



Department
for Education

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

The Members and Trustees of Fulston Manor Academies Trust

Fulston Manor School,
Sittingbourne,
ME10 4EG

By email - [REDACTED]

22 September 2026

Dear Mr Richard Acton

Termination Warning Notice to the Members and Trustees of the Fulston Manor Academies Trust (“the Trust”) in respect of Fulston Manor School (“the Academy”)

In accordance with sections 2A and 2D of the Academies Act 2010ⁱ any funding agreement of an academy may be terminated by the Secretary of State where special measures are required to be taken in relation to the academy or the academy requires significant improvement and the Chief Inspector of Ofsted has given notice of that under section 13(3)(a) of the Education Act 2005.

I received an Ofsted notification dated 1 September confirming that the Academy was judged to require special measures. For the reasons set out below, I now consider it necessary to issue this Termination Warning Notice.

The Ofsted report published on 10 September 2026 highlights the following areas for improvement;

- Governors and trustees should ensure that they have the skills and knowledge needed to hold leaders to account for improving the quality of pupils' education and experiences.
- The school must take urgent action to improve the achievement of all pupils, but particularly disadvantaged pupils, so that they acquire essential knowledge that enables them to achieve well and be prepared for their next steps in education, training and employment.
- Leaders must improve their processes for evaluating the effectiveness of their work to ensure it is helping pupils to overcome barriers to learning successfully.
- Leaders should ensure that teaching is consistently effective across subjects, particularly in checking understanding, so that teachers are skilled at

addressing misconceptions and matching work precisely to pupils' needs and prior learning.

- Leaders should ensure that staff apply effective strategies so that disadvantaged pupils and pupils with special educational needs and/or disabilities receive reliable support and access the curriculum securely.

As set out in [Support and intervention in schools](#), there is a presumption that academies found by Ofsted to require special measures will receive structural intervention, which means they will be transferred to an alternative academy trust. This presumption may be set aside in exceptional circumstances.

Exceptional circumstances may apply, for example, if I am satisfied that the Trust has demonstrated, through its representations and/or other evidence, that there has been an exceptional improvement or change in leadership capacity at both trust and school levels since or shortly before inspection, which already shows impact, and therefore the Trust is now demonstrating that it has the capacity to deliver rapid and sustainable improvement at the Academy.

If I am not satisfied that exceptional circumstances apply, I will, in accordance with the Department's policy, consider terminating the Academy's funding agreement in order to transfer the Academy to an alternative academy trust.

In making the decision on whether to terminate the Academy's 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 by 13 October 2026. 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 Academy's workforce.

I am copying this letter to Ofsted, the Trust's CEO, and Kent County Council. A copy of this letter will also be published on GOV.UK.

Yours sincerely



Dame Kate Dethridge
Regional Director for South East Region

CC: Caroline Dulon, His Majesty Inspector Regional Director,
Christine McInnes Director of Children's Services, Kent County Council,

Susie Burden, CEO, Fulston Manor Academies

ⁱ Inserted by section 14 of the Education and Adoption Act 2016