

- (b) Some staff were not on the premises when they were supposed to be on duty.

A 'bleep' system had been introduced by Mr Ashton. This meant that on some occasions only one person was on the premises, other than the caretaker (in his house): the other person on duty was to be contacted by the 'bleep'.

- (c) Some staff did not sleep on the units when on night duty but in the staff quarters and were therefore not in a position to hear any disturbance or activity.
- (d) Staff had not received information from other sources indicating that there was any cause for specific concern and were therefore not watching for significant clues.
- (e) Staff on duty were engaged in activities which made it unlikely that they would be alert to what was happening in the dormitories. It has been stated that some of these on-site activities were sexual.
- (f) Care staff and teaching staff did not communicate effectively what they had observed, relying on a formal note system.

**26 Why did Knowl View staff and Governors not approve and implement a sex education policy in the school so that boys would have clear guidelines and advice?**

- (a) There were serious differences of opinion among staff about sex education which inhibited a whole-school policy. (A sex education policy is a legal requirement and the LEA has offered all schools a model for adoption.)
- (b) Boys were also conscious of a considerable level of sexual activity among some staff on the Knowl View premises and this may have inhibited proper discussions between staff and boys.

**27 Why did the school not develop whole-school policies for curriculum and pastoral care?**

- (a) The school did not have the consistent purpose or aim which should have been promoted by senior staff.
- (b) There was a severe disagreement between factions of staff on the way to treat boys with emotional and behavioural difficulties. Staff who had worked with the last substantive Head, Mr Hopwood, favoured a strict regime with clear rules and elements of confrontation for disobedient boys. Some more recently appointed staff favoured a more liberal regime allowing the boys greater freedom. This inconsistency particularly affected the running of the Norden Unit.

