



Department  
for Education

**Dame Kate Dethridge**  
Regional Director  
South East Regions Group  
34 Clarendon Road  
Watford  
WD17 1JJ

The Members and Trustees of GLF Schools  
The Beacon School  
Picquets Way  
Banstead  
England  
SM7 1AG

By email: [REDACTED]

27 September 2022

Dear [REDACTED]

**Termination Warning Notice to the Members and Trustees of the GLF Schools in respect of The Beacon School, Banstead, Surrey.**

In accordance with clauses 5.F to 5.H of the funding agreement for The Beacon School (“the Academy”) the Secretary of State may terminate the funding agreement if the Chief Inspector gives notice to the Academy Trust that special measures are required to be taken in relation to the Academy or the Academy requires significant improvement.

I received an Ofsted notification dated 25 July 2022 confirming that The Beacon School was judged to be inadequate and has serious weaknesses. For the reasons set out below, I now consider it necessary to issue this Termination Warning Notice.

The report highlighted the following weaknesses:

- In some subjects and areas, including reading, leaders have not implemented and embedded their new plans. Where this is the case, teaching is not effective and pupils are not able to remember and apply their learning securely. Leaders should ensure that the quality seen in the stronger departments and modelled by the extended leadership team and the trust is implemented rapidly across the whole curriculum.
- Leaders’ expectations of behaviour are not high or clear enough, and actions to improve things have not had enough impact. As a result, poor behaviour and attitudes to learning persist. Leaders must make sure that policies and procedures are understood and are implemented consistently and with reliable support from senior leaders.
- Leaders do not have an accurate understanding of what it is like to be a pupil at the school. As a result, their actions tend to be reactive and the impact limited. Leaders should ensure that they have access to, and use, appropriate and timely

evidence to evaluate the experience of those who attend school. They should devise proactive and targeted strategies to bring about improvement and to monitor the impact of those actions.

- Communication with staff, parents and pupils is poor. As a result, stakeholders are not clear about leaders' expectations, the actions they are taking or whether they are having a positive or negative effect. This means that many do not understand what the school is trying to achieve and are not confident that change will happen. Leaders should ensure that communication is proactive, varied and clear for all.

As Regional Director, I need to be satisfied that the trust has capacity to deliver rapid and sustainable improvement at the academy. If I am not satisfied that the trust has the capacity to deliver rapid and sustainable improvement can be achieved, I will consider whether to terminate the funding agreement in order to transfer the academy to an alternative academy trust.

In making the decision on whether to terminate the funding agreement I will consider any written representations the trust wish to make in response to this Termination Warning Notice. Please provide me with any representations the trust wish to make along with the following information by 17<sup>th</sup> October:

- A copy of the Post Ofsted Action Plan;
- Information on what action is being taken to support educational improvement at the academy and the timescales of this work;
- Details of current governance and leadership arrangements at the school.

I would also like to meet with you and your Chair of Trustees to discuss the matter further. My office will be in touch to arrange a mutually convenient date.

I am copying this letter to Ofsted and Rachael Wardell, Executive Director of Children, Families and Lifelong Learning – Surrey Local Authority. A copy of this letter will also be published on GOV.UK.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'K. Dethridge', with a stylized flourish at the end.

**Dame Kate Dethridge**  
**Regional Director for South East**

CC: Matthew Purves, Regional Director, South East, Ofsted,  
Rachael Wardell, Executive Director of Children, Families and Lifelong Learning -  
Surrey Local Authority