



Department
for Education

Department for Education
Eastbrook
Shaftesbury Road
Cambridge
CB2 8DR
[REDACTED]

The Members and Trustees of Hailey Hall Academy Trust
Hailey Lane
Hertford
SG13 7PB

(Sent via email to: [REDACTED] and [REDACTED])

16 October 2023

Dear [REDACTED], Chair of Trustees,

Termination Warning Notice to the Members and Trustees of the Hailey Hall academy trust in respect of Hailey Hall School

I notified the trust on 15 December 2022 that the Hailey Hall School (“the Academy”) is not making necessary improvements.¹ On 31 January 2023 I invited the trust’s representations in response to the notification letter, which the trust provided. I have applied the principles set out in the published document, Regional Directors decision making: 2022 and considered the Academy’s circumstances in line with the criteria set out in chapter 4 of the Schools Causing Concern guidance.

I refer to my letter of 19 May 2023. As stated in that letter, as Regional Director I must be confident, based on the information available and evidence provided, that the trust can deliver rapid and sustained improvements at the Academy. Currently I am not satisfied this is the case and believe being part of a strong multi-academy trust (MAT) is the best way to deliver improvements at your Academy. I therefore intend to issue a Termination Warning Notice.

In accordance with clauses 7.2 to 7.5 of the funding agreement for Hailey Hall School, dated 30 January 2023 the Secretary of State may terminate the funding agreement where paragraphs (2), (3), (4) or (5) of regulation 4 of the Coasting Schools (England) Regulations 2022 applies to the academy and

¹ The term “not making necessary improvements” is used in the Schools Causing Concern guidance (October 2022 update). A reference in that guidance, and in this letter, to schools “not making necessary improvements” should be read as meaning that such schools meet the statutory definition of ‘coasting’, contained in regulation 4 of the Coasting Schools (England) Regulations 2022.

the Secretary of State has notified the Academy Trust.

I am concerned that the school has been rated Requires Improvement (RI) since 2018, and the 2022 inspection has provided evidence of concern in the key areas of leadership and management and quality of education. This is despite leadership and management changes since the first RI outcome and support commissioned from Herts for Learning for Education. Ofsted listed the area where the school needs to improve:

- In some subjects, including English, leaders have not designed a well-ordered curriculum that identifies precisely what they want pupils to know. This means that teachers do not know the detail of the information they need to check to understand how well pupils are achieving and what they need to do to improve. Leaders should make sure that they identify the important skills and knowledge that pupils need to learn in all subjects and that curriculum plans set out the order in which to teach them. Staff training should be focused on developing teachers' expertise and confidence to teach the school's full curriculum effectively.
- Teachers do not identify precisely what pupils already know and can do in reading and writing when they join the school. They do not identify the knowledge that pupils have not learned in these subjects, so pupils do not achieve as well as they should. Leaders should ensure that teachers precisely identify the knowledge and skills in reading and writing where pupils' understanding is less secure. Teachers should use this information to plan teaching that helps pupils to catch up quickly and achieve well in reading and writing.
- While most pupils remain in education and achieve well in the subjects offered, the range of opportunities for pupils to gain qualifications is not broad enough. As a result, some pupils are limited in their choices when they leave the school. Leaders should continue their work to develop the curriculum further so that pupils have access to the qualifications they need to take the next steps in education, employment and/or training at the end of Year 11.
- Trustees evaluate some of the aspects of leaders' work well. However, they do not routinely request or receive all the information they need to identify trends in pupils' behaviour and link them to aspects of the quality of provision. This weakens their capacity to support further improvements. Trustees should ensure that they have all the information they need to hold leaders to account effectively so that the quality of education and pupils' behaviour continue to improve.

For this reason, I require the trust to take the specified actions below.

The following actions ("the Specified Actions") must be taken by the stated timescales or the Secretary of State may issue a notice terminating the Academy's funding agreement pursuant to clause 7.2 to 7.5 of the funding

agreement.

- By 30 November, provide me with the school improvement plan for Hailey Hall academy for the academic year 2023/24. The improvement plan with milestones will be subject to agreement by the Department. The plan should allow me to identify the steps being taken to address the areas of concern identified by Ofsted, highlighted above, and to assess the extent of progress addressing those issues since the last inspection.
- Implement the agreed plan and provide termly updates on the actions and milestones within the plan (or other information as requested) and where there are delays or risks how these are being addressed.
- Hailey Hall Academy is already receiving school improvement support funded by the Department's Trust and School Improvement offer. I will ask to hear outcomes from this work once the agreed timescale is complete.
- Continue to work closely with the school improvement partner to support improvement at the academy. Implement actions identified through the partnership and provide me with termly updates on progress.

I will monitor progress made towards meeting the Specified Actions. If the trust fails to meet any of the above Specified Actions by the specified date, I will consider whether to terminate the funding agreement in order to transfer the Academy to an alternative trust. I reserve the right to amend this Termination Warning Notice to specify further action which the trust must take, and the date by which it must be completed.

The trust must respond to this Termination Warning Notice by 6 November, making any representations the trust wishes to make in response to this Termination Warning Notice and the above Specified Actions, or providing confirmation that the trust intends to comply with the above Specified Actions by the specified dates.

If the trust fails to respond to this Termination Warning Notice by 6 November 2023, I may issue a notice terminating the Academy's funding agreement.

I am copying this letter to Ofsted, and to Hertfordshire local authority. A copy of this letter will also be published on GOV.UK.

Yours sincerely,

Jonathan Duff

Regional Director

East of England, Regions Group

CC: Ofsted

██████████, Executive Director of Children's Services, Hertfordshire LA