

- (c) the veracity of Mrs Mellor's analysis and the desirability of implementing her recommendations has not been challenged
- (d) the staff at the school will not be able to rebuild the school without a more searching account of what 'went wrong'.

RESPONSIBLE GROUPS

- 5 The care of the boys at Knowl View is entrusted to several groups of people: Headteacher and staff, the School Governing Body, specialist LE officers, specialist officers from outside agencies: Police, Health Authority, Social Services.

These people are listed in Appendix A attached.

DISPOSITION OF STAFF IN THE PERIOD SEPTEMBER 1989 to OCTOBER 1990

- 6 The boys generally received their lessons in groups according to age: activities outside lessons were based on interest groups or residential units as appropriate. Evening activities, sleeping arrangements and meals were organised in four units, two senior, two junior.

Teaching Staff

- 7 The responsibilities of teaching staff in a residential special school cannot begin and end with the teaching day. The additional allowances provided to such teachers require a full professional response to the needs of the children in their school. Statements from staff reflect a lack of commitment to a whole-school approach. Given the enormously favourable PTR for much of this period (as few as 21 pupils for 7 staff, excluding the Head) this response approaches dereliction of duty.
- 8 The attitude of most teaching staff towards activities outside lessons reflected that of the Acting Head who, despite the terms of his contract, spent very little time on site at weekends and was frequently off-site overnight during the week. This left the care staff and others engaged in overnight duties in a vulnerable position regarding the safety of the children. (In the September 1990 incident the school had an extremely lucky escape and there may have been other unreported incidents. Furthermore this behaviour sent clear messages to the care staff in particular that they were simply 'baby-sitting.'
- 9 Where teaching staff engaged in further activities and 'extraneous duties' they claimed overtime, even though these activities were offered as a substitute for directed time - part of a teacher's contract. The Acting Head should have made a clear distinction between the different activities, to protect staff from making fraudulent claims.