



Education & Skills  
Funding Agency

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[www.gov.uk/esfa](http://www.gov.uk/esfa)

25 January 2019

Mr Mark Pendlington  
Chair of Corporation  
Easton and Otley College  
Bawburgh Road  
Easton  
Norwich  
Norfolk NR9 5GA

Sent via email to: [mark.pendlington@awg.com](mailto:mark.pendlington@awg.com)

Dear Mark

### **Administered Status and Inadequate Inspection**

This letter and its schedules constitute a Notice to Improve (NTI) in line with clauses within the Funding Agreements between the Secretary of State for Education (DfE) acting through the Education and Skills Funding Agency (ESFA) on behalf of the Crown.

It sets out additional conditions of funding that Easton and Otley College is required to comply with in order that ESFA can continue to fund. The conditions set out in the schedule(s) of this NTI are in addition to the conditions of funding set out in the Funding Agreements.

I am issuing this NTI because Easton and Otley College has received an inadequate Ofsted inspection rating at the inspection in October 2018. This is the second consecutive inadequate Ofsted Inspection for the college. The FE Commissioner has independently assessed the college following the serious concerns about quality and financial performance and placed it in administered status.

**Schedule 1** (attached) sets out the action required under this NTI for Inadequate Inspection.

**Schedule 2** (attached) sets out the action required under this NTI for Administered Status.

This NTI replaces the Notice of Concern for Inadequate Inspection, issued on 26 July 2017, but is in addition to the NTI for Financial Health issued 2 May 2018 and the NTI for Minimum Standards issued 2 May 2018.

### **Monitoring**

ESFA will closely monitor progress made towards meeting the additional conditions through the scheduled Formal Intervention Monitoring Meetings and will work with you and wider agencies to secure the best outcome for learners, employers, the local community.

## **Compliance**

If Easton and Otley College does not comply with the additional conditions within the specified time period, ESFA will pursue one or more of a range of options outlined in, or incorporated into, the financial memorandum and funding agreement.

In all cases, the removal of the additional conditions will occur when Easton and Otley College receives a letter from ESFA indicating that the additional conditions have been met.

## **Complaints**

If you consider that ESFA has acted unreasonably or not followed a proper procedure in issuing the additional conditions, you can make a complaint under the procedure for dealing with [complaints about the ESFA](#).

## **Publication**

In accordance with the funding agreement and since 1 August 2017, all NTIs will be published on .gov.uk

## **Action required**

Please acknowledge receipt of this letter and the schedule below by writing to me within 5 working days of the date of this letter.

This NTI is being copied to Ofsted and the FE Commissioner.

Yours sincerely



Karen Riley  
Deputy Director,  
FED Territorial Team, Midlands and East

Copy to: Jane Townsend, Chief Executive / Principal  
Jos Parsons, Ofsted  
Allan Cadzow, Director of Education, Suffolk  
Sara Tough, Director of Education, Norfolk

## **Schedule 1: Inadequate Inspection - Easton and Otley College**

This schedule sets out the additional conditions relating to the improvement of the overall services. It has been issued because the Ofsted inspection of Easton and Otley College published by Ofsted on 12 November 2018 found the college to be inadequate.

### **Provision in Scope**

The list below outlines the areas assessed as inadequate and requiring improvement:

Overall effectiveness **Grade 4**  
Effectiveness of leadership and management **Grade 3**  
Quality of teaching, learning and assessment **Grade 4**  
Personal development, behaviour and welfare **Grade 4**  
Outcomes for learners **Grade 4**  
16 to 19 study programmes **Grade 4**  
Adult Learning Programmes **Grade 4**

### **Timescales**

The additional conditions outlined within this schedule must be addressed during the period up to re-inspection.

Compliance in respect of the additional conditions, is improvement at re-inspection to at least an overall effectiveness grade of three requires improvement. If, on re-inspection, Ofsted judges Easton and Otley College to be overall inadequate in whole or in part for a second time, the college will have failed to comply with the additional conditions.

In addition, in the event that the college fails to secure a majority of assessments of 'reasonable progress' or better at its mid-point monitoring visit by Ofsted, ESFA reserves the right to take further action at that earlier point if it deems necessary.

Where it is evident that sufficient improvement is not or cannot be achieved within the timescales, the ESFA reserves the right to take further action open to it at any point.

### **Monitoring and Progress**

You are required to prepare a comprehensive response, in the form of an action plan to address the identified underperformance. This will be reviewed at case conference (regularity to be confirming by ESFA) meetings with the ESFA Territorial Team.

## Schedule 1: Inadequate Inspection - Easton and Otley College

### Further Conditions:

Action	Timescale
1. Acknowledge receipt of this schedule as set out in the letter	Within 5 days of receipt of this letter
2. Prepare a Post Inspection Action Plan (PIAP) The PIAP must focus on the themes and actions that will have most impact on improving teaching, learning and assessment and student progress and outcomes. The PIAP should clearly state how and when the actions will be achieved, measured (identifying activities and milestones) and which individuals will be accountable for delivery, implementation and progress. It should also identify external sources of support as appropriate	Within ten days of the receipt of this letter
3. Demonstrate how it is engaging its staff in approaching implementation of the PIAP.	Within ten days of the receipt of this letter
4. Governing Body (board) should reflect on its effectiveness and its capability to drive the quality improvement agenda and urgently address the poor performance, which is in evidence across the college.	Within ten days of the receipt of this letter
5. The board must endorse the PIAP. In addition, a dedicated committee of the governing body should be set up to have the sole task of overseeing implementation of the PIAP to ensure progress is effective, supported by rigorous challenge.	Within ten days of the receipt of this letter
6. The board must ensure that its vision and strategic plan gives enough emphasis to improving the quality and viability of its core provision in order to avoid a third consecutive inadequate judgement from Ofsted.	With immediate effect
7. The board should review the performance of the senior management team to ensure that the college has the capacity and capability in its senior leadership to deliver the essential improvements in quality and performance.	With immediate effect
8. The board should strengthen the process of regular performance management of senior leadership team members. This should be replicated at all levels in the college.	With immediate effect

## Schedule 2: Administered Status – Easton and Otley College

This schedule to the college sets out the actions required of the college, with effect from the receipt of this letter, as a result of being placed in Administered College status.

Action	Timescale
1. The corporation should co-operate and comply with an FE Commissioner-led institutional review of Easton & Otley College to assess the structural options for addressing serious concerns about quality and financial viability in order to secure sustainable, high quality land-based provision in Norfolk and Suffolk.	With immediate effect
2. Considering the serious concerns about both quality and financial performance the college is to be placed in administered college status, in line with the recommendation of the FE Commissioner.	With immediate effect
3. ESFA should attend Corporation/board meetings, with the option to attend committees as required, in an observer status until it is satisfied that there is sufficient oversight and challenge of the PIAP or until the college achieves an improved inspection rating. Pending the outcome of the institutional review, the college should in the meantime continue to secure its working capital position through the timely conclusion of the planned land sale.	With immediate effect
4. The college should continue to submit monthly management accounts to ESFA one week prior to the monthly monitoring meetings and include an updated cash flow, using the ESFA cash flow pro-forma.	Monthly one week in advance of the monitoring meetings
5. The college should inform the ESFA of any purchases or expenditure including capital, over £20,000 or when a financial decision is being made that has a cost of £20,000 or more.	With immediate effect
6. The college should inform the ESFA in advance of any senior level appointments whether permanent or interim.	With immediate effect
7. The college must facilitate and make staff, including senior staff/specific post holders, available for any meetings requested or organised by the ESFA or the FE Commissioner's office - including but not limited to monitoring meetings, stock take meetings or case conferences including stakeholders.	With immediate effect

<p>8. The college will receive monitoring visits from Ofsted. The college must share the outcomes of these visits with the ESFA who will consider these outcomes as evidence of progress being made. When Ofsted notifies the college of its full re-inspection, the college <b>must</b> invite a representative of ESFA to attend the formal Ofsted feedback meeting.</p>	<p>With immediate effect</p>