



Department
for Education

Regional Director's Office
Department for Education
Eastbrook
Shaftesbury Road
Cambridge
CB2 8DR

The Members and Trustees of Believe Engage Succeed Trust
Riverwalk Campus
Mayfield Road
Bury St. Edmunds
IP33 2PD

4 October 2022

Dear [REDACTED]

Termination Warning Notice to the Members and Trustees of the Believe Engage Succeed Trust in respect of Warren School

In accordance with clauses 5.F to 5.J of the funding agreement for Warren 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 31 August 2022, (published 22 September 2022) confirming that Warren School was judged to be inadequate and requires special measures. For the reasons set out below, I now consider it necessary to issue this Termination Warning Notice.

- Trustees have been too slow to act. They have not ensured that day-to-day leadership is sufficient to address deep-seated and wide-ranging issues quickly. Trustees should ensure that there is sufficient capacity in leadership, governance and staffing to bring about the urgent improvements required in a sustained way.
- There are wide-ranging weaknesses in safeguarding culture, including in recruitment, vigilance, understanding of statutory guidance, referrals to external agencies, site management, review of behaviour information, risk assessment, and training and induction of staff. Trustees, leaders and governors should work with the local authority to address all these areas in a

sustained and meaningful way, so that all reasonable actions, in line with statutory guidance, are taken to protect pupils and staff.

- Trustees have failed to ensure that leaders and staff are sufficiently well trained or well informed to be able to support a range of pupils' needs, including their sensory, medical and intimate care, and their health and behavioural needs. Trustees need to ensure that all appropriate information is used to create a well-informed programme of support for pupils, and that staff are well trained to deliver this programme of support.
- Leaders, staff and pupils are working in a very poor-quality learning environment with limited and/or poor-quality resources. The building and resources are not supporting a high-quality curriculum, and not meeting pupils' needs. This includes all outdoor areas. Staff report that this is made worse by a near-constant changing of classrooms at very short notice. Trustees need to address these issues as a matter of urgency, so that the learning environment and resources are appropriate for pupils' learning and care needs.
- Trustees have lost the confidence of many parents and staff. The new headteacher has established some early positive relationships with some parents and staff. Trustees need to build on this work and to establish clearer systems for staff and parents to give their views and feel that their concerns are being taken seriously and sensitively. They need to work alongside staff and parents to rebuild positive relationships that, ultimately, result in better cohesive provision for pupils.
- Leaders have not ensured that their intention for the curriculum is well planned and delivered. There is a lack of detailed, specific schemes of work that outline exactly what classes are going to learn and when. This includes the provision for the delivery of the communication and early reading programmes. Leaders need to ensure that staff have sufficient guidance, training and time to deliver this curriculum, and that they are mindful of staff workload in addressing this issue.

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 this 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.

I would be grateful for the following evidence, which I will take into account when assessing whether the Academy is making sufficient improvements:

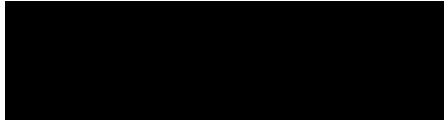
- Post Inspection Action Plan
- Information on what action is being taken to support educational improvement

- at the academy and the timescales of this work
- Any additional information you consider would be helpful

Please provide me with any representations the trust wishes to make by 1st November 2022.

I am copying this letter to Ofsted and Suffolk County Council. A copy of this letter will also be published on GOV.UK.

Yours sincerely



Jonathan Duff
Regional Director for East of England

CC: Ofsted,
Allan Cadzow, Director for Childrens Services, Suffolk County Council