



Department  
for Education

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Date: 11<sup>th</sup> March 2026

Ms Sharon Raj CFA  
Chair  
Richmond and Hillcroft Adult and Community College  
Parkshot  
Richmond  
TW9 2RE

Dear Sharon,

### **Financial Notice to Improve: Financial Health**

This letter and its schedules constitute a Financial Notice to Improve (NTI) under the Accountability Agreement 2025–2026 for colleges [DfE education and skills agreements and accountability agreements: 2025 to 2026 - GOV.UK](#) and in line with published [College oversight policy](#).

It sets out in the attached schedule the reason for intervention and additional conditions of funding that Richmond and Hillcroft Adult and Community College (RHACC) is required to comply with in order that the DfE and the GLA can continue to fund the college. These conditions are additional to those in the Funding Agreements (Accountability Agreement and conditions of funding).

Schedule 1 attached sets out the action required under this Ntl.

### **Referral to the FE Commissioner**

This Ntl aligns with DfE's published [College oversight policy](#). It also brings RHACC into scope for referral to the FE Commissioner (FEC) for an independent assessment of the college, and the capacity and capability of its leadership and management, and governing body to bring about the required changes and improvements.

Once the FEC's team have undertaken this assessment, we reserve the right to vary the terms of the Ntl to reflect any recommendations made. These recommendations would be included in an additional Schedule to, or reissue of, this Ntl. The FEC's office will contact you regarding the arrangements for the assessment.

### **Monitoring**

DfE will continue to closely monitor progress made towards meeting these conditions through regular meetings, led by the Regional Performance team. We will work with you and wider agencies to secure the best outcome for learners.

In line with our published policy, we do not want colleges to remain in intervention for longer than is necessary and will assess when RHACC has made the necessary progress for this Ntl to be lifted.

## **Compliance**

Compliance, in respect of the additional conditions of funding set out in this Ntl, is improvement in achieving all targets in the Single Improvement Plan.

If RHACC does not comply with the additional conditions within the specified time period, DfE 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 RHACC receives a letter from DfE indicating that the additional conditions have been met.

## **Publication**

DfE publishes all NtIs on GOV.UK.

When the DfE places a college in intervention and issues a Ntl, the FEC will always undertake an independent assessment of the college's capability and capacity to make the required changes and improvements. The summary report will be published on GOV.UK.

You will also be required to publish the summary report on your website within 14 days of it being issued and retain it on the website until the Ntl is lifted.

## **Reviews**

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

## **Action required**

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

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

Yours sincerely

Fiona Willmot  
Deputy Director, London, South East and East of England  
Further Education Regional Performance Directorate

Cc: Gabrielle Flint, Principal  
Further Education Commissioner  
Ofsted  
Deputy CEO, Richmond Council  
Head of Programme Delivery - Skills and Employment, GLA

## **Schedule: Richmond and Hillcroft Adult and Community College (RHACC)**

The DfE is issuing a Notice to Improve as a consequence of RHACC being in intervention for financial health related to serious cashflow pressures.

This schedule sets out the additional funding conditions that apply as part of the intervention.

### **Monitoring and Progress**

All conditions will be reviewed at monitoring meetings which will be led by the Regional Performance team supported by the FE Commissioner's team. The frequency of these meetings will be confirmed by DfE.

### **Specific conditions –**

1. The college to work with the FEC 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 FEC or her team by the agreed deadline/s so the assessment can be made.
2. The college governors and leadership team must work with the FEC's team to develop a Single Improvement Plan (SIP). The SIP must set out the priorities and actions needed to improve the college's financial health and address all areas for improvement identified in FEC's recommendations. The college must share a draft SIP within two weeks of the FEC assessment visit with the DfE's Regional Performance Team and the FEC's team who will make an assessment of whether the proposed activities will secure the college's financial position.
3. The SIP should then be approved and finalised by the college Governing Body by no later than one week after comments from DfE's Regional Performance Team and FEC advisers have been received by the college. The FEC team will provide a SIP template to use.
4. The college must provide evidence that the SIP has been approved by the Governing Body. The Governing Body should review the frequency and arrangements with which it and/or its committees monitor implementation of the actions in the SIP to ensure effective oversight of progress.
5. The SIP will need to detail specific, measurable, achievable, realistic, and timely (SMART) activities and milestones, and should cover but not be limited to:
  - detailed financial planning tables, including supplementary narrative to explain assumptions in the planning.
  - the outcomes of exploration into further staff savings for 2025/26 and 2026/27, which should include a thorough review of curriculum areas.
  - student number projections and staff planning assumptions, and a detailed sensitivity analysis on these assumptions; for both in year savings and moving forward with a mind to any future structural solutions.

- actions to implement savings you have identified, manage expenditure and maintain or increase income, including specific measurable objectives for how you will ensure financial sustainability.
- governance and governor ownership and monitoring of the actions within the plan.
- the management of any risks to the delivery and quality of education provision.

The FEC team will monitor progress against the SIP and as part of this college improvement and other related plans to ensure that sufficient progress is being made and that agreed milestones are being met.

6. The college must attend regular meetings which will be led by the FE Commissioner and team. Attendees should include, as a minimum, the Accounting Officer (Principal) and the Chair or other governor to represent the governing body i.e. Chairs of appropriate committees. The meetings will focus on the college's progression against the milestones in the plan, the college will be expected to provide information to demonstrate proper oversight and timely implementation of the plan. The Regional Performance team will determine the regularity of, and arrange these meetings.
7. The college should continue to undertake a regular review of potential cash flow requirements, and the college is required to supply DfE with monthly management accounts including a 13-month rolling cashflow forecast, reconciled to your bank, by 20<sup>th</sup> day of each month. In addition, the college is required to provide a copy of the working weekly cash flow forecast, which should reconcile to the monthly cash flow in the management accounts, at close of every week.
8. This Ntl may be revised and updated after the date of issue to reflect progress and/or any change in circumstances including, following the FE Commissioner's intervention report and recommendations. The DfE will formally review this Ntl with you, at least annually, to ensure it remains appropriate and current.
9. If, in 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 may take further action. 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.
10. DfE will determine when the college has made sufficient progress for the Ntl to be lifted. This will be based on assurance of the college's long term financial stability and sound financial governance, as evidenced through cash flow forecasts, the Finance Record and / or CFFR. In addition, the college will need to ensure that all recommendations from FEC visits have been addressed.

When the college complies with the actions within the timescales set out DfE will lift the Ntl and confirm this in writing.