



Department  
for Education

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

The Members and Trustees of The White Horse Federation  
Paul Smith, CEO  
Ninna Gibson, Chair of Trustees  
The White Horse Federation  
Plymouth Street  
Swindon  
SN1 2LB

9 January 2024

Dear Ninna and Paul,

**Termination Warning Notice to the Members and Trustees of The White Horse Federation in respect of John Madejski Academy, Reading**

In accordance with clauses 5.F to 5.H of the funding agreement for John Madejski Academy (“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 14 November 2023 confirming that John Madejski Academy 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.

According to the findings in your recent Ofsted inspection, it has been found that:

- Pupils know that their learning and progress through the curriculum are being hindered by poor behaviour. Lessons are characterised by pupils showing a lack of respect to staff and to each other. Recent staffing changes have added to this situation; the many new staff do not know pupils’ needs well enough. They do not adapt learning activities to meet these needs.
- Pupils in Years 7 to 11 experience a fragmented curriculum overall with lessons that lack coherence and ambition. Expectations for the quality of pupils’ work are low. Unfinished and poor-quality work from pupils is accepted.

- Alongside the poor curriculum quality is poor behaviour in many lessons and around the school. A lack of engagement where pupils talk over the teacher and each other can be seen in most lessons. Where staff try to follow the new behaviour support approach to address this lack of respect and self-discipline, groups of pupils can be dismissive. Lateness to lessons is typical and leaders move around the school, encouraging pupils to go to their classrooms.
- Provision for pupils with SEND is weak and they do not benefit from a high-quality education overall. The school should ensure that all staff know how to adapt activities to meet the needs of all pupils in all lessons.
- Attendance has fallen. This is particularly the case for pupils who were attending alternative provisions and are now expected to attend school every day.

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 also be grateful for the following evidence, which I will take into account when assessing the trust's capacity to deliver rapid and sustainable improvement at the academy:

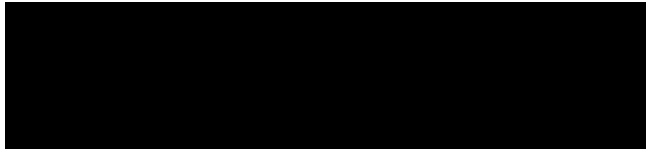
- The Post Ofsted Action Plan. This should include how issues identified with the curriculum, achievement of pupils with SEND and teachers' practice will be addressed.
- The School Improvement Plan for John Madejski Academy.
- A written summary of leadership, staffing, and governance arrangements at the academy, and available supportive capacity in the wider trust including details of the trust's recruitment and retention plans.
- Details of measures that will be taken to improve behaviour and attitudes at the academy.
- Details of strategies that will be used to improve attendance of all pupils, including those who were attending alternative provisions.
- Any additional information you consider would be helpful for me to be aware of.

Please provide me with any representations the trust wish to make by 30 January 2024.

We are mindful of creating unnecessary pressures on school leaders and staff, and as such we would ask the trust to ensure that the appropriate provision is in place to support the school workforce.

I am copying this letter to Ofsted and Brighter Futures for Children. A copy of this letter will also be published on GOV.UK.

Yours sincerely



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

CC: Hannah Woodhouse (Regional Director for South West Region), Ofsted and Brian Grady (Director of Education, Brighter Futures for Children)