



Department
for Education

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The Members and Trustees of Transforming Futures Multi Academy Trust
Transforming Futures Trust
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14 October 2024

Termination Warning Notice to the Members and Trustees of the Transforming Futures Multi Academy Trust in respect of Courtlands School.

In accordance with clauses 5.F to 5.H of the funding agreement for Courtlands 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 23 April 2024 confirming that Courtlands School was judged to require special measures. For the reasons set out below, I now consider it necessary to issue this Termination Warning Notice.

- The school has failed to create an effective culture of safeguarding. This puts pupils at serious risk of harm. Pupils are not safe from the harm that can be caused by inappropriate and inaccurate use of physical restraint.
- The school has not ensured that the curriculum is well structured to help pupils learn successfully. Many staff have not been trained on how to tailor their teaching in line with pupils’ individual special educational needs and/or disability (SEND).
- The school has not ensured that pupils receive the therapeutic support outlined in their EHC plans. Consequently, pupils do not receive the specialist help they require to learn the curriculum well.
- Children in the early years foundation stage do not learn a well-structured curriculum designed to meet their individual starting points. Children do not develop strong language skills to communicate their views about themselves and the world. The school’s approach to phonics and the development of

pupil's communication skills is weak, and staff have not been trained effectively to support pupil's communication skills.

- The persistent absence of pupils in receipt of pupil premium funding is high. The school does not ensure parents, carers and pupils understand the link between school attendance and future life changes to encourage pupils to attend more regularly.
- The vision of leaders is not shared by some members of staff. This has hampered the school's improvement plans. Some members of staff do not feel their wellbeing and workload are sufficiently supported by the school.
- The board of trustees has an inaccurate view of the school and the support in place for staff. There are insufficient processes in place to pose challenge and monitor the impact of the school's improvement priorities.

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 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.

The trust has already provided assurances about the safeguarding concerns raised in Ofsted's provisional judgment. My team are content that the trust's response provides the assurance(s) requested. However, I would also be grateful for the following evidence, which I will consider 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 within the Ofsted report will be addressed.
- The School Improvement Plan for Courtlands School.
- A written summary of leadership, staffing and governance arrangements at the academy, and available support capacity in the wider trust including details of the trust's recruitment and retention plans.
- Details of strategies that will be used to improve attendance with reference to those receiving pupil premium funding.
- 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 **11 November 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 Plymouth City Council. A copy of this letter will also be published on GOV.UK.

Yours sincerely



Lucy Livings
Regional Director for South West.

CC: Ofsted, Plymouth City Council, 