which a mother and a child could be admitted so that she could be instructed in the details of care needed and a return home facilitated as quickly as possible. This aspect of the work was closely linked with Dr Farquhar's clinic, as often the discharge of a child from hospital may depend on the other receiving help.

- ii. Did the establishment care for children of both sexes?

When the Unit opened in 1967, it provided care for both sexes.

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- iii. If the establishment cared for children of one sex only, what was the thinking behind that policy?

N/A.

- iv. Were any special child care, or child protection measures, taken in the light of that policy? If so, please provide details.

There are no details of special measures contained in the 10% sample of material which has been retained in Barnardo's archives.

- v. What was the daily routine for boys/girls cared for at the establishment?

The children placed at Cruachan would go to outside schools. On their return to the home, homework if applicable was undertaken and they were allocated jobs such as setting the dinner table before the evening meal. This was followed by leisure activities.

By the time Cruachan was opened the daily routine in Barnardo's homes was more relaxed. There was increased flexibility in relation to routine and recognition of the individual needs of children. Children were encouraged to take part in individual activities both in the home and the community.

- vi. What were the on-site activities for children cared for at the establishment?

There were arts and crafts activities on site. Television, radio and a record player were available. In addition sports equipment was available for outside activities in the large grounds.

- vii. What were the off-site activities for them?

By the time Cruachan was opened, individual activities based on the child/young person's preferences would be organised. Cubs and Brownies were very popular as was swimming.

Most children went home at weekends and holidays, so contact with parents and family was encouraged. The majority of children stayed only a short time so many off site activities were centred around family contact.

- viii. Did children work manually, either at the establishment, or externally (e.g. farming work or other labour), or both?

There were domestic staff, a laundry lady, and a cook.

Children would have undertaken chores before and after school and at the weekends, for example making their beds and washing and drying up.

- ix. If the establishment was run by a Catholic religious order, were any prospective members of the order who were in training permitted to care for children?

The home was not run by a Catholic religious order.

Present

- x. With reference to the present position, are the answers to any of the above questions different?

N/A.

- xi. If so, please give details.

N/A.

1.6 Numbers

(a) Organisation

Please see Barnardo's part A response in relation to the organisation.

(b) Establishment

Past

- i. How many children did the establishment accommodate at a time?

Cruachan provided mixed accommodation for up to 11 children of school age. In 1977 this increased to 14 children between the ages of 7 and 16+ on 7 day care.

- ii. Did this change, and if so, what were the reasons?

In response to a significant waiting list of children it was decided in 1977 to

increase capacity to 14.

- iii. How many children in total were cared for at the establishment?

From the database created by Barnardo's the total number of children cared for at Cruachan between June 1967 and December 1984 was 177.

Decade	Number of children admitted
1960's	75
1970's	68
1980's	34

- iv. What accommodation was provided for the children?

Cruachan was a purpose built unit designed to meet the medical needs of the children placed at Cruachan. The bedrooms were on the upper floor. These were children's bedrooms for two, with one for three children or a mother and her child/children.

On the ground floor, there were extra toilets, a small clinic for urine testing and injections, a dining room, playroom, lounge kitchen and laundry.

Bed-sitting rooms were provided for the assistant staff. The sister-in-charge had rooms for her family at the end of the house and a small sitting room on the ground floor.

- v. How many children occupied a bedroom/dormitory/house?

It would have been dependent on age and gender. The average number per room due to their medical conditions would have been 2-3.

Present

- vi. With reference to the present position, are the answers to any of the above questions different?

N/A.

- vii. If so, please give details.

N/A.

1.7 Children's Background/Experience

Past

- i. Did the children admitted to the establishment generally have a shared background and/or shared experiences?

Children admitted to Cruachan all required some degree of medical help but could attend a mainstream school. Children with problems requiring a special controlled diet were the target group, particularly those suffering from diabetes. Children with coeliac disease, myopia and phenylketonuria were also admitted.

- ii. Were children admitted into the care of the organisation as a whole, or were they admitted into the care of a particular establishment?

Predominately, children were specifically admitted into Cruachan, and therefore Barnardo's care. Records show that two young people transferred to Cruachan from Barnardo's Coltness House in Wishaw and one young person transferred from Cruachan to Thorntoun School in Crosshouse.

- iii. If children were admitted into the care of the organisation, did the organisation decide which establishment they would be admitted into?

Decisions about transferring children with medical conditions within Barnardo's would be made jointly with the placing authority. It would be dependent on the individual medical needs of the young person, wishes of the parent and availability of suitable placements.

- iv. Who placed children with the organisation?

Every child who was referred to Cruachan was required to be sponsored by the Social Work Department, Education Department or the Area Health Board.

- v. From 15 April 1971 (the date on which the Children's Hearing system was introduced), did the organisation/establishment receive children mainly from the Children's Hearing system?

No information has been located relating to children received through the Children's Hearing System. Children were placed by local authorities or Health Boards who may have in turn received responsibility for children from the hearing system.

- vi. If not, how generally did children come to be admitted into the care of the organisation?

See answer (iv) above.

- vii. Was there a gender or other admission policy or practice operated by the organisation or any establishment run by it?

There were changes over the years but age and gender were both factors in that some homes were single-sex and took only a specific age-range of children.

Cruachan was a mixed gender unit and there was no gender policy. Children admitted to Cruachan met the health and medical criteria for a placement at the home.

- viii. What was the policy/procedure and practice regarding admission of siblings?

If siblings were suffering with the same or similar medical conditions then admittance to Cruachan would have been considered.

- ix. How long did children typically remain in the care of the organisation?

A review of the database shows that children admitted to Cruachan stayed for a couple of days, to a few weeks or several months. The longest period that a child/young person stayed in Cruachan was about 1 year.

There is evidence that children were admitted more than once for a brief period, probably as a result of a health emergency or inability to manage their medical condition.

- x. Were children moved between different establishments run by the organisation?

There is evidence that three children moved between Barnardo's establishments as identified at ii).

- xi. If so, in what circumstances?

A child would be transferred to or from Cruachan in order to better meet their medical or behavioural needs. Cruachan was essentially a home for children with diabetes. As the home developed, referrals were taken for children with

both medical and behavioural needs. An assessment of suitability would be undertaken and the placing authority along with Barnardo's would decide on the suitability the current placement or recommend a transfer. In the case of Cruachan, this appears to have been to a placement better equipped to deal with challenging behaviour.

- xii. Generally did children typically stay in one, or more than one, establishment?

The majority of children had one placement in Cruachan.

- xiii. What provision was made for contact between siblings while siblings were at the establishment?

Due to the short term nature of the majority of placements at Cruachan children were in constant contact with their families.

- xiv. What provision was made for contact between children and their parents and wider family while children were at the establishment?

See answer xiii) above.

The small number of children in long term placements would have regular contact with families, at weekends and holidays.

The local authority where responsible, would make these arrangements.

- xv. What provision was made for information sharing/updates about the children to their parents?

Barnardo's would write to parents to get their agreement to medical treatment, inform that about holiday arrangements and later in the late 1970's onwards about case reviews.

- xvi. What provision was made for information sharing/updates about parents to their children?

Due to the nature of Cruachan the majority of parents had regular contact with their children. In addition the placing authority allocated worker would provide regular update to the staff and young people.

- xvii. What provision was made for the celebration of children's birthdays, Christmas and other special occasions?

If a child was in Cruachan on their birthday suitable arrangements to celebrate the event were made which usually included cards, a present, cake and party.

For children on longer placements money provided by the placing authority was given specifically for birthday gifts.

- xviii. What was the process for review of children's continued residence at the establishment, in terms of whether they continued to require to be there?

In the late 60's onwards when the local authority was responsible for the child, children and families would be consulted/visited prior to review for an update of circumstances but they were not invited to attend the review.

From the late 1970's onwards parents would be invited to contribute in writing and attend their child's review.

- xix. When children left the care of the establishment, what was the process for discharge?

Plans for discharge were agreed and monitored through the review system and would have been the responsibility of the placing authority.

- xx. What support was offered to children when they left the care of the establishment?

The few children who were in a long term placement at Cruachan were offered the same level of aftercare support as children in traditional residential children's homes.

Barnardo's After Care Department actively supported young people for as long as it was needed: welfare officers assisted young people to find accommodation and employment for them, and visited them on a regular basis. If necessary, a young person's wages would be supplemented to ensure their accommodation costs were covered, and to ensure they had appropriate clothing and tools for work.

The After Care Department ran a Guild membership for former residents, and distributed magazines 3 – 4 times a year with news of the homes, of other former residents, e.g. weddings and children, and general developments in Barnardo's work. The department also helped former residents to renew contact with old friends from the homes, and funded wedding gifts for the girls when they got married.

- xxi. What information was sought by the organisation and/or establishment about what children leaving its care planned to go on to do?

The majority of children placed at Cruachan returned to live with their families once their medical condition was stable.

From the 1970's it became the responsibility of the local authority to ensure planning for independence took place ahead of the young person's actual date of discharge if not returning home.

xxii. Was such information retained and updated?

All care records and After Care Records for every child resident in a Barnardo's establishment or foster home have been retained in line with Barnardo's Records Retention Policy.

Barnardo's Making Connections service maintains the archive of children's records and provides an access to records service.

All contact with adults formerly in Barnardo's care or adopted through Barnardo's, seeking help or support or access to their information, is recorded and stored at the Making Connections Archive, in line with the requirements of the Data Protection Act 1998.

xxiii. What was provided in terms of after-care for children/young people once they left the establishment?

See above under xx).

Present

xxiv. With reference to the present position, are the answers to any of the above questions different?

N/A.

xxv. If so, please give details.

N/A.

1.8 Staff Background

(a) Organisation

Please see Barnardo's part A response in relation to the organisation.

(b) Establishment

Past

- i. How many persons were employed in some capacity at the establishment?

When Cruachan opened in 1967 the staff establishment consisted of:

1 Sister-in-charge (qualified nurse)
 1 Houseparent
 1 Assistant Houseparent (part time)
 1 Play Group Leader
 1 Relief Nurse (25 hrs)
 Domestic (50 hrs)
 Laundress (25 hrs)

The sister-in-charge's husband was initially employed outside of the Unit but following training in residential social care, he became a full time employee.

In 1970 a part time cook was appointed (15 hours).

A Barnardo's Family Social Worker attached to Cruachan provided on-going support to families during and after placement.

Many parents, mostly mothers, attended the Unit on either a residential basis or during the day to learn about the management of their child's medical condition. Siblings were often accommodated along with their mother for short stays.

- ii. How many of those persons had the opportunity of unaccompanied access to a child, or children, cared for at the establishment?

It is likely that all employed staff would have had unaccompanied access to children at Cruachan.

- iii. How many were involved in the provision of care to children accommodated at the establishment (child care workers)?

Barnardo's is unable to provide a definitive answer to this question as staff lists are no longer in existence. The sister-in-charge, her husband, plus the houseparents and Relief Nurse would have been involved in the provision of care.

In addition, professionals from the Diabetic Clinic at the Department of Psychological Medicine and other Departments of the Royal Hospital for Sick Children, and Dr Sneddon, local GP, were involved in caring for the children. Parents of children in residence were also actively involved in the provision of care for their children whilst in placement.

- iv. What experience and/or qualifications, if any, did the child care workers require to have?

The original model for a Barnardo's home was based around the recreation of the family unit within a residential setting, and therefore a married couple were generally recruited to be in charge of each home.

When Cruachan opened in 1967 it was run by a married couple. The sister-in-charge was a qualified Registered General Nurse and NNEB, her husband initially worked outside the Unit. He later trained in residential child care and eventually became a full time employee.

It was a condition of free board and lodgings that the husband should give 15 hours a week to support his wife and the children. This would predominately be in the evenings and at weekends and would involve transporting children, and organising activities.

The Relief Sister was a qualified SRN.

A random review of staff files shows that houseparents had a variety of qualifications including nursing, NNEB, residential child care and social work.

- v. What was the child care worker/child numbers ratio?

Cruachan was an 11 bedded Unit when it opened in 1967.

A review of the first three years shows that during 1967-1968 there was a total of 39 admissions for varying periods. 5 of these were mothers and 4 siblings. The report states that often there were only one or two children in the house.

During 1968-1969 there were 29 admissions, including 8 mothers and 1 sibling.

During 1969-1970 there were 33 admissions, including 10 mothers and 2 siblings.

These numbers suggest that there was a high ratio of staff to children in addition to parents.

- vi. What was the gender balance of the child care workers?

Barnardo's attempted to have a mixed gender of staff. Cruachan was run by a qualified nurse known as the sister-in-charge. She was supported by her husband in an unofficial role until he qualified and became a permanent member of staff. Due to the needs of the children admitted to Cruachan, the majority of the staff were female with a nursing background. As the emphasis

of the work changed to accommodate children with more challenging needs there is evidence that more male residential staff were employed, including a male superintendent with a social work background. This reflected the move to an increased professionalism of residential social work.

- vii. Was any attempt made to employ child care workers in looking after children of the same sex as those workers?

As v) above.

Present

- viii. With reference to the present position, are the answers to any of the above questions different?

N/A.

- ix. If so, please give details.

N/A.

2. Organisational Structure and Oversight

2.1 Governance

Please see Barnardo's part A response in relation to the organisation.

2.2 Culture

Please see Barnardo's part A response in relation to the organisation.

2.3 Leadership

Past

- i. How was the establishment managed and led?

The home was managed by a sister-in-charge, supported by her husband.

- ii. What were the names and qualifications of the persons in charge of the establishment? Please include the dates for when each of the persons was in charge.

Dates	Superintendent	Qualifications
06.03.67.-17.08.73.	Carol Wilson	Registered general nurse NNEB
06.03.67.- 1984	Robert Wilson	Residential Child Care Certificate (1969)
		State registered nurse
17.01.77. – 08.10.78.	Peter Wood	Certificate in Social Work (1969-1971)
04.10.76. – 29.11.85.	Mary Peacey (Project Leader Family Social Work)	Hons. degree in Sociology (1961) Diploma in Social Work (1972)
01.02.80. – 24.02.84.	Pat Simmons (Nursing Co-ordinator)	Qualified RSCN (1960)
20.11.78. – 30.09.80.	Keith Livie (Project Leader)	Certificate in Social Work (1970) Diploma in Public Administration (1975)
17.11.80. – 04.07.86.	Angela Kent (Project Leader)	SRN (1955/6) 1 year part time residential child care course (1967) Part time CCETSW (72/73) Certificate of Further Education (1977)

- iii. What was the oversight and supervision arrangements by senior management within the establishment?

Senior staff would provide oversight and support to junior staff on duty.

- iv. What were the oversight arrangements by the organisation, including visits by or on behalf of the organisation?

A report from 1970 titled "Cruachan" – Diabetic Unit, prepared by A.B.J. Hunter, social worker to Cruachan, provided a review of the first three years of operation. The report from 1967 to 1970 refers to regular discussions between staff, social workers, medical social workers and doctors. This meant that there was constant review of the needs of the children within the unit and the needs of their families.

The report refers to weekly staff meetings with the social worker. There were monthly meetings with the sister-in-charge, the psychiatrist, GP and social worker. The social worker and medical social workers at the Royal Hospital for Sick Children also had discussions about the children at Cruachan, those who have left, those that are likely to be admitted in future

and the family situations of these children.

Every two months there was a meeting between Dr Farquhar, the GP, the sister-in-charge, the social worker and the Divisional Children's Officer for Barnardo's in Scotland. Barnardo's medical advisor was also usually in attendance. There were annual reviews of all the children in care at Cruachan. There were also annual visits by the domestic advisor, the medical advisor and education advisor who provided annual reports to the Board of Trustees. The Scottish Trustee representative would visit annually as would senior management from Barnardo's Head Office in London.

The report highlights visits of observation made by doctors, nurses, educationalists, social workers and students, some of whom joined in the weekly staff meetings. From 1966 Miss Massey, Deputy Regional Executive Officer and psychiatric social worker, provided support to the homes and worked closely with the parents of children placed in Cruachan.

The family social worker would act as liaison between the families and Cruachan and would visit monthly. This support continued following discharge and at times of crisis.

Present

- v. With reference to the present position, are the answers to any of the above questions different?

N/A.

- vi. If so, please give details

N/A.

2.4 Structure

Past

- i. What was the structure of the organisation?

Please see Barnardo's part A response in relation to the organisation.

- ii. What was the structure of the establishment?

The sister-in-charge ran the Unit, supported by her husband, nursing and

care staff as indicated at 1.8. b. (i).

Present

- iii. With reference to the present position, is the answer to the above question different?

N/A.

- iv. If so, please give details.

N/A.

2.5 Hierarchy and Control

Please see Barnardo's part A response in relation to the organisation.

2.6 External Oversight

Past

- i. What were the arrangements for external oversight of the organisation and the establishment?

Please see Barnardo's response to 1.3(b)(iii).

Barnardo's has not been able to locate any inspection reports for Cruachan in the archives. These would have been destroyed in line with Barnardo's retention and destruction policy.

- ii. Who visited the organisation and/or the establishment in an official or statutory capacity and for what purpose?

The three year report titled "Cruachan – Diabetic Unit" lists people who visited the Unit in a professional capacity to visit the children, support the staff or attend meetings and reviews. These included the attached GP, psychiatrist, medical consultants, Children's Officers and social workers. The visitors' book which would have captured the names of all those who visited Cruachan was not retained within Barnardo's 10% sample.

- iii. How often did this occur?

Barnardo's cannot find any information in the archives about the frequency of these visits, other than stated at ii) above.

- iv. What did these visits involve in practice?

Minutes exist from the meetings between staff at Cruachan, senior managers within Barnardo's and medical professionals. These capture the discussions which took place. Issues discussed included communications, admissions, discharges, follow up, individual cases, children's accommodation and staffing.

- v. What involvement did local authorities have with the organisation and/or the establishment in respect of residential care services for children?

The children's case files show that the placing authority were involved in the planning, admission and discharge of children placed at Cruachan. In many instances the placing authority was a Health Board who had continued involvement throughout the placement to monitor the health and medical needs of children in residence.

- vi. What involvement did local authorities have with the organisation and the establishment in respect of the children at the establishment?

Please see answer v) above.

- vii. If the establishment was run by a Catholic religious order, what actual involvement and/or responsibility, whether formal or informal, did the Catholic Hierarchy/Bishops' Conference have, either directly or at diocesan level, in the creation, governance, management and/or oversight of the establishment?

N/A.

- viii. What was the nature and extent of any pastoral care provided to the establishment, if it was run by a religious order?

N/A.

Present

- ix. With reference to the present position, are the answers to any of the above questions different?

N/A.

- x. If so, please give details.

N/A.

Part B – Current Statement

3. Retrospective Acknowledgement/Admission

3.1 Acknowledgement of Abuse

- i. Does the organisation/establishment accept that between 1930 and 17 December 2014 some children cared for at the establishment were abused?

Barnardo's has undertaken a search of the Historic Abuse Database and a review of a random selection of children's files. No evidence has been found that children at Cruachan were abused.

- ii. What is the organisation/establishment's assessment of the extent and scale of such abuse?

N/A.

- iii. What is the basis of that assessment?

N/A.

3.2 Acknowledgement of Systemic Failures

- i. Does the organisation/establishment accept that its systems failed to protect children cared for at the establishment between 1930 and 17 December 2014 from abuse?

There have been no disclosures of abuse to Barnardo's by a former resident of Cruachan.

In relation to the organisation, Barnardo's believes that its internal safeguarding and child protection policies and systems stand up to scrutiny when judged by contemporaneous standards. Barnardo's developed those policies based on available guidance, emerging research and the developing legislative framework. Its policies were updated appropriately over time, as set out in Barnardo's previous responses for the organisation. Local practice reflected those policies.

There is evidence contained in children's files of Barnardo's response to the emergence of child protection concerns. For example, where a case of unlawful carnal knowledge came to light, Barnardo's reported it to the police for investigation.

The abuse of any child represents a failure for the organisation responsible for caring for them. That is equally true for Barnardo's. However both with reference to what was known at the time and on review of the allegations of which we are aware, there is no pattern or underlying theme which would identify a systemic failure.

- ii. What is the organisation/establishment's assessment of the extent of such systemic failures?

We do not consider that there were systemic failings, for the reasons set out above.

- iii. What is the basis of that assessment?

We are not aware of any specific allegations relating to abuse at Cruachan. We are aware of specific allegations of abuse at other residential homes as set out in Appendix 1 to Barnardo's part B response. Those allegations do not indicate systemic failings.

- iv. What is the organisation/establishment's explanation for such failures?

Not applicable, for the reasons set out above.

3.3 Acknowledgement of Failures/Deficiencies in Response

- i. Does the organisation/establishment accept that there were failures and/or deficiencies in its response to abuse, and allegations of abuse, of children cared for at the establishment between 1930 and 17 December 2014?

The records show that when Barnardo's became aware of allegations or any risk of abuse at one of their homes, they took action to investigate and

remove a child from the placement where necessary. The actual decisions were made according to contemporary standards and understanding.

In the main, disclosures have been made by adults relating to events in their childhood. Whenever Barnardo's has received an allegation of abuse from a former resident, we have followed our historic abuse procedure including by referring the matter to police, supporting the individual in disclosing it to the police and assisting the police with their investigation. We have provided support to former residents throughout the process.

- ii. What is the organisation/establishment's assessment of the extent of such failures in its response?

N/A.

- iii. What is the basis of that assessment?

N/A

- iv. What is the organisation's explanation for such failures/deficiencies?

N/A.

3.4 Changes

- i. To what extent has the organisation/establishment implemented changes to its policies/procedures and practices as a result of its acknowledgment in relation to 3.1 – 3.3 above?

Barnardo's has learned to always to face up to its past honestly. Barnardo's has a strong history of support to those it has cared for, and that support continues today. Barnardo's has had a Historic Abuse Policy since 1999 which sets out clear guidelines and procedures for the reporting of abuse to the police, and to the local authority if there are current safeguarding concerns.

Barnardo's After Care Service, or Making Connections as it is known today, dates back to the time of Thomas Barnardo. It is there to help people who were cared for by Barnardo's when they were children. The Department has pioneered services for helping adults to come to terms with growing up in care, providing information about their background and assisting them to trace family and relatives. People in Barnardo's care have been provided with information about their background for many years.

In 1999, Barnardo's developed with other national child care charities four

principles from which standards and required actions are derived. These are designed to ensure that allegations of historical abuse are treated responsively and rigorously.

These principles are that Barnardo's:

- Listens to, takes seriously and acts responsively towards allegations of historical abuse.
- Seeks to promote the welfare of former service users who allege historical abuse.
- Promotes the protection of children who may currently be at risk from alleged perpetrators of historical abuse.
- Makes the protection of children and young people the primary aim of any intervention where there is a disclosure
- By adults who have sexually abused others.

The majority of disclosures of abuse have come as a result of an adult accessing their records. Concerns about what will be uncovered in their records and what memories surface mean that people are often extremely anxious and emotional during their visit. Issues of loss and separation are almost universal, whilst others may have very distressing memories from before or during their time in care. Many people suffer very low self-esteem because of their experiences and this may give rise to mental health problems. The social workers in Making Connections therefore have to make an assessment of whether the person requesting information is able to cope with the impact the information may have upon them or their families. In addition, the social workers need to assess what support networks a person may have, how vulnerable they are, and how the information will affect them.

Support is provided to the former service user for as long as they wish it. This could include telephone contact, assisting with access to counselling services and liaison with the police if there is a criminal investigation.

Barnardo's recognises that the organisation has a fundamental responsibility to make sure that children and adults at risk are protected and kept safe from harm. Barnardo's is absolutely clear that all children have the right to protection, regardless of background, and the organisation does everything it can to ensure staff are trained and fully understand safeguarding.

Today, as a learning organisation, Barnardo's has a regular cycle of review of policies and procedures. During 2016 Barnardo's carried out an extensive consultation on reporting of allegations and incidents and as a result made some changes to the reporting process for serious safeguarding incidents, where a child has been harmed in some way, or there have been allegations against staff. Barnardo's has now separated these two issues into two distinct reporting processes, providing detailed guidance for safeguarding leads across the UK.

Other changes have been made to the organisation's Safeguarding Policies including:

- Definitions and language throughout the policy have been reviewed.
- The section on Serious Case Reviews has been updated.
- A section has been added on information sharing.

Part C - Prevention and Identification

4. Policy and Practice

The answers in this section remain the same as in the previous section 21 notices.

Part D – Abuse and Response

The questions in Part D should be answered in respect of abuse or alleged abuse relating to the time frame 1930 to 17 December 2014 only.

Barnardo's Management of Historic Abuse Allegations

Overview of procedure

Prior to 1999, Barnardo's did not maintain a separate database of allegations of abuse. Where a former resident asked for information about their time in care, they were given a summary of their time in care. If, during that contact with our aftercare department, they made an allegation of abuse then it was recorded in their record.

In 1998, Barnardo's appointed a senior manager as the safeguarding lead. In 1999, the organisation produced a Historic Abuse Implementation Plan which included policy and procedural documents based on agreed principles and standards. As part of the plan a review was undertaken of all cases where there had been a disclosure of abuse. A database was created to capture this information.

The database provides basic information about the victim, the nature of the abuse, the timeframe, the location, and the alleged perpetrator if known. The information is compiled from self-disclosures during requests or access to records interviews, police inquiries, and information from third parties. The database is maintained by the senior research and records officer in Barnardo's Making Connections service, managed by the service manager and under the strategic oversight of the Senior Assistant Director of Children's Services.

Background

Barnardo's current policies, procedures and practices in response to allegations of historical abuse are founded in the Principles and Standards developed by the 'Big 5' children's charities in 1998, with subsequent additions and amendments based on learning from implementation:

Principle 1: Barnardo's listens to, takes seriously and acts in relation to allegations of historical abuse.

Principle 2: Barnardo's promotes the welfare of former service users who allege historical abuse.

Principle 3: Barnardo's safeguards children who may currently be at risk from alleged perpetrators

Principle 4: Barnardo's shares information carefully and makes decisions based on legal and best practice requirements.

Principle 5: Barnardo's provides information to ex staff members and carers about the process of investigation

Definition: "Historical abuse is the actual or likely abuse reported by an adult that she/he, or another person, was abused as a child or young person." This includes allegations about two residential, foster care or adoption and any child care service provided by Barnardo's or another organisation. It includes physical, emotional and sexual abuse and also neglect. It does not include a standard of care that was accepted at the time but would not be accepted now.

The external stakeholders in the processes of managing historical abuse are:

- a) Service users;
- b) Police forces;
- c) Courts, the crown prosecution service and solicitors representing defendants;
- d) Solicitors acting for us in criminal hearings;
- e) Our insurers;
- f) Solicitors acting for us, commissioned by our insurers;
- g) Solicitors commissioned directly by us where we are not on insurance.

Development and maintenance of trust is crucial to our work with external stakeholders. It enables us to influence processes, facilitate communication and access relevant information at an early stage.

Organisational Structure

The management of historic abuse is located centrally. On occasion there might be specific reasons for the Region or Nation to play a significant role, currently for example, the Historic Institutional Abuse Inquiry in Northern Ireland.

The management of historic abuse within Barnardo's is collaborative, involving:

- Senior Assistant Director of Children's Services (SADCS) – Programme Director with overview, management of external relationships and personal injury claims.
 - Making Connections - responsibility for ex-service users' welfare.
 - People Team - access to records of ex staff.
 - Insurance – management of relationship with insurers.
 - Media – protection of Barnardo's reputation.
 - Company Secretary – general legal advice and interface with trustees
- The management of criminal investigations and damages claims following allegations of historical abuse, is built on separation of responsibilities:
- Making Connections staff deliver 'duty of care' to service users, while
 - SADCS manages the external processes with police, CPS, courts, solicitors and insurers.

This separation is based on an understanding of external stakeholder interests, and the potential conflicts of interest between, for example, ex-service users and the police, or insurers and claimants' solicitors; these potential conflicts need to be carefully managed.

Making Connections

The majority of allegations of Historical Abuse are made to Making Connections. Former service users who have experienced abuse and neglect as children in Barnardo's reconnect with ambivalence and anger, deep discomfort and guilt.

Making Connections' staff work to achieve positive and helpful relationships, by listening, identifying appropriate assistance, and advocating on behalf of service users when their allegations move into the arena of police investigation or litigation.

All allegations of criminal acts that took place within the last 50 years are reported to the police; any exceptions to this are reviewed against clear criteria e.g. the alleged abuser is known to be dead. If ex-service users are unwilling to engage in the process of police investigation, by providing a statement, the information, including all known detail about the alleged perpetrator, is passed on to police without the informant's identifying details.

The role of the SADCS

The role is to provide a link and buffer between staff whose main role is to support ex-service users, and the legal / criminal investigation world in which allegations and claims are considered.

The SADCS has a strong grasp of police investigations and significant personal injury claims, enabling clear internal management and communication, as well as credibility in working with external stakeholders

The SADCS's Responsibilities include:

- Reviewing all allegations, assessing cases and agreeing action;
- Ensuring client issues and needs are addressed and considering other stakeholder interest – primarily insurance;
- Monitoring referrals from Making Connections to the police or Social Services;
- Managing information-gathering for disclosure to external agencies in major police investigations or litigation processes;
- Reviewing internal practice and external environment e.g. House of Lords decision on Limitation;
- Managing interactions with police, CPS, solicitors and others, and all disclosure requests;
- Appraising media and senior management (head office and regional or national as appropriate) of serious concerns;
- Developing positive working relationships with external stakeholders to ensure we are informed and able to be proactive in protecting the reputation of Barnardo's.

Media

In relation to all criminal hearings and major damages claims, considerable work takes place to prepare for media interest. This requires close liaison with media colleagues from head

office and regional or national, to review risks to the organisation and develop strategies and briefings to cover various outcomes.

Insurance

Since the development of Barnardo's current processes in 1999/2000, insurers have moved to a co-operative process, citing the following key contributory factors:

- Swift access to substantial documentation;
- Flexibility of approach enabling a high level of co-operation and communication;
- Willingness to participate in conferences, discussion and settlement strategies; and
- Appreciation of areas of potential conflict in abuse matters and recognition of insurer's interests and concerns.

Current relationships with insurers enable us to discharge our responsibilities for the welfare of ex-service users. By discussing openly our approaches to clients and appreciating potential negative implications for our insurers in the event of future claims, we have succeeded in building understanding and trust.

Disclosure of information

The management of damages claims and police criminal investigations requires significant research in case files, staff files, management reports and other contextual material. Research rarely reveals recording of abusive events, but can serve to place events referred to in the claim / criminal allegation within the context of the period, providing a „time-line“.

Feedback from Operation Orchid was complimentary about our work on disclosure, but also addressed the issue of trust: “a position of mutual trust and respect has enabled our respective responsibilities to be easily met both to the advantage of the investigation and the former service users of Barnardo's”.

In undertaking disclosure, we work to meet legal requirements, reviewing every request separately. We consider all requests, with or without consent from the ex-service user, against criteria of purpose, relevance, confidentiality, public interest and legality (ref: article 8 of the Human Rights Act 1998 and section 35 of The Data Protection Act 1998).

Ex-service users are encouraged to decide for themselves about disclosure of their records to the police, taking independent legal advice on the implications. If they decide against controlling this process themselves, we require their consent for a police disclosure request.

We have experience of ex-service users' files being used in criminal court by the defence to undermine the credibility of ex-service users making allegations. This process is psychologically damaging to ex-residents. In criminal proceedings, therefore, we usually request the court to consider whether it is in the public interest for case files to be made available. The court will examine each requested file against legal criteria. Where appropriate, for PII hearings, we commission legal assistance in court.

We disclose to police on request, basic information about former staff members, where known: place and period of employment, date of birth and current whereabouts. Section 29 of the Data Protection Act 1988 allows disclosure without permission from the former staff member.

We offer, via investigating police officers, a leaflet of advice for ex-staff members and carers who have been contacted by the police in relation to investigations of historical abuse.

Damages claims against Barnardo's

Most damages claims against Barnardo's are managed by solicitors appointed by our insurers. Where claims arise from a historical period not covered by insurance, they are managed by solicitors appointed by us. Our insurers are kept broadly informed of developments in these cases also.

The records of ex-service users and ex-staff are made available to our insurance managers and solicitors managing damages claims.

Reconciliation

Some ex-service users request to meet and confront senior managers at Barnardo's to discuss their experiences of abuse and poor care, and to seek some resolution. As a result, a practice of 'reconciliation' has been developed which our main insurers have described as 'cutting edge'.

In managing these requests, the primary intention is to achieve a positive outcome for ex-service users. However, there are potential legal complications: police investigations may be ongoing and civil proceedings could still be brought. To address these potential complications:

- a) Making Connections engage in detailed discussions with ex residents;
- b) Lead SADCS reviews case histories and engages in discussions with insurers and solicitors to consider risk.

A small number of 'reconciliation' meetings have taken place, experienced by ex-service users as helpful as a response to the long term effects of their childhood abuse. All these processes have culminated in qualified apologies. In one case, the individual progressed to litigation against Barnardo's.

The police investigation and the criminal process

In making a decision about whether and how to investigate, police authorities are required to consider their action in relation to the Human Rights Act 1998. This includes considering justification, proportionality and intrusiveness.

After referring allegations to the police, we assist them to access information in relation to staff, other residents and the management of the home.

When police open a major investigation, Regional and National managers of Children's Services will meet to discuss:

- Working practice with the Investigating Police force;
- Information sharing;
- The welfare needs of ex-service users involved in the investigation;
- Media issues;
- Links with other agencies i.e. local authorities;
- Other relevant 'risk' issues or concerns.

Witness Support

The SADCS or Barnardo's representative will attend court each day of a criminal trial to provide support to witnesses, both former service users and staff. This can often be a

traumatic experience and the importance of Barnardo's presence cannot be underestimated; both as an acknowledgement and validation of a victim's experience and a demonstration of the importance that Barnardo's places on historical allegations today.

Outcomes attributable to the management of allegations of historical abuse

- Former service users alleging abuse receive a sensitive response from Making Connections: separation of roles ensures ex-service users' needs and requirements are promoted during civil litigation and criminal processes without complication from requirements of external stakeholders;
- Relationships with external stakeholders are positive, with potential conflicts addressed;
- A working process regarded as appropriate by internal colleagues is well-established;
- When reconciliation was introduced with individuals' in England, Wales and Scotland it was considered 'cutting edge' by Barnardo's principal insurers;
- Positive and constructive relationships with the police have been developed during major investigations;
- Enabled a range of responses to be offered in a timely fashion, according to the wishes and presenting needs of the individual survivor;
- All legal requirements for the disclosure of documents in criminal and civil cases are met;
- Organisational anxiety about risk is informed and well managed.

Cruachan

Barnardo's has searched its archive and is not aware of there having been any police investigations in relation to Cruachan. Barnardo's has, however, found information about an internal investigation which took place in [REDACTED]. Changes at Cruachan were being discussed with the superintendent, [REDACTED] necessitated by a number of factors including the shortfall of children in the past, difficulties in handling more difficult children and the pending increase in capacity. Two meetings with [REDACTED] had taken place to discuss these changes when independently two members of staff tendered their resignations, both making complaints about her management of the Unit. Concerns were raised in relation to her management, for example, communication, management style and the presence of her own family at the unit. A further issue which was identified was the children's diet. It was suggested that the children did not have sufficient food, that their diet was not varied and that they received carbohydrates at the expense of protein. Following the investigation, [REDACTED] resigned from her post as superintendent.

Barnardo's has had no disclosures of historic abuse in relation to Cruachan and is not aware of any civil claims having been made. Barnardo's has not, therefore, completed part D of the response. Barnardo's has retained all children's files. If an allegation of abuse has been made to the Inquiry in respect of Cruachan, Barnardo's would be happy to review that child's file and provide any relevant information to the Inquiry.