

- (c) Teaching staff did not acknowledge the equal contribution that care staff could make to the holistic development of the boys. They regarded themselves principally responsible for the 'higher' issues of curriculum. This was resented by the care staff and inhibited effective discussion.
  - (d) Whole staff discussion was discouraged. School policy was discussed only by P Davies, S Cohen and B Andrews who also on occasion included the Caretaker, Mr Found, D Eaton and G Hutchinson but excluded other staff. There are two possible explanations:
    - (i) this 'inner circle' of senior staff did not take the issue of full staff discussion and planning seriously enough
    - (ii) they were not capable of thinking through and implementing whole-school policies.
  - (e) The issue of whole-staff discussion is symptomatic of a catastrophic failure of leadership and management across the board: staff development, staff supervision eg. night duty, organisational structures, links with governors and outside agencies.
  - (f) The Governors did not monitor the situation or were fobbed off with little real information.
  - (g) The LEA did not respond to requests for additional resources and was actively considering the closure of the school. This probably made staff and Governors defensive and less willing to expose weakness.
  - (h) Any pressure from the LEA and Governors for reports on progress was met with threats of resignation by the Acting Head.
  - (i) The retirement from ill-health by the Special Needs Adviser and the absence from ill-health by the Principal Educational Psychologist left the school without appropriate professional support for the development of appropriate policies.
- 28 **Why was the information on the culture of the school and the sexual activity of so many boys not presented in the report by the Director of Education to the Governors on October 1990?**
- (a) The incidents in September 1990 concerning Mr Hilton's presence on school premises were not reported immediately to the LEA. When reported they were presented as isolated incidents. Interviews of all staff carried out by the then Chief Adviser and AEO (Special) revealed no information about the other activity or concerns.
  - (b) At that time there was no information available to the Director of Education from outside agencies indicating areas of concern.