

REPORT ON KNOWL VIEW FOR THE GOVERNORS MEETING 1.4.92

27.3.92

April 1991 - April 1992

*Historical Factors*

Knowl View was opened in late 1969 and has had two Headteachers since that time not include the present. In 1987 Mr Cooper, Deputy Headteacher and Mr Hopwood both had a period of sickness of approximately 18 months before retiring through ill health. Their posts were filled by a number of people 'acting up'. In 1989 Brett Andrews was appointed as Deputy Headteacher and immediately asked to assume the position of 'acting Headteacher'. This has left the school without a substantive Head and clearly lacking in leadership and direction.

There have been a number of incidents dating back as far as 1981, mentioned in the log book, of a sexual nature but rarely are these incidents resolved, just mentioned. The regime was certainly oppressive, male orientated, with coercion being the main form of control. The staff culture developed into what it is today over a number of years and has been reinforced by factors both internally and externally. The children also developed a similar culture that is well documented in the log books.

The staff culture was one of differing factions within the staff group, not working together, rather scoring points against one another and intentionally tripping colleagues up. There was certainly an attitude of 'the world owes me a living' permeating through the building and a concerted effort to do as little as possible. The morale was low, groups were manipulated by one or two individuals, appointments were kept to Rochdale based friends or partners, sickness levels were high as were claims for overtime. Many staff had little or no experience of other residential schools and the school had developed an inward looking approach and poor practise was reinforced.

The curriculum as a whole did not exist, just individual pockets of work, there was no communication system nor a recording system. The teaching and care staff groups were completely divided and worked separately to such an extent that when one group walked into the staff group the other group would walk out. This culture was one of the few things that had adopted a whole school approach, it involved everyone who worked at Knowl View. There were no regular