



20 March 2024

Jayne Dickinson, Chair of Corporation  
Newham Sixth Form College  
Prince Regent Lane  
London  
E13 8SG  
(Sent by email)

Dear Jayne

**Re: Notice to Improve due to Insufficient Progress in Resolving Issues**

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 acting through the Department for Education (DfE) on behalf of the Crown.

It sets out the additional conditions of funding that Newham Sixth Form College is required to comply with in order that the DfE 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 and Accountability Agreement.

I am issuing this NTI because Newham Sixth Form College has failed to demonstrate sufficient progress in resolving a number of issues related to insufficient governance, oversight, and management, including:

- the quality of provision;
- enrolment and assessment practices; • resource management and utilisation; and
- engagement in the skills agenda.

As a result, Newham Sixth Form College is now in **intervention** and Schedule 1 sets out the additional conditions of funding and actions required under this NTI.

In addition, and due to the nature and implications of our concerns, the college is also placed in Supervised College Status (SCS). The requirements of this status are also included within the schedule.

**Referral to the FE Commissioner**

This NTI is issued under the Department's published policy as set out in [College Oversight: Support and Intervention](#). It also brings Newham Sixth Form College into scope for referral to the FE Commissioner for an independent assessment of the



college's capability and capacity to make the required changes and improvements within a reasonable period of time. Once this assessment has been undertaken by the FE Commissioner, we reserve the right to vary the terms of the NTI to reflect any recommendations made by her. These recommendations would be included in an additional Schedule to, or reissue of, this NTI. The FE Commissioner's office will contact you regarding the arrangements for the assessment.

The DfE may take into account this NTI when determining any eligibility for growth funding and/or it may also affect your ability to be successful in tendering for other funds and other competitive tendering processes for new provision.

### **Monitoring**

The DfE will closely monitor progress made towards meeting the additional conditions through the scheduled case conferences and will work with you and other agencies to secure the best outcome for learners, employers, and the local community.

### **Compliance**

If Newham Sixth Form College does not comply with the additional conditions within the specified time period, the Department will pursue one or more of a range of options outlined in, or incorporated into, the funding agreements. This may include the use of further education statutory intervention powers as set out in section 56A of the Further and Higher Education Act 1992.

In all cases, the removal of the additional conditions will occur when Newham Sixth Form College receives a letter from DfE indicating that the additional conditions have been met.

### **Complaints**

If you consider that DfE 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 DfE](#).

### **Publication**

This NTI will be published on gov.uk.

### **Reviews**

DfE will regularly review this NTI with you. It is likely that the NTI will be re-issued, at least annually to ensure the terms and conditions remain relevant. DfE reserves the right to reissue at any point should circumstances significantly change.

### **Action required**

Please acknowledge receipt of this letter and the schedule below by writing to your college's lead contact within the DfE – [alan.shaw@education.gov.uk](mailto:alan.shaw@education.gov.uk) - **within five working days** of the date of this letter.

This NTI is being copied to Ofsted, your local authority, GLA and the FE Commissioner.



Department  
for Education

Department for Education  
Sanctuary Buildings  
Great Smith Street  
London SW1P 3BT

Yours sincerely

Alan Krikorian

Deputy Director: London, Southeast and East Anglia Place Based Team

Cc:

Director of Governance – NewVic Corporation

Ofsted - Jos Parsons

Interim Director of Education, Inclusion and Achievement, Newham – Annabel Bates

FE Commissioner

GLA - Jeannette Langi



### **Schedule: Notice to Improve – Newham Sixth Form College**

This schedule sets out the additional conditions relating to the improvement of the overall services. It has been issued because Newham Sixth Form College has failed to demonstrate sufficient progress in resolving a number of issues related to insufficient governance, oversight, and management, including:

- the quality of provision;
- enrolment and assessment practices; • resource management and utilisation; and
- engagement in the skills agenda.

### **Timescales**

The additional conditions outlined within this schedule must be addressed swiftly. Once the FE Commissioner has completed her assessment, amendments may be issued to confirm any additional conditions that are required.

In addition, where it is evident that sufficient improvement is not or cannot be achieved within the timescales specified, the DfE reserves the right to take further action open to it at any point.

### **Monitoring and Progress**

All conditions will be reviewed at case conferences with the DfE Place Based Team (PBT) and the FE Commissioner (regularity to be confirmed by DfE).

### **Specific conditions:**

1. As set out in [College Oversight: Support and Intervention](#); a college in intervention can be put into supervised college status where DfE and the FE Commissioner consider it appropriate. Newham Sixth Form College is now placed into Supervised College Status (SCS) because of the scale of our concerns with the identified issues. SCS requires the DfE and FEC to undertake enhanced monitoring; have a DfE observer at Governance and Board meetings; and the college is required to consult the DfE on key decisions affecting the college and on the appointment of senior post holders. The college must communicate all key information and changes to the DfE in a timely manner, including confidential matters.
2. The college must work with DfE, ESFA and the FE Commissioner and her team to undertake an independent assessment of the college's capability and capacity to make the required changes and improvements. This will include supplying all necessary information to the FE Commissioner's team so the assessment can be made.



3. Governors must undertake a review of the effectiveness of governance and leadership of the college. This review must also include how the Board supports and holds the college executive to account and make its own evaluation of whether there is sufficient leadership capability and capacity to deliver the required changes at the pace needed. Following the review the governors must consider the structure of the senior leadership team and the most effective approach to enable the governors and the SLT to drive the changes needed. The Governors must then provide strong governance to oversee the delivery, at pace, by the college leadership of the organisational change required to rapidly drive the improvements needed at Newham Sixth Form College.
4. The college must produce an *Improvement Action Plan (IAP)* with a comprehensive strategy for organisational change that will address the issues identified in: the Ofsted inspection feedback (and report once published); the college's selfassessment; governance and leadership review; and the requirements of these Additional Conditions of Funding. The Improvement Action Plan may require updating following the FEC assessment. The IAP must provide the DfE with confidence that the planned strategy, change programme and underpinning actions will bring rapid, significant, and sustainable improvements. The IAP must, as a minimum:
  - a. Define the vision for improvement that the college intends to achieve and the strategy that will deliver that vision;
  - b. Demonstrate clear expectations, intent, and design to rapidly make the required improvements;
  - c. Set out how the Governors will validate and monitor the IAP; and hold the college executive to account for the delivery of the outcomes of the IAP;
  - d. Include actions, tasks, and intended impact that when combined must demonstrate a comprehensive and coherent change programme that delivers the impact for learners that meets the aspiration of the college's vision for improvement;
  - e. Include timely, measurable, clear, accountable targets and milestones and set out their expected impact on learners; it must clearly articulate how and when actions will be achieved;
  - f. A draft plan must be shared with DfE, FEC and the Governing Body by the 26 April, with a final Governors approved plan to be submitted by 10<sup>th</sup> May.
5. The college must identify and record the key issues, risks, and mitigations in delivering the organisational change and required improvements. This must include: risk indicators; mitigations; milestones; timescales; impact; and reporting structures.



6. In due course, the college must work with the FE Commissioner and the Place Based Team to draft and agree the *Single Improvement Plan (SIP)*. The College IAP will be the key document that informs, and provides the evidence to demonstrate progress of the SIP.
  - a. The DfE's Place Based Team (PBT), and the FEC where appropriate, will be the primary monitor of progress against the college's Improvement Action Plan (IAP) to ensure that sufficient progress is being made and that agreed milestones are being met.
  - b. The FEC team, and PBT where appropriate, will be the primary monitor of progress against the Single Improvement Plan, which summarises key highlevel actions to aid the oversight and monitoring of progress towards meeting the requirements of Intervention.
7. As the college has been placed in Supervised College status, DfE will attend Governing Body meetings until it is satisfied that there is sufficient oversight and challenge of the IAP. The DfE PBT must receive all Governance meeting dates, agendas, papers, and minutes in a timely fashion to allow preparation and attendance at meetings. The college must consult and seek the DfE view on all key decisions affecting the strategic management of: the college; finances; and appointments and changes to senior positions.
8. Governors, CEO and SLT must consider the benefit of seeking additional support from National Leaders of Governance and National Leaders of Further Education. The Governors and CEO should twin with peers in similar colleges that are either high performing or have a track record of rapid improvement.
9. The college must attend regular meetings with DfE. Attendees should include, as a minimum, the CEO/Principal, relevant SLT and Chair or another appropriate Governor to represent your Corporation. The meetings will focus on the college's progression against the milestones in the college's IAP, where the college will be expected to provide information to demonstrate proper oversight and timely implementation of the plan. DfE will arrange these meetings and your first point of contact is Alan Shaw.

The DfE's Place Based Team Deputy Director, the FEC and the college will consider the progress that was made by the 2023 Structure and Prospects Appraisal (SPA). The DfE and FEC will review the position and confirm if the SPA will be resumed and completed.



# Department for Education

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Great Smith Street  
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This NTI may be revised and updated subsequent to the date of issue to reflect progress or any change in circumstances including those following the FE Commissioner's assessment and recommendations. It will be formally reviewed with you, at least annually, to ensure it remains appropriate and current.

If, in the DfE's view, the college fails to take the necessary actions (in whole or part) within the timescales set out, or if evidence of progress is not appropriate or not available, the DfE will take further action.

The DfE will determine, in consultation with the FEC, when the college has made sufficient progress for the NTI to be lifted. When the NTI is lifted the DfE will confirm this in writing.