



**The Rt Hon Baroness Jacqui Smith**

**Minister for Skills**

Department for Education Sanctuary Buildings 20 Great Smith Street Westminster London SW1P 3BT

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Veronica Daly  
Mary Ward Centre  
275, 285 High St  
London  
E15 2TF

1<sup>st</sup> July 2025

Dear Ms Daly,

I am writing following the intervention assessment of Mary Ward Settlement (MWS) by the Further Education (FE) Commissioner on 24 April 2025.

I have accepted the recommendations of the FE Commissioner. They include an urgent need for a robust business and financial recovery plan, to establish how far there is scope to achieve a sustainable operating position by the 2026/27 academic year. Specific action is also required to develop:

- an overall quality improvement plan, cycle and processes, clearly identifying impact measures that will be critical to develop all aspects of educational progress now needed;
- adequate and appropriate leadership capacity and systems capability to develop and deliver the recovery plan;
- an accurate, comprehensive, fully costed curriculum plan that includes all learning delivery activity, supported by a detailed funding and contribution analysis by curriculum area and geographic location;
- monthly management accounts, including a 12-month rolling cashflow forecast and KPI monitoring report; and
- a comprehensive system to monitor and track actions and responsibilities identified at board and committee meetings, ensuring transparency and accountability at every level is implemented with a timely objective.

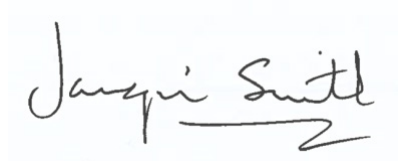
I urge you to ensure the above recommendations are now fully implemented.

A copy of the assessment is provided with this letter. The [assessment and my letter](#) will be published on GOV.UK. Once confirmed, the intended publication date will be shared with you. The college must also publish the summary report on its website within 14 days of it being issued.

I have written separately to the following MP, whose constituency is served by MWS, to inform them of the FE Commissioner's findings:

- Uma Kumaran – Stratford and Bow

Yours sincerely,

A handwritten signature in black ink, reading 'Jacqui Smith', with a stylized flourish underneath the name.

**The Rt Hon Baroness Jacqui Smith**