

NSPCC Wiley Series in Protecting Children: the multi-professional approach

Creating Safer Organisations

Practical Steps to Prevent
the Abuse of Children by
Those Working With Them

Edited by **Marcus Erooga**



 **WILEY-BLACKWELL**

NSPCC
Cruelty to children must stop. FULL STOP.

Creating Safer Organisations

Practical Steps to Prevent the Abuse
of Children by Those Working
with Them

Edited by

MARCUS EROOGA

 **WILEY-BLACKWELL**

A John Wiley & Sons, Ltd., Publication

This edition first published 2012
© 2012 John Wiley & Sons, Ltd.

Wiley-Blackwell is an imprint of John Wiley & Sons, formed by the merger of Wiley's global Scientific, Technical and Medical business with Blackwell Publishing.

Registered Office

John Wiley & Sons, Ltd, The Atrium, Southern Gate, Chichester, West Sussex, PO19 8SQ, UK

Editorial Offices

350 Main Street, Malden, MA 02148-5020, USA

9600 Garsington Road, Oxford, OX4 2DQ, UK

The Atrium, Southern Gate, Chichester, West Sussex, PO19 8SQ, UK

For details of our global editorial offices, for customer services, and for information about how to apply for permission to reuse the copyright material in this book please see our website at www.wiley.com/wiley-blackwell.

The right of Marcus Erooga to be identified as the authors of the editorial material in this work has been asserted in accordance with the UK Copyright, Designs and Patents Act 1988.

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, except as permitted by the UK Copyright, Designs and Patents Act 1988, without the prior permission of the publisher.

Wiley also publishes its books in a variety of electronic formats. Some content that appears in print may not be available in electronic books.

Designations used by companies to distinguish their products are often claimed as trademarks. All brand names and product names used in this book are trade names, service marks, trademarks or registered trademarks of their respective owners. The publisher is not associated with any product or vendor mentioned in this book. This publication is designed to provide accurate and authoritative information in regard to the subject matter covered. It is sold on the understanding that the publisher is not engaged in rendering professional services. If professional advice or other expert assistance is required, the services of a competent professional should be sought.

Library of Congress Cataloging-in-Publication Data

Creating safer organisations : practical steps to prevent the abuse of children by those working with them / edited by Marcus Erooga.

p. cm.

Includes index.

Summary: 'This is an accessible resource for those seeking to ensure that they have taken all possible steps to safeguard the children and young people they are responsible for' – Provided by publisher.

ISBN 978-1-119-97269-3 – ISBN 978-1-119-97268-6 (pbk.)

1. Child abuse—Prevention. I. Erooga, Marcus, 1957–

HV713. C7125 2012

362.76'7–dc23

2011052857

A catalogue record for this book is available from the British Library.

Wiley also publishes its books in a variety of electronic formats. Some content that appears in print may not be available in electronic books.

Set in 10/12pt Times Ten by SPi Publisher Services, Pondicherry, India
Printed in Malaysia by Ho Printing (M) Sdn Bhd

Creating Safer Organisations

THE NSPCC/WILEY SERIES in PROTECTING CHILDREN

The multi-professional approach

Series Editors: Christopher Cloke
NSPCC, 42 Curtain Road,
London EC2A 3NX

Jan Horwath,
Department of Sociological Studies,
University of Sheffield,
Sheffield S10 2TU

Peter Sidebotham,
Warwick Medical School,
University of Warwick,
Coventry CV4 7AL

This NSPCC/Wiley series explores current issues relating to the prevention of child abuse and the protection of children. The series aims to publish titles that focus on professional practice and policy, and the practical application of research. The books are leading edge and innovative and reflect a multi-disciplinary and inter-agency approach to the prevention of child abuse and the protection of children.

All books have a policy or practice orientation with referenced information from theory and research. The series is essential reading for all professionals and researchers concerned with the prevention of child abuse and the protection of children.

Dedicated to: Caroline and to Tony Morrison (1953–2010)

About the Contributors

Debbie Allnock is an independent researcher with over 20 years of quantitative and qualitative research experience and teaching experience in the field of social policy in both the United States and the United Kingdom. Most recently an NSPCC Senior Research Officer, prior to that, she worked on the National Evaluation of Sure Start investigating the implementation of these programmes and has co-authored a number of articles and a book chapter on this experience. She is currently working on a mapping study of therapeutic services for children and young people who have experienced sexual abuse.

Kerry Cleary has extensive experience in Human Resources having previously worked at a senior level in the private sector specialising in recruitment, retention and graduate recruitment, leading the strategic direction of recruitment within the companies she worked for.

For the past nine years Kerry has worked for the NSPCC initially as the HR Safeguarding Manager specialising in organisational safeguarding and for the past two years a more extensive role as the Head of Engagement, which includes responsibility for employee engagement, employee relations, reward and strategic recruitment as well as maintaining her responsibilities for organisational safeguarding. The safeguarding work undertaken by Kerry covers every function across the NSPCC and looks at areas such as vetting and CRB, safer recruitment and selection processes including the development of value based interviews, the involvement of children and young people in recruitment, safeguarding action planning for all functions across the Society, campaigning for change with government and advising and providing training to external organisations on safer recruitment and selection.

In 2004 Kerry was part of the NSPCC team who provided a written submission to Sir Michael Bichard as part of his Enquiry into the deaths at Soham. She was subsequently called to give evidence on the final day of the Enquiry to Bichard and went on to be a member of a number of the working groups which were responsible for the development of the Independent Safeguarding Authority (ISA) and the Safer Recruitment Training for Head Teachers and Schools Governors which Kerry co-wrote. She has subsequently spoken at a number of national conferences about safer recruitment post Bichard, has

written articles in personnel publications and continues to work with the DCSF on the implementation of the ISA.

Kerry has a Masters Degree in Human Resource Management, and is a member of the Chartered Instituted of Personnel and Development.

Marcus Erooga is NSPCC Theme Adviser for Child Sexual Abuse and a Visiting Research Fellow at the University of Huddersfield's Centre for Childhood Studies.

During 2006 and 2007 he was seconded to undertake a review of the literature about staff and volunteers who may present a risk to children in the workplace and subsequently jointly undertook research with people convicted of sexual offences in those settings.

A past editor and current Board member of the *Journal of Sexual Aggression*, Marcus has authored and edited some 25 publications on child protection related issues, including *Children and Young People who Sexually Abuse others – Challenges and Responses*, Routledge, 2006 (edited with Professor Helen Masson)

Marcus is immediate past Chair of the National Organisation for the Treatment of Abusers (NOTA) and NOTA Conference Director & Training Committee Chair elect.

Jo Green is Lead Officer for Safeguarding in Education for Westminster City Council. She has a wide range of experience of working as a practitioner and manager within both the voluntary and statutory sectors and has been a member of consecutive national networks of advisers established by the DCSF to support the implementation of newly created procedures for safeguarding children. Working from the Government Office for London as a Safeguarding Adviser she also provided advice, support and challenge to London Local Authorities and Local Safeguarding Children Boards across a range of Safeguarding policy issues and held the regional policy lead for Serious Case Reviews, Safe Work Force and Education Safeguarding.

Jo has contributed to national training materials for the safer recruitment of adults who work with children and was part of a small subject expert group that revised the materials in 2008. She also contributed to *The Child Protection Handbook Third Edition* (Elsevier, 2007).

Benjamin R. Kaufman has a B.A. in Spanish from the University of Oregon (Eugene, Oregon, USA) in 2009 and a degree in Psychology from Portland State University (Portland, Oregon, USA) in 2011. He was accepted into the doctoral program in Industrial/Organisational Psychology at Old Dominion University (Norfolk, Virginia, USA) beginning in the Fall of 2011. Ben has worked for a number of Industrial/Organisational Psychology Professors at Portland State University as an undergraduate on issues related to occupational safety and work-family balance. He has also assisted in the collection of data and the development of research measures related to the prevention of child sexual abuse.

Dr Keith L. Kaufman has served as a Professor of Psychology at Portland State University (PSU) in Portland, Oregon, USA, since 1998, for the first nine years of which he was Psychology Department Chair. During his time in Oregon, he has served as a member of the Oregon Youth Authority's Advisory Board and as Chair of the Prevention Subcommittee of the Oregon Attorney General's Sexual Assault Task Force. Keith also co-chaired the committee that created Oregon's first statewide sexual violence prevention plan.

He has served on the board of the National Alliance of Sexual Assault Coalitions and is a Past President of the Association for the Treatment of Sexual Abusers (ATSA) as well as chairing ATSA's Ethics and Prevention Committees. Keith is also a member of the National Center for Missing and Exploited Children's Prevention Committee. His clinical work has involved the assessment and treatment of both child sexual abuse victims and juvenile sexual offenders and their families.

Keith's publications include two books and a variety of book chapters and research articles regarding sexual violence and sexual violence prevention. He edited a comprehensive sexual violence prevention handbook *Preventing Sexual Violence: A Practitioner's Sourcebook* (NEARI Press, 2010) and was recently awarded the Vision of Hope grant by the Pennsylvania Coalition to Prevent Rape to develop the situational prevention approach as a self-assessment tool for youth serving organisations.

Dr Ethel Quayle is a lecturer in clinical psychology in the School of Health in Social Science at the University of Edinburgh and Director of the COPINE research which until September 2008 was based at University College Cork, Ireland.

She is a clinical psychologist and as a practitioner worked with both sex offenders and their victims. For the last twelve years has been working in the area of Internet abuse images, collaborating internationally with government and non-government agencies in the context of research, policy and practice. She has published widely in this area and is co-author of *Child Pornography: An Internet Crime* (2003), *Viewing Child Pornography on the Internet* (2005) and *Only Pictures? Therapeutic Work with Internet Sex Offenders* (2006) as well as academic and professional papers. Her current research relates to the influence of social networks on Internet offending behaviour, an analysis of images depicting the online exploitation of children and qualitative research on children's experiences of online grooming and sexual exploitation.

Jessica M. Schuett earned her B.A. in Psychology from Hamline University (Saint Paul, Minnesota, USA) in 2010. As an undergraduate, she received funding to participate in a collaborative research program at Hamline. She subsequently completed an undergraduate thesis examining the relationship between culture of honour, acculturation and attitudes toward intimate partner violence in Latinos. From the fall of 2011, Jessica will begin graduate study in the doctoral program in Applied Social and Community Psychology at Portland State University (Portland, Oregon, USA).

Dr Joe Sullivan is a registered Forensic Psychologist with the Health Professionals Council (UK) and is on the British Psychological Society (BPS) register of Chartered Psychologists. He is the Director of Mentor Forensic Services Ltd, which is an organisation specialising in Behaviour Analysis, Child Protection and Professional Sexual Misconduct issues. He holds a PhD in Forensic Psychology, a Masters Degree in Criminology, a Post-Graduate Diploma in Psychology, a Bachelor of Arts Degree in applied Social Sciences, and a Certificate of Qualification in Social Work. Dr Sullivan is an honorary lecturer in Forensic Psychology at the University of Birmingham, UK.

Since 1996 he has collaborated with law enforcement. He has worked as an independent consultant for several UK and European police forces specialising in assisting investigations into sexually motivated abduction, murder and assault of children and as Consultant Forensic Psychologist in the Behaviour Analysis Unit at the Child Exploitation and Online Protection Centre, UK. He received a Chief Constables Commendation for his contribution to the investigation into the sexually motivated abduction and murder of a child in 2001.

He has published and presented papers to national and international conferences on the techniques he uses for engaging, assessing and interviewing sexual offenders.

Paula Telford is an NSPCC Development Manager, having previously managed and worked in an NSPCC team specialising in work with children and young people with sexually harmful behaviours. Prior to joining NSPCC in 1995 Paula worked for 19 years in statutory children's services dealing with child protection, especially sexual abuse, including enquiries into abuse in children's homes.

Paula has co-authored a number of chapters in the field of sexually harmful behaviour and was a member of the research team interviewing people convicted of sexual offences in professional settings.

Hayley Tews received a Bachelor of Arts degree in Psychology and Criminal Justice from California State University (Fullerton, California, USA) in 2010. She is currently a graduate student at Portland State University (Portland, Oregon, USA) in the Department of Psychology's Applied Psychology doctoral program. Hayley works under the advisement of Dr Keith Kaufman focusing on the prevention of child sexual abuse. Her current research interests focus on the modus operandi of child sexual abusers, specifically the factors that contribute to the construction of an abuser's unique modus operandi patterns.

Preface

‘Despite the profusion of official inquiries, remarkably little serious attention has been paid to the possible factors associated with abuse of children in residential institutions’ (Colton, 2002, p. 34)

Almost a decade later this comment from Matthew Colton is still as relevant today and as applicable to all workplace settings, not solely residential settings. Considering its potential impact on the lives of children there remains relatively little published about those who might be unsuitable to work with children. A recent review of the literature (Erooga, 2009) identified a relatively small number of studies of sex offenders in workplace settings, either as paid employees or volunteers. The majority were both North American and with samples who were predominantly catholic clergy. Whilst they have possibly attracted the majority of media attention, there is no indication from the literature that clerics are over represented in terms of incidence as offenders in this context. Rather it appears that they have formed the research samples because of their continued institutional links after discovery of abuse which enabled them to gain access to treatment and therefore readily identifiable to researchers.

High profile cases inevitably increase awareness of particular issues. Two such cases are those of childminder and foster carer Eunice Spry (Lock, 2007) and the Little Teds Nursery case in Plymouth. Mrs Spry was convicted in March 2007 for 26 offences involving abuse of three children and sentenced to 14 years imprisonment. The court heard that Mrs. Spry had beaten the children with sticks and metal bars, scrubbed their skin with sandpaper and forced them to eat lard, bleach, vomit and their own faeces. During the five-week trial she denied any wrongdoing, insisting she had simply tried to instil Christian values into them.

The conviction of Vanessa George and others in the Little Teds Nursery case in 2009 caused widespread concern with the revelation not only of female sexual offenders but also that children entrusted to the care of a nursery could be sexually abused in ways most adults find unimaginable (Plymouth SCB, 2010). The additional element of new technologies, in this case photographs on a mobile phone and a social networking website only added to the

confusion at the implications for children's safety in a fast changing world felt by many. Those feelings of fear and confusion are undoubtedly compounded by a further case involving a nursery worker, this time in Birmingham (Birmingham SCB, forthcoming)

Another significant development was the public response to the attempted implementation of *The Safeguarding Vulnerable Groups Act, 2006*, intended to introducing a vetting and barring scheme designed to prevent those deemed unsuitable to work with children and vulnerable adults from gaining access to them through their work and the introduction of the Independent Safeguarding Authority. Whilst increasingly requiring the active participation of organisations in safeguarding measures beyond taking up Criminal Records Bureau (CRB) checks when recruiting and selecting staff, the public outcry at (largely misunderstood) aspects of the scheme also indicated the sensitivities in this area and the importance of a nuanced approach to this difficult issue.

This book brings together practitioners, academics and researchers who have informative, practical contributions to make. A range of topic areas are addressed, including the up to date research with people who have committed sexual offences against children in these settings and new developments in interviewing approaches. The book is intended to be an accessible single resource for those seeking to ensure that their organisation has taken all reasonable steps to safeguard the children and young people they are working with or are responsible for.

The authorship reflects the book's firm commitment to the importance of multi-agency and inter-disciplinary collaboration and is relevant in both community and residential settings. Although there are differences in perspective and emphasis between chapters, this is seen as healthy in an area of work where confusion and concern leads many to seek certainty and a message that 'Sex offenders will behave like this'. Regrettably there is no such simple formulation. Those who sexually offend against children are a diverse and heterogeneous population and the approaches taken to protect children must address the range of possible risks across the spectrum from those highly motivated individuals whose primary sexual interest is children and for whom the organisation is a means of accessing them through to those with no known predisposition or sexual interest in children – even to themselves.

It is hoped that the rich mix of theoretical and practical perspectives within the book will offer stimulation, food for thought and practical measures for its readership in dealing with this difficult, disturbing and extremely challenging area of human behaviour.

At the conclusion of this foreword to the book I want to record my grateful thanks to all the chapter contributors for their expertise and their forbearance in the face of some enthusiastic editing. My thanks to the NSPCC for the opportunity to undertake two fascinating pieces of research and to all the offenders who agreed by interviewed for the study discussed in Chapter 4. Their perspectives were invaluable in forming some of the thinking reflected here. Also

my heartfelt thanks to my long suffering partner who has, once again, provided all the hidden support without complaint whilst I was absorbed in 'that book'.

This book is dedicated to the memory of Dr Tony Morrison, MBE who died tragically in an accident in February 2010. Tony, as my first manager when I joined NSPCC, opened my eyes to possibilities in myself and others that I fear I may never have otherwise seen. In the intervening years he became a source of wise counsel, a mentor and above all a valued friend. He is sorely missed by the many, many people whose lives he changed, of whom I am only one.

Marcus Erooga
September 2011

REFERENCES

- Birmingham Safeguarding Children Board, forthcoming.
- Colton, M (2002) Factors associated with abuse in residential child care institutions. *Children and Society*, 16(1), 33–44.
- Erooga, M (2009) *Towards safer organisations: A study of the literature about staff and volunteers who may present a risk to children in the workplace and implications for recruitment and selection to organisations where children may be vulnerable*, London, NSPCC.
- Lock, R. (2007) *Executive Summary Report of the Serious Case Review 0105 Mrs Spry*, Gloucester, Gloucestershire Safeguarding Children Board.
- Mason, S. (2011) *A Common Sense Approach, A review of the criminal records regime in England and Wales*, London, Home Office.
- Plymouth Safeguarding Children Board, 2010, *Case Review Overview Report Executive Summary in respect of Nursery Z*, March.

Contents

About the Contributors	xi
Preface	xv
Creating Safer Organisations – An Overview <i>Marcus Erooga</i>	1
1 Understanding and Responding to People Who Sexually Abuse Children Whilst Employed In Positions of Trust: An Overview of the Relevant Literature – Part One: Offenders <i>Marcus Erooga</i>	7
People Who Sexually Abuse Children in Organisational Positions of Trust – a definition	7
How Prevalent are Sexual Offences Committed Against Children in Professional or Workplace Settings?	8
Characteristics and Behaviour of People Who Sexually Abuse Children in Organisational Positions of Trust	8
Findings From a Study of Residents in a Specialist Treatment Setting Who had Sexually Abused Children Whilst in Organisational Positions of Trust	9
Grooming	11
Use of the Internet	14
Motivations to Sexually Abuse	15
Thought Processes and Cognitive Distortions	18
Female Sexual Abusers	20
Conclusions	22
2 Understanding and Responding to People Who Sexually Abuse Children Whilst Employed In Positions of Trust: An Overview of the Relevant Literature – Part Two: Organisations <i>Marcus Erooga</i>	27
Characteristics of ‘Vulnerable Organisations’ – the Importance of the Organisational Environment in Preventing Abuse	27

Corruption of Care	28
Models of Authority	33
Characteristics of Sexual Abuse in Specific Organisational Settings	34
Motivations to Abuse	38
Developing Preventative Strategies	39
 3 Policy and Legislation – Changing Responses to an Emerging Problem	 44
<i>Kerry Cleary and Marcus Erooga</i>	
General Organisational Legal Responsibilities	45
Child care Focussed Policy and Legislation	45
Department for Children, Schools and Families List 99	47
Protection of Children Act (PoCA) List	48
Disqualification Orders and Regulated Positions (replaced by the Safeguarding Vulnerable Groups Act, 2006)	48
Sex Offender Register Notification Arrangements	49
Criminal Records Checks	49
Shortcomings of These Arrangements	50
The Safeguarding Vulnerable Groups Act, 2006 (England, Wales and Northern Ireland)	50
The Protection of Vulnerable Groups (Scotland) Act 2007	53
Strengths and Limitations of Legislation and Regulation	54
What Do Developments in Legislation and Regulation Indicate About Desirable Cultures for Organisational Safeguarding by Government Organisations and Individuals?	58
A Model	59
How Should Legislation and Regulation Support the Development of Safer Organisational Cultures?	60
 4 Sexual Abuse of Children By People In Organisations: What Offenders Can Teach Us About Protection	 63
<i>Marcus Erooga, Debra Allnock and Paula Telford</i>	
Introduction	63
Methodology	64
The Sample	65
Findings	68
Organisational Facilitating Factors	68
Individual Facilitating Factors	73
Discussion	79
Situational Crime Prevention as a Response	81
Conclusion and Recommendations	82

CONTENTS	ix
5 Manipulation Styles of Abusers Who Work With Children <i>Joe Sullivan and Ethel Quayle</i>	85
Introduction	85
Demographic Profile and Offending Patterns of Professional Perpetrators	86
Psychometric Comparisons with Intra- and Extra-Familial Child Abusers	86
Rationale for a Qualitative Methodology	87
Motivation to Sexually Offend	87
Victim Selection, Grooming and Abuse	89
Manipulation Styles	90
Conclusions	95
Multi Disciplinary Issues	97
Future Directions	97
6 Organisational Issues and New Technologies <i>Ethel Quayle</i>	99
An Evolving Issue	99
Technology In the Workplace	100
Abusive Images	102
Sexting	104
Grooming	104
Stalking	105
Adult Pornography	105
Misuse of Social Media	105
The Individual and Organisational Abuse	106
Situational Factors and Technology Mediated Organisational Abuse	108
Guidelines on Child Protection Policies and Procedure In Relation to Technology	113
Conclusion	116
7 Safer Recruitment – Guidance for Organisations <i>Kerry Cleary</i>	122
Introduction	122
Doing the Basic Things Well	123
Importance of Values and Emotional Intelligence	124
Safer Recruitment Within a Safeguarding Culture	126
A Model of Safer Recruitment – PICK	127
P – Plan	127

I – Identify	130
C–Check	134
K is for Keep	136
The Basics Are Necessary But Not Sufficient	137
Appendix 1 Safer Recruitment Checklist	138
 8 Prevention Is Better Than Cure: The Value of Situational Prevention In Organisations	 140
<i>Keith L. Kaufman, Hayley Tews, Jessica M. Schuett, and Benjamin R. Kaufman</i>	
A Foundation for Prevention in Organisations and Institutions	141
Rational Choice Theory	141
Routine Activity Theory	143
Defensible Space Theory	144
Applying the Situational Prevention Model to Child Sexual Abuse	146
A Structured Approach to Applying the Situational Prevention Model with Community Organisations and Institutions	150
The Situational Prevention Model Approach to Assessing Local Organisational Settings	151
Identifying Common Risks Across National Organisations and Institutions	161
Situational Prevention Model Children’s Hospital Consultation – a Case Study	163
The Boys & Girls Club Child Sexual Abuse Prevention Self-Assessment Initiative	164
Conclusions	166
 9 Avoiding and Managing Allegations Against Staff	 170
<i>Jo Green</i>	
Introduction	170
The Incidence of Allegations	171
Behaviour That Gives Rise to Allegations	173
Procedural Fairness Within a Precautionary Approach	174
Characteristics of a Safe Organisation	186
 Index	 188