

school was to deal with "maladjusted" boys. The role of the staff was to perform this function in ways they considered appropriate and with little intervention from outside the school. The culture was one of insularity and isolation from external sources, but internally there was evidence of a considerable number of cohesive cliques, competing for power and influence in a spurious spider's web of relationships. This can be illustrated by the following:

### 1.2 STAFF COMMENTS

"There was an establishment of institutionalisation"  
 "It was a macho organisation where everybody tried to score off each other"  
 "---- must have felt he was sucked in"  
 "the 'step sheet' was in place and although it was old-fashioned and regimented, everyone knew where they stood"  
 "---- and ---- were manoeuvred out"  
 "there was an atmosphere of recrimination"  
 "Knowl View was left to run itself with its own rules"

The 1988 Education Reform Act which was having momentous effects on other school' functions and work loads appeared to have passed Knowl View by at this time.

### 1.3 THE STYLE OF LEADERSHIP AND MANAGEMENT

The structure of the school was hierarchical with a very distinct gap between teaching and care staff, the latter being considered as less important. The leadership of the time was felt to be adequate by the teaching staff. Communication was stated as being reasonable. There was evidence of top-down communication but not about bottom-up communication, particularly between the care staff/head and also between the Head/L.E.A. There were suggestions that some comments and concerns were blocked. Meetings did not include all the staff members. Practice was based on custom. The objectives of the school were not clear and practice was idiosyncratic.

### 1.4 STAFF COMMENTS expressed varying views;

"There had been an open information policy"  
 "the living-in element helped"  
 "policy wasn't at the forefront of people's minds, getting on with the day-to-day aspects of the job was the main aim"  
 "the Smith Street toilet is a different scenario, teachers were informed of this at staff meetings via Headteacher and Head of Care".  
 "As a general rule the teaching staff were basically not interested, amongst the Care Staff it was a bit of a joke really-outdoor pursuits-anything to get out of the classroom"