

HIA REF: 4242;4522 to 4525

Name: BAR14

29 November 2015

THE INQUIRY INTO HISTORICAL ABUSE 1922 TO 1995

I, BAR14, will say as follows:-

- 1 I qualified as a social worker in [REDACTED] and was employed, between [REDACTED], by the County Antrim Welfare Authority.
- 2 Between [REDACTED] I was employed by the Eastern Health and Social Board as [REDACTED], working in the North and West Belfast District, with responsibility for family and child care services
- 3 In [REDACTED] I commenced employment with the Barnardo organisation, initially as [REDACTED]. Later the same year I was appointed as [REDACTED] with responsibility for Barnardo's work in Ireland.
- 4 Between [REDACTED] I was employed by the Social Work Advisory Group (later the Social Services Inspectorate), Department of Health and Social Services, as a Social Work Advisor. From [REDACTED] I held the position of [REDACTED]
- 5 Between [REDACTED] I held positions with the Guardian ad Litem Agency for Northern Ireland, the Presbyterian Church in Ireland and the Registration and Quality Improvement Authority.

Barnardo procedures in 1980 for dealing with allegations of abuse by staff

- 6 I cannot recall in detail the procedures for dealing with allegations of abuse by staff in the 1980s. I am certain that, in the first instance, the manager of the home concerned would have reported any allegation to the Senior Residential Officer, (SRO) who would have reported the allegation to myself. The SRO would have conducted a preliminary investigation along with the manager of the home and reported their findings to myself.
- 7 I would have been expected to report any allegation of abuse by a staff member to the National Director of Barnardos in London. I do not recall if, at that time, there was a procedural requirement for all allegations of abuse to be reported to the Police.

HIA BAR 4524-4525

- 8 [BAR24]’s statement refers, inter alia, to [BAR2], [BAR1] and [BAR3] respectively. HIA will be aware that criminal proceedings were brought against [BAR2] and [BAR1] arising from their work at Macedon Children’s Home.
- 9 [BAR24] states (BAR-4525) that he has no recollection of his having informed me of the matter dealt with in his written report dated [REDACTED] (BAR- 4242). I do not have any recollection of having read [REDACTED] [BAR24]’s report, or of the question of referral to the RUC having been discussed with me.
- 10 BAR-4242 is a file note of a conversation between [BAR24] and [BAR8]. This would appear to indicate that the considered view of both was that the allegation reported by [BAR2] that [REDACTED] [BAR3] had put his arm around [BAR46], and also had on occasions attempted to kiss him, should not be pursued. Furthermore, that [BAR24] did not consider that “any well intentioned cross-examination at this stage might do damage to all concerned, especially in view of the climate in the Province at present”.
- 11 I cannot say with certainty what my view would have been had this matter been reported to me at that time. At the very least, I think I would have taken advice from Barnardos Headquarters, and I think that I would have instructed my colleagues to report the matter to the responsible statutory authority.

HIA BAR-4522

12 BAR-4522 is a statement signed by myself on 25 April 2011 in the presence of Detective Constable G Eastham. In this statement, I recalled having written a report some years previously in which I expressed my doubts about [BAR3]. I recalled that he had been accused of misappropriating children’s pocket money and it was also believed that he was homosexual. I also stated that I had no concerns that children at Macedon were being abused by staff.

13 It is my recollection that, having signed this statement, D/C Eastham then showed to me a final staff report I had written about [BAR3] following his resignation from Macedon children’s home. It was standard practice to submit to Barnados HQ a final report on all staff when they resigned. This final report was consistent with what I had told D/C Eastham.

Comment

14 In the 1980s Barnardos was a progressive voluntary child care organization, committed to innovation and the development of child care services. Within the organisation nationally there was zero tolerance of professional malpractice, including the abuse of children by staff. There were procedures for the reporting of all disciplinary matters to Barnardos HQ; the Divisional structure in Northern Ireland was well supported by a competent personnel department in Barking side.

14 All children placed in Barnardo homes were in the care of Health and Social Services Boards. Barnardo staff were expected to comply with the child protection procedures issued by DHSS and the HSS Boards.

Signed

BAR14

29 November 2015

BAR14

Inquiry into the Historical Abuse of Children 1922 to 1995

Addendum to Witness Statement made by **BAR14** on 29 November 2015

BAR 5295; 8501/2

1 **BAR8**'s statement that she told **BAR14** that **BAR3** should never again be employed to work with children.

I do not recall this specific conversation with **BAR8**, nor do I recall having been made aware by any member of Barnardo staff that **BAR3** had allegedly got into bed with **BAR46** while on an outing to Dublin. Had I been made aware of this detail I am sure that reference would have been made to it in my final staff report on **BAR3**, dated [REDACTED]

2 In my final report on **BAR3**, dated [REDACTED], I stated, "*I have grave doubts as to **BAR3** reliability and certainly would not recommend him for a position of trust, or for any post in a social work setting*" My intention in stating this was clearly to block any future application by **BAR3** to re-enter social work, either with Barnardos, or any other similar organization.

BAR 8505

3 **BAR8**'s statement that I told **BAR77** that I would sack three members of staff, or at least discipline them.

I think it unlikely that I volunteered to sack three members of staff as, even then, that would not have been a routine matter. I may well have sought to assure **BAR77** that the conduct of three members of staff would be investigated and appropriate action taken.

4 **BAR 144** In my note of the visit to **BAR77**, I made no reference to the disciplining of staff.

5 I have no recollection of what action was taken by way of investigation, or whether any form of disciplinary action was considered.

6 **BAR 143** indicates that **BAR7** expressed concern to the three staff involved regarding their individual responses to **HIA101**'s alleged stealing, and that she directed them make a record of their actions in the Punishment Book.

7 **BAR 146** In his record of a meeting with staff at Macedon Children's Home on [REDACTED], **BAR24** stated, "*The reason for my visit was to express senior staff concern for the handling of the incident in general, and the punishment administered to **HIA101** in particular.*

I expressed some concern that three members of staff punished the boy for the same offence, that it was administered three weeks after the money had been stolen, and that a wooden spoon was used – which was a breach of Barnardo's policy. The three members of staff admitted using a wooden

spoon to punish HIA101 in a final bid to deter him from stealing, and they suggest it was done in a retributive manner.

(Final paragraph BAR 147)we continued to discuss children and young people's acting out behaviour, in particular, stealing, lying ,which seems to be a major problem for some time at Macedon. Staff went on to recall very vividly their experience during holiday with the group in [REDACTED] and how their morale was very low. This was due to the spate of stealing by the children from local stores and having to deal with the complaining shop-keepers."

Comment

8 It is clear from the actions taken by both BAR7 [REDACTED] and BAR24 [REDACTED] in response to HIA101's behaviour that they considered the actions of three staff to have been inappropriate, disproportionate, and in breach of Barnardos policy on the use of corporal punishment. They communicated this very clearly to the staff, who admitted responsibility. I take the view that they were admonished and that this was probably the appropriate outcome.

9 It was important that BAR24 [REDACTED] dealt firmly with what was a breach of policy and procedure. It was equally important that he provided professional and moral support to young staff who were clearly struggling.

10 The final paragraph of BAR 147 is helpful contextual information because it elaborates the difficult environment in which staff at Macedon were operating in the [REDACTED]s. Barnardos was at that time caring for some of the most troubled children and young people in society. The proportion of qualified staff was still low and the physical environment at Macedon was far from ideal. The supervision of disruptive residents was extremely difficult because of the physical layout of the buildings, which were replaced a few years later.

Signed BAR14 [REDACTED]

BAR14

2 December 2015

Historical Institutional Abuse Inquiry 1922-1995

Response to Witness Statement of **BAR13** BAR – 044 to Bar – 050

1 **BAR13** was appointed to the position of **BAR13** by Barnardos in **BAR13** with specific responsibility for the establishment of a **BAR13**. This was the first service of its kind in Northern Ireland and unique in that it was founded on the premise that:

- the long-term institutional care of children and young people in large groups is not in their best interests;
- children and young people should have experience of family life, if necessary in substitute families;
- the foster care of troubled children is a professional task for which foster carers should be trained and remunerated.

2 The first group of children to be considered for potential placement were residents from Macedon children's home. BAR 044

3 **BAR13** states, "*It was my role to consider the wishes and suitability of young residents in Macedon as family placement candidates. This included familiarising myself with the young people and having contact with the staff at Macedon as appropriate*". BAR 044.

4 In **BAR13** she became **BAR13** with a team who supported a number of young people who were ex-Macedon residents. BAR 044. In **BAR13** **BAR13** was appointed **BAR13**. Later the same year she was appointed **BAR13**.

5 It is therefore clear that **BAR13** had an intimate knowledge of Macedon children's home from **BAR13** having direct access to a particular group of residents and their carers.

6 The closure of Macedon had been planned and progressed over a number of years, leading to the phased closure of the home from 1980 to 1981, with new services being developed on the Sharonmore residential sites and the associated Professional Fostering Service. BAR 045.

7 Following the conviction of two members of Macedon staff in September 2004 on charges of child abuse, Barnardos carried out a review of the presiding Judge's comments. This was presented as learning points from the Macedon experience and appears as BAR 051 to 059. The author presented a hypothesis as follows:

*"My hypothesis is that the level of incidents, low staff morale, political environment **BAR24** letter **BAR13** management failure and lack of strategic leadership left a staff group managing a level of chaos that inhibited reflective practice to identify and address what was going"* BAR 057

8 **BAR13** BAR 048 paragraph 19 states that she agrees with that hypothesis. She continues, "*It appears that once the decision was taken to close Macedon there was a growing uncertainty amongst staff. At the same*

time management focus shifted to the development of the new service and consequently a diminishing robustness in the oversight of the service”.

9 It may be helpful to HIA if I respond to Barnardo’s witness statement which is presented in summary form as a hypothesis. (see paragraph 7 above)

10 A hypothesis is a supposition, or a proposed explanation that may be used as a starting point for further investigation. As such is must be capable of being tested. What is presented in the Barnardo review is not a supposition or proposed explanation, nor was it rigorously tested. It is a set of conclusions, based, it would appear, on a limited desk exercise, without reference to external and independent sources. There is no evidence that the author looked beyond Barnardo case files.

- The views and testimony of neither former residents nor staff members were elicited;
- The assessments of the relevant statutory authorities whose social workers visited children in Macedon were not sought;
- The assessment of Barnardos Headquarters team which annually received the required Divisional Plan setting out the Divisional Director’s assessment of local services and proposals for development was not interrogated;
- Evidence gathered in the mid 1970s by Barnardo staff regarding young people’s views about their experiences in residential care was not considered;
- There is no comparative analysis of experience in other children’s homes that provided care for a similar population of young people.

11 While I do not dismiss all of what the author concludes, I am deeply concerned that the integrity of Barnardos and its senior managers may be discredited on the basis of an unsubstantiated and partial exercise.

I will consider briefly the main elements of the “hypothesis” as summarised by **BAR13**, paragraph 19, BAR 048

The level of incidents

12 No information is provided as to the level or nature of incidents that had occurred at Macedon. It may be assumed that these were significant in nature and frequency. The author concludes, *“Having read the child care files and listened to the evidence in court, it is hard to see how the level of difficult*

behaviour, abusive practice or concerns about members of staff did not get linked together and addressed appropriately". BAR 056

13 The author here is conflating what was known in the 1970's, that is the facts about incidents at Macedon, and what was not known at the time, facts about abusive practices by two members of staff. Clearly it was not possible until much later for all of this information "*to get linked together and addressed appropriately*".

14 Any establishment that provides for a population of young people who include some of the most troubled in society, can expect to encounter a significant level of deviant and disruptive behaviour. ██████████ ██████████ children's homes I came across many which were accustomed to disruption on a frequent basis. A high level of damage to property, aggression toward staff and other residents and absconding were commonplace. The author fails to elucidate in what way Macedon was exceptional in this respect.

Low staff morale

15 Unfortunately the author provides no qualitative information that might help one to form a view as to the causes of low staff morale. The author states that case files identify:

- *Regular reviews of children involving social work support staff and at times staff external to Barnardos.*

It was the case that Barnardos, in the 1970's, convened six monthly reviews of each child in the home, chaired each review meeting and documented the findings and recommendations. They encouraged social workers from the responsible authority to attend, though this did not always happen. This task should have been undertaken by the responsible authorities.

- *Appropriate referral to psychiatric services.*

Where appropriate psychiatrists or psychologists attended the home.

- *Incidents were also recorded in detail*

The author might have analysed these for the purpose of the report.

- *There are examples of good work and staff working hard to understand and address identified difficult behaviour.*

The author appears to acknowledge here that some constructive, analytical thinking and reflection did take place at Macedon.

16 **BAR13** ██████████ BAR 048 paragraph 19 states, "*It appears that once the decision was taken to close Macedon there was a growing uncertainty amongst staff. At the same time management focus shifted to the development of the new service and consequently a diminishing robustness in the oversight of the service*".

17 It was true that staff experienced uncertainty once the closure of Macedon was known about and it is conceivable that there was some impact

on staff morale. It is entirely untrue to say that there was a diminishing robustness in the oversight of the service.

18 I recall clearly that in the late 1970's there was concern among some staff about where they would be placed in the new Sharonmore project. This was understandable. The process for appointing staff to the new project was explained to staff, but this did not reassure everyone. Some staff wanted to engage a trade union to represent their interests. At that time Barnardos did not recognise trade unions for the purpose of negotiating staff conditions of service, and this led to some friction.

19 It is my recollection that individual staff were invited to express an interest in specific positions in the new project and that this created opportunity for advancement for some. I do not recall any member of staff having to leave the service as a result of changes at that time. I do, however, recognise that staff confidence and therefore morale may have been adversely affected during the transitional period.

20 I also recognise that Barnardos at that time may not have been sufficiently cognisant of the possibility that potential abusers may exploit any lack of vigilance during a period of disruption, however it is caused.

Recruitment

21 Throughout the 1970's all children's homes experienced difficulty in recruiting experienced and professionally qualified staff. The reasons for this are elaborated in the report of the Hughes Inquiry, which made specific recommendations regarding the conditions of service for residential social workers. Barnardos had begun to offer to its residential staff, who were professionally qualified social workers, conditions of service comparable to those of field social workers some years before the Hughes Inquiry was announced.

22 In the 1970's Barnardos was committed to employing a fully qualified workforce in children's homes. At the time this was not achievable, despite the organisation having in place a programme of secondment to full-time qualifying courses. Nevertheless, Barnardo homes in Northern Ireland had a higher proportion of qualified staff than any other homes.

23 Locally Barnardos appointed a training officer to identify the training needs of its staff ; she arranged in-service and other training courses.

Political Environment

24 The author of the report of the Barnardo review appears to attribute to **BAR24** a reference to "the political environment" in Northern Ireland. BAR 057. This was inaccurate and misleading and changes significantly the impact of **BAR 24** judgment that "**any well intentioned cross-examination at this late stage might do damage to all concerned, especially in view of the climate in the Province at present**".

25 I do not know what BAR24 had in mind in making this judgment, but I do not think that he was referring to the political climate or the troubles in Northern Ireland. It seems more likely that he had in mind the turmoil that existed amongst residential care staff as a result of the Kincora saga and the range of allegations and disclosures that were emerging at that time at a number of other homes. Residential staff felt under-valued and mistrusted and low morale was widespread.

26 Up until that time, and for a further two decades, Barnardos in Northern Ireland was untainted by allegations of abuse. It is conceivable that BAR24 simply tried to avoid implicating both staff and young people in the negative climate of mistrust that was prevalent in many organisations.

27 I knew BAR24 very well and respected and valued his professional and moral integrity. For many years he had been a leading figure in the Residential Care Association, which was a national organisation committed to the development of the residential care of children. Most of his working life was spent working with troubled children in training schools and in both statutory and voluntary sector organisations. He was one of the longest serving male residential staff in the Province.

28 Having read his File Note BAR 4242 for the first time within the last few weeks, I cannot fully understand how he came to the conclusion that he did. Nor do I understand why he did not make me aware of what had been brought to his attention regarding BAR3. I am content that he made his decision in good faith, motivated by his desire to do what he felt at that time was in the best interests of a young person.

Management failure

29 Judge Weir's comments about management competence refer specifically to the appointment and subsequent deployment and supervision of BAR1. In total, she was employed in residential services for about . After 15 months she was promoted to the position of in the new Sharonmore Project. BAR 046 (paragraph 19). Approximately three years later she was demoted, and within a few months she was disciplined. Later the same year she was again disciplined and moved to another Barnardo unit. There she was again disciplined, leading to her resignation in .

30 This limited synopsis of her employment history indicates that for a period after her appointment BAR1 performed well enough to be promoted to one level above that of basic grade residential social worker. In the position of she would have had limited autonomy in day-to-day decision making regarding individual children. Her position involved a significant level of trust and discretion, which clearly she abused.

31 Effective residential care practice is predicated on consistent teamwork and sound leadership. At the risk of generalisation and in the absence of access to Barnardo records covering the relevant period, it seems that in the late 1970's there were weaknesses and tensions in the management of

Macedon children's home. This was compounded by recruitment problems and to some extent by uncertainty about the positions of staff once the home closed.

32 It is established fact that children are mostly abused by those who know them well, that a process of grooming leads to secretive encounters, when patterns of abuse become established. It is also the case that children who have been abused are confused, they feel guilty about their participation and they do not readily confide in anyone. The history of abuse at Macedon followed that pattern. The question raised by the Court was how could this have gone on without **BAR 1** colleagues realising that something was not right? Was this the result of management failure?

33 I am unable to answer these perplexing questions, other than to observe, on the basis of my limited recollection, that a combination of factors was at play, and that, with hindsight, two members of staff were able to exploit the situation with impunity. It was also the case that a number of external personnel were regular visitors to the home at this time. These included an attached social worker employed by Barnardos, who was the confidante of many of the children, members of the Professional Fostering Team, social workers responsible for individual children, as well as senior managers.

Strategic leadership

34 This refers to the planning and management of organisational change. Throughout the 1970's Barnardos in Northern Ireland pioneered new services and models of delivery in a number of areas. In particular, the need to replace Macedon as a result of the site being vested by the Department of the Environment was associated with a major change in the way the organisation provided residential care services. Care arrangements changed in favour of provision for young people with more challenging behaviours, replacing the longer-term care of sibling groups. The Sharonmore Project was a significant departure from the traditional children's home model of care. Small homes for 3-4 children were opened in the community settings in recognition of the fact that their care in large-groups was not appropriate.

35 During this period some Health and Social Services Boards were building homes for thirty children. In 1974 Barnardos had abandoned plans to build a home of this size despite the proposed Ballyhanwood project being at final stage of development. It was recognised that professionally and strategically it would have been unwise to proceed with a building project that was already out of date.

36 Professional foster care services were developed; the first small home for children who had previously been in long-term care in Muckamore Abbey Hospital was opened; following the closure of a home in Belfast, the resource was developed to offer respite care of very young children suffering from profound and complex disabilities. All of this happened some 20 years ahead of the commencement of the Children (NI) Order 1995. Barnardos at that time was proactive and innovative in the development of a number of new services. Whatever the perceived failings at Macedon, Barnardos cannot be accused of a lack of strategic leadership during this period.

I trust that these comments and observations are helpful.

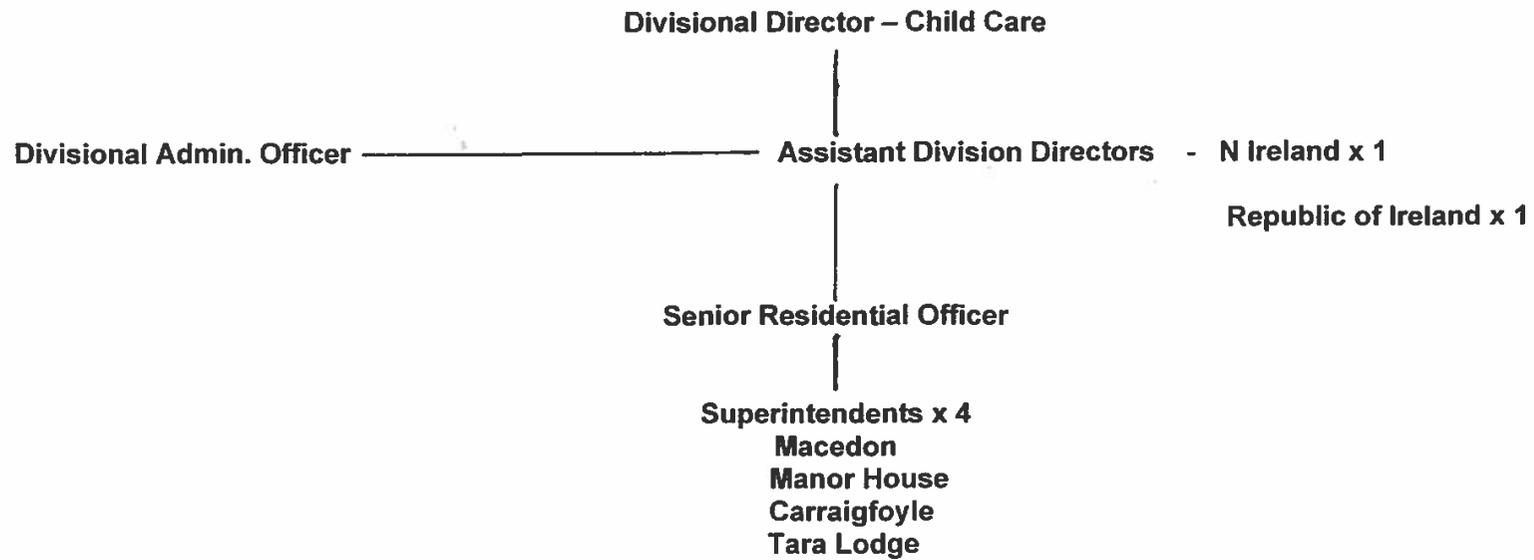
BAR 14

13 December 2015

BAR 14

Barnardos - Divisional Management Structure

1974 – Late 1979



SUPERINTENDENTS AND DEPUTIES MEETING 9TH FEBRUARY

PROPOSED DIVISIONAL STAFF STRUCTURE SHOWING

AREAS OF PRIMARY RESPONSIBILITY

D C O

Overall management of Division.
Co-ordination of work at Divisional Office.
Representing Division at Head Office.
Interpretation and implementation of National policy.
Development of existing work and planning new services in N.I. and Eire.
Liaison with outside agencies.
Liaison with Appeals Department.

D A O

S R O

A C O

A C O

NORTHERN IRELAND

E I R E

Management support to Superintendents in relation to child care matters, professional standards, staff matters, budgetary control.
Staff development programmes for all residential staff.
Convene & co-ordinate children's reviews (S.S.W.)
Co-ordinate admission procedure (S.S.W.)
Co-ordinate recruitment procedure up to Deputy Superintendent level.
Co-ordinate secondment procedure for residential staff

Primary Responsibility for field work support and development.
Primary responsibility for day care support and development.
Support to D.C.O. in developing divisional policy for all services.
Support to D.C.O. in interpreting and implementing National policy.
Support to S.S.W. in certain child care matters.

annual staff reviews in residential establishments

deputising in absence of D.C.O.

S S W

Implementation of Divisional policy in fieldwork services.
Co-ordination of fieldwork activities in relation to social work attachments.
Support and supervision of individual field social workers.
Liaison with S.R.O. in relation to admission to residential units.
Liaison with S.R.O. in relation to children's reviews.
Responsibility for development & running of Bangor Holiday Centre.
Liaison with Area Boards in relation to fieldwork services.

D. A. O.

Provision of administrative services & support for Division.
Provision of administrative support for Building Inspector.
Interpretation of National policy on Administration matters.
Preparation of budgets in consultation with relevant staff.
Support and advice to D.C.O. on budgetary control.





Barnardo's

Assisted Community Homes

Handbook for Managers and Staff

Dr. Barnardo's (a Company Limited by guarantee)
Reg. Office: Tanners Lane, Barkingside, Ilford, Essex, IG6 1QG
Reg. No. 61625 England

LW3

BAR-626

OFFICIAL-SENSITIVE-PERSONAL

OFFICIAL-SENSITIVE-PERSONAL

1st April, 1979

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OFFICIAL-SENSITIVE-PERSONAL

OFFICIAL-SENSITIVE-PERSONAL

BAR-627

Copies sent out on [redacted]

File Copy

file

NOTES ON SUPERINTENDENTS MEETING HELD ON [redacted]

PRESENT:

BAR8
[redacted]

Residential Staff:

[redacted]

Apologies:

[redacted]

Day Care:

[redacted]

Divisional Office Staff:

BAR14
[redacted]

The venues for the August and September meetings of the Superintendents will be swapped. The meeting on 3rd August will take place in ~~Tara Lodge~~.

WINDSOR AVE

BAR14 asked staff to note the following dates:

BAR24 will be back in the Division on 17th March.

[redacted] visit has been postponed until [redacted]
[redacted] will visit the Division on 31st May and 1st June.
Staff were asked to keep the dated of [redacted]'s visit free if possible.

DIVISIONAL DEVELOPMENT

BAR14 explained the process of Divisional planning and the time-lag between the proposals being made in September until they were passed at the end of March and the difficulties that could arise in trying to speculate precisely what was going to be granted by Barnardo Council.

Continued/.....

- 2 -

BAR14 then went on to give an outline of the development of the Division. He referred to the Red Book and how Barnardo's had decided to give selected services to children and their families in specific geographical areas and also how aims and objectives were becoming increasingly important.

1. Our aims and objectives were to provide, in consultation with statutory and other voluntary agencies, selected services for children and their families.
2. To develop new forms and patterns of care and support.
3. To continue to plug certain gaps in the services already provided for children during the next five years. He mentioned the importance of complimenting statutory provision rather than supplementing it as we could find ourselves redundant.
4. In the Eire portion of the Division family casework was important in certain areas where the Statutory Authorities still had not got adequate provision.

BAR14 asked about Barnardo's willingness to participate in providing services to middle-class children and their families. It was discussed and the outcome was that we do have a part to play in highlighting child care needs in whatever social class they may occur and if we could demonstrate how these could be met this would be a helpful project, but the payment for this was something which could not be overlooked and which did have Appeals Branch implications.

BAR14 went on to describe the relationship between voluntary and statutory bodies as he saw them.

It was Government policy that Statutory Authorities should state their attitude towards voluntary organisations and this would cover the range from lay agencies to independent professional voluntary agencies such as ourselves.

Continued/..... 144

- 3 -

Voluntary agencies must be confident to plan their work in consultation with the statutory authorities and they should also be in a position to evaluate their work in order to demonstrate their effectiveness.

It was the role of the voluntary agency to be demonstrating and pioneering new work.

SPECIFIC DEVELOPMENTS WITHIN THE DIVISION.

These came under various categories, there were:-

- (a) Preventive services - under this came Windsor Avenue Day Care, the New Antrim Road Project and the work done through the Bangor Holiday Centre as well as a residue of family casework.
- (b) Residential Work - There were time implications for some of the units, e.g. we were beginning to look at the long term future of Carraigfoyle, having viewed its progress and what has already been achieved for the young people who were first admitted there. Manor House had at least a five year commitment and if after that period it was still much in use by the Eastern and Northern Area Boards, that commitment could be ongoing.

Macedon is in the early throes of replacement. Mention was made of a development in the Tyne Tees and North West Divisions, where residential work was going into the small group idea with essential resource support inbuilt. This would be part of the feature of the Macedon replacement with the parent unit and satellites.

Tara Lodge would be reviewing its work and over the next year would be looking again at services for adolescents.

Continued/.....

- 4 -

RESTORATIVE WORK.

Under this came our work with adolescents and thinking of how we can best graft them into normal society.

██████████ mentioned the Salaried Foster Care Scheme and this it was hoped that a Senior Social Worker would be taking up a position at the beginning of May to launch a scheme for six salaried foster parents, who would be providing alternative care for our children who are in residential care and need special help if they are to survive in an alternative family situation. Much discussion and liaison would be required between residential social workers and the attached social worker and the new Senior Social Worker - Fostering. There was some discussion on the nature of the work to be carried out by the Salaried Foster Parents as support was an essential ingredient in the initial stages we would try to enlist people from the greater Belfast area. For this publicity and the media would be very important. The fact of the salaried foster mother being a Barnardo employee would give a commitment and accountability which was not inbuilt in the ordinary fostering situation.

██████████ mentioned the commitment to take a child such as existed for the residential social work situation and also the commitment to carry through the task and not opt out. **BAR8** and **BAR23** wondered about the enlisting of someone who was already being assessed and a child placed for fostering, who had specific need and who could be difficult, The implications of being an employee and the commitment required would be areas that would need to be carefully discussed and also the fact of new relationships already built up prior to the person who would be carrying out the project arriving, might prove transfer problems. ██████████ suggested that payment of a special boarding out allowance might be more appropriate.

BAR14 also made the tentative mention of Intermediate Treatment which he saw as a service giving intensive supervision to children in their own communities.

RESEARCH EVALUATION

BAR14 mentioned that this was becoming increasingly important in the work of Barnardo's. He said that a part-time post had been included in the Divisional Plan though it could^{be} some time yet before the appointment would be made due to the other pressing developments which were taking place.

Continued/..... 146

- 5 -

BALLYDUFF HOUSE

BAR14 said that a decision had not yet been made to buy the property but it was highly likely that this would take place as it seemed to be suitable for our needs. The residents in Macedon would continue for up to two years, and it was very likely that Macedon would be declared a Parent Unit to help in the propagation of the satellites as support to the satellites was going to be very important while the development of the Ballyduff site was being undertaken. Rumours about what was taking place were disconcerting but inevitable. Staff were asked to check out with the Divisional Office if they heard statements and thought there might be some foundation for them and were worried about the implications.

MANSE ROAD.

BAR14 mentioned that a Survey Questionnaire had been sent out to Assistant Directors of the Area Boards and to Hospital staff, e.g. Muckamore, and Tower Hill which were designed to give us some indication of the likely use of Manse Road for mentally handicapped young people.

AFTERNOON SESSIONANNUAL REVIEWS.

There will be a change in the timing of Annual Reviews. These will now be done on the anniversary of the employees commencement with Barnardo's which would mean that they would be spread out over the year. Personnel would hopefully write to the Division informing them when each review was due.

DEPARTMENTAL HANDBOOK

This is a new Handbook being issued by Barnardo's which covers all their areas of work and has helpful information. One would be issued to each establishment in the next year.

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DISCUSSION OF THE KINDS OF REGISTERS KEPT IN THE ESTABLISHMENTS

- **BAR14** began by referring to a booklet of the regulations which governed voluntary homes and was issued by the Department of Health and Social Services. Barnardo's have additional regulations adding to that of the Law of the Land.

BAR14 suggested that a photocopy of the section in the handbook dealing with Registers should be circulated to the Branch Homes. There was discussion on the Daily Register, Diet Books, Visitor's Book and Petty Cash Records, also Punishment books. The end result of discussions on the latter was that it was regarded as very healthy if a member of staff could tell the Superintendent of punishment which had been given.

It was agreed that punishment should include sanctions which were used with the young people in care. As far as corporal punishment was concerned, Superintendents could use his or her discretion as to differentiating between punishment and physical restraint.

BAR14 made reference to a document issued by the Scottish Division and suggested that a photocopy of the section dealing with the four degrees of seriousness of an incident might be helpful if it were circulated to Superintendents.

NOTES TO NEW STAFF MEMBERS.

The discussions on these were found to be helpful. Those units which had not yet submitted their comments were asked to do so, so that they could be typed and duplicated for use in their units.

LOG SHEETS.

The use of these was discussed and it was suggested that they should be marked for the supervising member of staff as confidential so that there would be no apprehension to who all would be reading them. Following on this, **BAR14** asked if information could be put on paper by social workers for distribution to residential units. She felt that this had some advantages in that there would be a written record to which one could

Continued/.....

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refer. [REDACTED] asked if this kind of documentation was necessary where there were full discussions on a regular basis between staff and attached field social workers. [REDACTED] felt that some precise written information would be helpful which would give a written record of the contact that was had with the child's family as it was easy for some home visits to be omitted in discussions. **BAR14** asked [REDACTED] to discuss this with the social workers and to report back to the next meeting.

HOLIDAY BUDGETS

[REDACTED] raised this issue. It was confirmed that the amount was £50.00 but that food and fuel could be provided outside this budget allowance.

- **BAR23** mentioned the difficulty of cross-border journeys as E.E.C. regulations stipulated that an instrument had to be fitted to the mini-bus which cost several hundred pounds.

- **BAR23** wanted to know about other Barnardo establishments which would be available for holidays. **BAR14** suggested that there was a document on this in the Divisional Office which could be photocopied and circulated to residential establishments.

From: [REDACTED]

To: [REDACTED]

C.C. [REDACTED]

ONB/MBB [REDACTED]

NOTES ON MEDICAL ELEMENTS OF SUPERVISIONRESIDENTIAL CARE

Regular (at least monthly) noting of entries in the medical treatment book and monthly health reports if these entries are to be included in child's main file. Discussion of children showing frequent accidents, frequent infections etc. Regular noting of entries on medical record cards. Discussion of height and weight charts with reference to children failing to gain weight.

Do children leaving the home know what illnesses they have had? What immunisations? What are the arrangements for giving out and recording of medicines?

What are the arrangements for children ill in bed at home? Do older children attend the doctor's surgery on their own?

Helping superintendent if change of doctor or dentist required.

Ensuring that on admission a child's previous medical records are available, and that on discharge or transfer his medical records accompany him.

RESIDENTIAL CARE OF MENTALLY HANDICAPPED CHILDREN

Discussing at reviews and on visits the developmental status of each child and the next task which the child must be helped to learn. This may need to be broken down into its constituent elements, so that it can be learned more easily. Facilitating consultation with teachers at the school on this. Provision of walking aids. Is the child at the correct school? Helping staff to help children with unsocial behaviour habits e.g. nose picking, self mutilation etc. Behaviour modification methods. Obtaining local consultant help re this as necessary. Building on any particular skills child may show, such as music, art etc.

Helping staff with incontinent children. Would a sluice be helpful? Disposable napkins and plastic pants? If washable napkins are used, provision of labelled buckets to hold dirty napkins, dirty clothing, wet napkins etc., and laundry routine. Disinfection of containers. Provision of plastic mattress covers and pillow covers. Draw sheets if necessary. Sluicing of sheets before laundering.

Care of non-ambulant children, regular training. Care of pressure areas of skin.

Methods of feeding children who cannot feed themselves. Avoidance of tongue thrust. Toilet aids - rails, "Mothercare" seats etc.

Keeping records of development of mentally handicapped children - Gunzburg charts

Liaison with local community physician and paediatrician.

/Contd....

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RESIDENTIAL CARE OF PHYSICALLY HANDICAPPED CHILDREN

Referral of each child for consultant supervision.

Spina bifida children need supervision of valve. Avoidance of skin sores of paralysed limbs. Orthopaedic referral for leg paralysis. Walking aids. Urological supervision and monthly urine culture for ileostomy. Correctly fitted belt and bags. Disposal of bags. Daily toileting. Encouraging self help and independence.

Cerebral palsy children may need help with feeding, walking, self help and independence.

Muscular dystrophy children need encouragement to remain mobile, supervision of diet to avoid obesity etc.

Epilepsy Maintenance of airway during fits. Regular administration and recording of drugs.

Regular recording of children's progress.

STAFF DEVELOPMENT

General staff training needs e.g. in-service training, CSS. Training for special groups of handicapped children,

Spastic Society short courses at Castle Priory

Institute of Mental Subnormality-Behaviour modification courses.

Help from local clinical psychologist re mental handicap; or health visitor re needs of physically handicapped.

DAY CARE

Admission to day care - effect on family
effect on child
minimal number of sessions required
payment

Co-ordination of work with family and day care programme.

Reviews. Recording of children's development.

What are child's needs -

for relationships with adults? for relationships with other children?

for every day experiences outside the day care centre?

for play experience? - (1) manipulative

(2) imaginative

for speech practice?

How to provide these.

Parental participation.

Other activities in day care centre.

Links with community associations, schools, other voluntary agencies in area etc.

Employment and training of voluntary helpers

Staff development

Chief Medical Adviser



From: [REDACTED] Domestic Adviser
 To: [REDACTED], Deputy Director of Child Care

BKC/BB [REDACTED]

SUPERVISION OF DOMESTIC ARRANGEMENTS IN BARNARDO ESTABLISHMENTS

I list below some factors which I feel should be included in the supervision of residential establishments and to some extent day care establishments.

Diet and Catering

Examination of these should include :

- (1) Partaking of meals and observing not only their content but also the way in which they are served;
- (2) Inspection of menu books;
- (3) Looking at stores and refrigerators to see that stocks are adequate and of a suitable variety;
- (4) Awareness of budgeting aspect which may entail looking at bills;
- (5) Discussion on topics such as arrangements made for staff meals off duty and for those on emoluments doing their own catering, etc.

Cleanliness and hygiene of premises

Standard of furniture and equipment

Care of furniture and equipment

Economies - Avoidance of waste of fuel, food, household sundries, etc.

Domestic staff - supervisors should know how they are deployed in order to ensure that they are being employed most usefully and economically.

Safety - e.g. Fire precautions and safeguarding against accidents from floor covering or equipment which have become dangerous.

Clothing - Observation of the general standard of the children's clothes and the care taken of them (e.g. hems of the right length, necessary repairs, etc.). From time to time, it may be necessary to check on the quantity and quality of individual children's outfits.

Stores, attics, etc. - These should be examined not only to ensure that stocks are adequate but also to see that

- 2 -

hoards of unsuitable goods do not accumulate either as a result of gifts or because outworn equipment had not been disposed of.

Inventories

Possible points for discussion

- (1) Staff rooms - There is a divergence of opinion as to whether these should be regarded as strictly private and, therefore, should not be included in any routine inspection.
- (2) Division of responsibility of supervision of domestic arrangements between A.C.O., S.R.O., D.A.O. and Superintendents. (This varies from division to division).



Domestic Adviser

SUPERVISION OF STAFF

Is concerned with:-

1. Job management.
2. Development of the knowledge and skills of individual staff members.

JOB MANAGEMENT ELEMENTS

1. Are agency policies being implemented?
2. Are statutory requirements observed?
3. Are appropriate relationships developed with other agencies working with the client and his family, so that resources are used effectively?
4. Is the workload manageable for this member of staff?
5. Is the staff member able to plan and organise his work?
6. Are appropriate relationships developed with other members of the team?
7. Is the worker coping with stress adequately?
8. Are records presented clearly and up to date?

STAFF DEVELOPMENT ELEMENTS

The supervisor needs to assess the working level of knowledge and skill in relation to the following:-

KNOWLEDGE

- a. Social work method - group work, casework, community work and residential social work.
- b. The application of relevant, sociological, psychological and psychodynamic theories.
- c. The application of knowledge derived from social administration and policy.

SKILLS

1. The ability to apply social work method and knowledge when assessing, planning, implementing and reviewing and revising the service needs of clients.

ISSUES

1. Is the worker functioning at an appropriate level of his/her development and if not, why not. Are there problems within the agency or the worker?
2. Can supervisors deal with all of the staff development needs of staff?

SUPERVISION GENERAL

1. Are supervisory sessions planned?
2. Do they start and end on time?
3. Does the supervisor see written records of work undertaken?
4. Are key points recorded after the session?
5. Is work planned for the next session?
6. Does the supervisor attempt to evaluate the effectiveness of his/her supervision?

[REDACTED]
Social Work Adviser.
[REDACTED]

COMMUNITY HOMES WITH EDUCATION ON THE PREMISES

THE REVIEW FORMAT

N.B. Those items marked * require information in appendices.

SECTION 1 - BASIC INFORMATION

1. Name of establishment.
2. Community home status?
Associated Local Authority/Voluntary organisation.
3. Name and status of Local Authority officer with liaison/support responsibility;
name and status of voluntary organisation officer with liaison/support responsibility.
4. Home can accommodate _____ boys: _____ girls.
5. Resident at
_____ boys: _____ girls.
6. What CRP user agreements exist? To what extent are the agreed places used?

SECTION 2 - LOCATION AND PREMISES

7. What is the number of places as given in the Regional Plan?
8. What is the present number of places as agreed with the RPC?
9. How many usable places does the Home have? If the numbers have been reduced, at whose instigation - head, managers, local authority/voluntary organisation? What reasons are given for any formal reduction in numbers?
10. If the Home is admitting fewer children than the number agreed by the RPC what are the reasons? (e.g. problems of staffing, management, inadequate premises, selection criteria, a too narrow or ill-defined care/treatment programme?).
11. Location of establishment (type of area: residential, rural, isolated, etc. transport facilities/problems?)
12. Description of premises (conversion, purpose-built, how appropriate and convenient; special features, problems?)
13. Is the Home of a 'block' type or grouped? (brief description).
14. What is the state of the premises and how suitable are they for the task? Are the buildings in full use? If not, is there any obstacle to bringing them into full use?

SECTION 3 - SPECIAL PROVISION

15. Does the Home have any special facilities (comment on design, capacity, use and management):
 - (i) Secure accommodation.
 - (ii) Hostel
 - (iii) Other.

LWI

*Original with delay*DAZCONFIDENTIALFILE NOTE c.o. **BAR24** MACEDON - **HIA101**

Discussed an incident which took place three weeks ago at Macedon with **BAR24** and **BAR7**. About three weeks ago it has been alleged that **HIA101** stole a sum of £30.00 (in five pound notes) from a handbag in a wardrobe in the sleeping-in room at Macedon. The money was the property of **BAR1** who claims that there was a total of £100.00 in her bag at the time. About two weeks after the incident she realised that £30.00 had gone missing, though there seems to have been some doubt as to whether it was stolen, or whether she had given it to her fiancé.

HIA101 was questioned about the incident and it appeared that he admitted that he had taken the money. **BAR35** smacked him with a wooden spoon on the hand and then went to the main house to report the incident to **BAR7**. In her absence **HIA101** was again smacked with the wooden spoon by **BAR76** and **BAR1**.

HIA101 has been questioned on a number of occasions by **BAR7** and his statement has changed considerably. On a number of occasions he stated that he admitted to taking the money because he thought that if he did so nothing would happen (that he would not be punished). On another occasion he claimed that he took the money to give to another boy who was bullying him.

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In addition to being physically punished HIA 101 was not allowed to go to his Grandmothers for the week-end and BAR7 said that she wanted to keep him at Macedon in order to try to sort the matter out and that this was not necessarily intended as a punishment.

At the same time HIA101 had been given a bicycle by BAR8. The staff felt that it was wrong that on the one hand he should have admitted responsibility for stealing money and at the same time be given a bicycle. He was told that he was not allowed to use the bicycle, though it seems that his sister was able to make use of it. This was initially interpreted as the bicycle having been taken from HIA101 and given to [REDACTED] however, BAR7 said that that was not the case.

When HIA101 next went to his grandmothers he related the experience to her and she was very angry. When BAR7 was collecting HIA101 from his Grandmothers [REDACTED] referred to the episode and HIA101 explained to her, to the best of her information, what had happened. This included HIA101 not being allowed to use the bicycle.

On a visit to [REDACTED] by BAR8 she expressed her deep concern about the incident and said that she wanted to speak to someone in authority. She said that she would speak to [REDACTED] of the E.H.S.S.B. or to BAR14

1. Issues Arising

The reason for the use of physical punishment in this incident is unclear. While a slap with the hand on a younger child may be allowed, the use of a wooden spoon on a child of HIA 101 age is not acceptable. He was

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punished approximately two weeks after the alleged event and therefore his punishment lacked immediacy, and was inappropriate in relation to the offence which he accepted responsibility for.

2. Three members of staff punished HIA101 it appears without consultation with each other or without reference to the Superintendent. Two of the members of staff involved are experienced residential social workers and one was personally involved in the incident, i.e. BAR1. Their response to HIA101 did not arise out of any sustained provocation and is completely indefensible.
3. Another measure was suggested by BAR7 i.e. that as HIA101 had £10.00 in his bank book he should use it to re-instate BAR1. Because of her own doubts about HIA101's guilt BAR7 has not implemented this measure and, until such time as his guilt is proven beyond reasonable doubt it should not be introduced. It seems to me that this was the only form of punishment which HIA101 was liable for and, in the circumstances it was the only sensible one.
4. In view of the fact that HIA101 goes to his Grandmother on a regular basis this incident should have been discussed with her by a member of staff as I have little doubt that she could have obtained the truth from [redacted] and made a positive contribution to resolving the matter in a way that HIA101 would have understood. It appears that this was not discussed with [redacted] until she raised the matter.
5. Petty thieving is a pretty regular occurrence in most children's homes and

- 4 -

I would expect that staff and children should have a common understanding of how incidents are dealt with. They should not be dealt with impulsively by the staff, on the contrary, the implications for the individual, and the members of the group if responsible individual does not own up should be worked out with the children so that they know where they stand. Any form of punishment must carry real meaning for the children and this can only be achieved if the rules of the group are worked out between staff and children.

Action to be Taken

The details of this episode should be set out in a report prepared by the Superintendent and this must be discussed by BAR24 with the staff directly concerned in the incident. Initially other members of staff should not be included in the discussion as those involved are in breach of discipline and the discussions with the staff must have some formality.

Staff must understand that not only were their actions unprofessional but that as they were in breach of Barnardo policy, that this is unacceptable.

A note should be made in each member of staff's file to the effect that the incident occurred and that it has been discussed formally with them by a senior member of staff.

It is not the intention to discipline the staff beyond⁷⁴⁴, but it is important that they are made aware that in the type of situation outlined above they can not expect the support of senior staff.

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On [REDACTED] BAR8 contacted me by telephone as BAR77 wished to see a senior member of staff in order to discuss the incident in which HIA101 was involved. It appears that she is looking for the opportunity to express her concern about what happened, rather than seek any form of retribution. I have arranged to visit BAR77 on [REDACTED] at 11.00 a.m.

BAR14 [REDACTED]BAR14 [REDACTED]
[REDACTED]

[REDACTED] *Original with Police*[REDACTED] *DAH*

DE/IR [REDACTED]

SUBJECT: MACEDON [REDACTED] HIA101

CONFIDENTIAL

I discussed with [REDACTED] BAR7, [REDACTED] BAR35, [REDACTED] BAR1 and [REDACTED] BAR76, the incident in which was alleged that [REDACTED] HIA101 stole £30 from [REDACTED] BAR1's handbag. [REDACTED] BAR1 has said that the handbag which was in a wardrobe of an unlocked sleeping-in room, contained £100.

As a result of this incident, [REDACTED] HIA101 was physically punished by [REDACTED] BAR35, [REDACTED] BAR76 and [REDACTED] BAR1. A wooden spoon was used to slap [REDACTED] HIA101 on the hand. He was also deprived of a weekend visit to his grandmother's, and the use of a bicycle which had recently been given to him by [REDACTED] BAR8 the field social worker at Macedon. A threat to remove £10 from his Bank account was also made.

The reason for my visit to Macedon was to express senior staff concern for the handling of the incident in general, and the punishment administered to [REDACTED] HIA101 in particular.

In attempting to locate the missing money, [REDACTED] HIA101 had told [REDACTED] BAR7 that he had given it to a friend by the name of [REDACTED] BAR7 contacted the Police who visited [REDACTED] home, but the boy denied receiving the stolen money. This statement was supported by the boy's parents. The constable feels that this statement may be untrue as the family are well known to the local Police.

I expressed some concern that three members of staff punished the boy for the same offence, that it was administered three weeks after the money had been stolen, and that a wooden spoon was used - which was a breach of Bernardo's Policy. The three members of staff admitted using a wooden spoon to punish [REDACTED] HIA101 in a final bid to deter him from stealing, and they suggest it was done in a retributive manner.

Continued/...

(2)

All staff agreed that it may have been beneficial to seek the aid of HIA101's grandmother in this issue. It is hoped that HIA101's grandmother can be encouraged to visit Maesdon and become familiar with the staff and the problems that the Adams children present."

No definite date could be given as to when the bicycle had been withdrawn from HIA101 but all agreed that it was not for this incident but for two previous bouts of stealing in the first cottage.

BAR8 had not informed the staff that she had presented HIA101 with a bicycle, they learned this from HIA101 himself.

Staff completely denied HIA101 being deprived of cereal as punishment for this incident. The only time HIA101 was stopped from taking another dish of cereal was after he already had three dish-fuls.

Concerning the withdrawal of £10 from HIA101's bank account as part of his repayment, BAR1 told the group that she did not want the £30 replaced. I told her she could hardly expect to have it replaced in view of her delay in reporting the stolen money and also in leaving such a large sum of money in an unlocked room, especially in view of the fact that staff have indicated that regular stealing is taking place at Maesdon. I believe BAR1 should bear the consequences for leaving such an amount of money unguarded and I was not pleased at her involvement in the physical punishment of HIA101

After the formal meeting was over, we continued to discuss childrens and young peoples acting out behaviour, in particular, stealing and lying, which seems to be a major problem for some time at Maesdon. Staff went on to recall very vividly their experiences during the summer holidays with their group in Honogal, and how their morale was very low. This was due to the spots of stealing by the children from the local stores and having to deal with the complaining shop-keepers.

BAR24

BAR24

FILE NOTE.

This note is a recording of a conversation with **BAR8** on the morning of [redacted] at Macedon.

BAR8 reported to me that some months ago staff member **BAR2** had said to her that **BAR46** told him in general conversation, that former member of staff **BAR3** while in charge of **BAR46** tried to put his arm around him and also on occasions had tried to kiss him.

As these reported incidents took place some months ago, the member of staff concerned has now left our employment [redacted] on considering the situation in my judgement any well intentioned cross-examination at this late stage might do damage to all concerned, especially in view of the climate in the Province at present.

BAR24

BAR24

[redacted]

[Redacted]

STATEMENT OF: BAR 24

Name Rank

AGE OF WITNESS (If over 18 enter "over 18"): **OVER 18**

To be completed when the statement has been written.

I declare that this statement consisting of 4 pages, each signed by me is true to the best of my knowledge and belief and I make it knowing that, if it is tendered in evidence at a preliminary enquiry or at the trial of any person, I shall be liable to prosecution if I have wilfully stated in it anything which I know to be false or do not believe to be true.

Dated this 23 day of April 2001

G Boyce D/C BAR 24

SIGNATURE OF MEMBER by whom statement was recorded ~~or received~~

SIGNATURE OF WITNESS

I was first employed by Barnardos in [Redacted] as the [Redacted] Macedon Children's Home in Newtownabbey. I remained as [Redacted] there until my promotion in [Redacted] to the post of [Redacted] for Barnardos. Although I was based in Barnardos Headquarters on the Antrim Road I did visit Macedon regularly. During my appointment as the [Redacted]

[Redacted] As the M5 motorway was being planned at that time and was intended to divide the grounds within Macedon, it was necessary to look for an alternative site for the Children's Home. In the post of [Redacted] my duties included interviewing applicants for employment at Macedon. Also to supervise and support the Superintendent at Macedon. I returned to work in Macedon as [Redacted]

[Redacted] On [Redacted] I tendered my resignation with Barnardos. During the time that I was the [Redacted] at Macedon between [Redacted] I lived with my family on site in Macedon. We lived in [Redacted]

[Redacted] When I returned as

STATEMENT CONTINUATION PAGE

STATEMENT OF: BAR 24

Continuation Page No: 2

[REDACTED]

[REDACTED] When I arrived in [REDACTED] the children were divided in groups between the main house and the two cottages. Brothers and sisters were kept together as much as possible. I vaguely remember a staff member called BAR 2 working in Macedon. I cannot recall where he worked or who he worked with to be quite honest. I remember that BAR 1 came to Macedon having been transferred from [REDACTED]. My memories of BAR 1 in Macedon are that she was mature, well dressed and worked in one of the cottages. I can recall that BAR 3 came to work in Macedon. He seemed good at his job and could talk through problems. I can remember that he had a [REDACTED]. That's all I really remember about him. I have been shown an incident report dated [REDACTED] marked [REDACTED]. I can confirm that I wrote this report. I honestly cannot recall this incident. I have also been shown a file note dated [REDACTED] marked AKD2. I can confirm that I also wrote this report. I vaguely remember BAR 8 coming to me. At that point in time I dealt with the incident and I felt that it was the right decision at that time. Kincora was on the go at that time. I felt that it was important to record the incident. I would have thought that when I made the decision that that was the end of the matter. I have no recollection of informing [REDACTED] [REDACTED] BAR 14 or the police. During my appointment as [REDACTED] at Macedon between [REDACTED] and [REDACTED] my normal working hours were 9am to 5pm, Monday to Friday. At times I did work in the evening but never overnight on site. I can confirm that in the evening in the cottages only one member of staff would have been on duty with the children normally. One staff member would have slept overnight in the cottages with the



STRICTLY CONFIDENTIAL

From BAR14 [redacted]

To: cc: Mr. V. Givan, Personnel Manager, Barkingside

Our Ref: [redacted]

FILE NOTE - BAR3 [redacted]

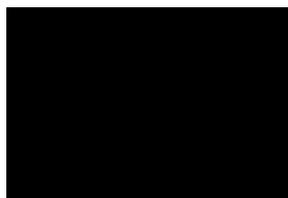
BAR3 [redacted] was employed at Macedon from [redacted] until [redacted]. Immediately prior to his resignation it had come to light that he owed money to both the petty cash account and to certain children's pocket money. On investigation it transpired that loans had been made by supervisory staff but, at no time, had he been authorised to take money from children's pocket money. When these matters were discussed with him he acknowledged his responsibility, and agreed to repay the outstanding amounts. Having repaid the loans he resigned.

Since his resignation BAR3 [redacted] has indicated a willingness to return to Barnardo's and it does appear to be his wish to continue in child-care. In addition to the matter referred to above there were a number of other matters of concern, and we would not be prepared to re-employ BAR3 [redacted] in any position. BAR3 [redacted] has an effeminate manner and one is inclined to the view that he is most certainly homosexual. However this was never a problem, as far as his work was concerned, except that children made reference. Following his resignation there was some evidence that he brought alcohol to the premises though most of his colleagues were of the opinion that he did not drink. In addition to borrowing money as referred to above, it is known that he borrowed a large sum of money from one member of staff and that this was not repaid. BAR3 [redacted] had the ability to work through difficult experiences with the children, and there was never any doubt as to his child-care ability. He appeared to be supportive to staff, but tended to become involved in their personal lives and seemed to have the skill to identify their vulnerable points. Having done this he tended to work on these for the purpose of gaining their confidence.

I have grave doubts as to BAR3 [redacted]'s reliability and certainly would not recommend him for a position of trust, or for any post in a social work setting.

BAR14 [redacted]

BAR14 [redacted]



FILE NOTE - HIA516

BAR8 asked me today for advice regarding a request by the [REDACTED] to set up a Trust Fund for HIA516. I discussed this with [REDACTED] the Trusts Officer -

1. The intention of the [REDACTED] should be determined so that Terms of Reference can be drawn up which are consistent with their wishes. It would be better that they approach an independent Solicitor to have a Trustee prepared, otherwise we may be seen as exercising undue influence.
2. Barnardo's would be happy to assist with the investment of money and the administration of it until HIA516 attains the age of 18 years.
3. The Trustee should include a terminating clause so that, at some point in time, the Trust Fund can be closed. This clause should state how the Trust Fund should be closed, and how money in it at that time should be dispersed. It would probably be appropriate for the Trust Fund to exist until HIA516 attains the age of 18 years, and Barnardo's would be happy to administer it until then.

BAR8 was to speak to the [REDACTED] again, with a view to arranging a meeting between either BAR 111 or myself and BAR24 together with [REDACTED]

BAR14



Barnardo's

Dr. Barnardo's Irish Divisional Office,
414 Antrim Road, Belfast. BT15 5BA
Telephone 0232-776890/776888

[REDACTED]

BAR12

[REDACTED]

Dear BAR12

Further to our meeting on Wednesday, [REDACTED], to discuss your relationship with HIA516 in Macedon, I would like to confirm that both the Eastern Health & Social Services Board and Barnardo's are prepared to agree to its continuing, subject to the following conditions:-

- (1) that you are prepared to accept the guidance of Macedon staff as to the frequency, nature and length of time you spend with HIA516
- (2) that you accept their decisions as to the value of presents and amounts of money you give to HIA516
- (3) that you discuss with them where you are going to take HIA516 on your days out, and for how long.

I must add that if you are not prepared to abide by these conditions, we will have no option but to review the arrangements.

However, it is also fair to say that we do believe that within the appropriate context, as discussed at the meeting, there does exist the potential for HIA516 to derive benefit from the relationship.

Yours sincerely,

BAR 111

[REDACTED]

Irish Division.

C.C.

[REDACTED]



Barnardo's

Dr. Barnardo's Irish Divisional Office,
414 Antrim Road, Belfast, BT15 5BA
Telephone 0232-740000

775811

[Redacted]

[Redacted]

BAR12

[Redacted]

Dear BAR12

I refer to my letter of [Redacted] in which certain conditions were laid down which were intended to govern your future contact with HIA516 in Sharonmore. From discussion with both the Eastern Health and Social Services Board and with staff at Sharonmore, it is clear that these conditions have not been complied with, and therefore I intend to review the arrangements.

I would be grateful if you will come to a meeting in this office on Tuesday [Redacted], at 2.30 p.m., in order to discuss whether and how your contact with HIA516 should continue. Until then, it would be better if you do not have any contact with him.

Yours sincerely,

BAR 111

[Redacted]

Copy to:

[Redacted]

**Barnardo's**

Dr. Barnardo's Irish Divisional Office,
414 Antrim Road, Belfast, BT15 5BA
Telephone 0232-775811
775811

Our Ref: JMM/MR [REDACTED]

BAR12 [REDACTED]

Dear BAR12

Further to our discussion on [REDACTED], in connection with your contact with HIA516 at Sharonmore. I note that you felt unable to accept the conditions which we considered should govern this relationship in the future, and that you have decided to terminate it from now.

Consequent to this, the Eastern Health and Social Services Board has also decided that HIA516's best long-term interest would be served by ending the contact. As I indicated, the Board has full parental responsibilities for this family, in the form of Fit Person Orders, and have therefore the right to make whatever decisions of this nature which they think proper.

Although it has been agreed that you should have no further contact with HIA516 or with the Unit, by visit, letter or telephone, I understand that you wish to recover some property of your within the Unit. If you would care to telephone me at this number I shall be happy to deal with this.

Yours sincerely,

BAR 111 [REDACTED]

Copies to: [REDACTED]