



OAKLANDS



OAKLANDS ACCOUNTABILITY AGREEMENT

2026-2027

TABLE OF CONTENTS

EXECUTIVE ACCOUNTABILITY SUMMARY

Oaklands College is a large general further education College serving Hertfordshire and the wider region, operating from campuses in St Albans, Welwyn Garden City and Borehamwood. The College supports approximately 8,000 learners each year across more than 300 vocational, academic, apprenticeship, adult, professional, online and higher education programmes, with provision spanning 15 sector areas including 16–19 study programmes, T Levels, apprenticeships, Skills Bootcamps, adult learning, SEND provision, HTQs and higher education.

Oaklands has grown significantly in recent years, with income increasing to £47m in 2025–26, reflecting both rising demand and the College's strategic ambition to expand high-quality, career-focused provision aligned to local, regional and national need.

Through the Corporation's review under the Local Needs Duty, Oaklands has concluded that its curriculum offer aligns well with current and anticipated labour market needs across Hertfordshire, particularly in priority sectors including construction and green skills, engineering, health and care, digital, creative industries, education and childcare, sport, logistics and professional services. The review also identified areas where provision must continue to adapt, including higher technical skills at Levels 4–6, apprenticeships and work-based learning, inclusive pathways for young people at risk of becoming NEET, SEND progression routes, digital transformation, and flexible adult retraining linked to economic inactivity and employer demand. The College has maintained ongoing engagement with the Employer Representative Body, Hertfordshire Futures, local authorities, employers and other providers to ensure this statement reflects both published and emerging LSIP priorities.

During 2026–27, Oaklands will focus on strengthening and expanding provision in areas where the Local Needs Duty review, LSIP intelligence and employer feedback show the greatest need. This includes growing apprenticeships and work-based learning, expanding 16–18 provision in priority sectors, developing green skills and retrofit training, increasing access to higher-level and professional study, extending Skills Bootcamps linked to employment outcomes, embedding digital and immersive technologies across curriculum delivery, and progressing the College's estate masterplan to support future skills provision. The College will also continue to develop inclusive pathways for learners with SEND, young people at risk of becoming NEET, adults re-entering work, and those from disadvantaged communities, ensuring that growth in provision supports both economic priorities and wider social inclusion.

Together, these actions demonstrate Oaklands College's commitment to delivering a responsive, inclusive and future-focused curriculum that meets local needs, supports regional growth, contributes to national skills priorities, and prepares learners for employment, progression and lifelong success.



PURPOSE AND KEY PRIORITIES

For over 100 years, Oaklands College has been a cornerstone of further education in Hertfordshire. Since its establishment in 1921, the College has had a proud heritage of providing responsive education. We opened our doors to men and women in 1921 and have since built a rich history of delivering innovative and transformative education. As a leading provider of further education, Oaklands operates campuses in St Albans and Welwyn Garden City, along with training facilities in Borehamwood. Serving more than 8,000 learners, it offers over 300 vocational and academic courses, including apprenticeships, online learning and higher education programmes.

Oaklands is ambitious and continually seeks to expand its reach and reputation, enabling more adults, young people, and apprentices to access outstanding learning opportunities, whether to enter new employment sectors, reskill, or upskill. This ambition underpins the College's commitment to maintaining high standards of education and support, ensuring that every learner is well-prepared for success in their chosen field. Recently, the College received two excellent Ofsted Judgements for both its study provision and residential provision. Whilst the operating environment for further education remains challenging, we are confident that our history of seizing opportunities and working closely with our partners puts us in a good position to ensure our continued success.

Oaklands is a complex and vibrant community, with teaching, learning and assessment at our heart and forming our core business. Education and skills unite individuals; they give all learners and teachers a shared purpose and a common goal. In the current employment landscape which changes so quickly, Oaklands is committed to equipping our learners with flexible and transferable skills required for new emerging opportunities locally, prioritising those identified in the Hertfordshire Skills Framework as the skills most valued by employers, and developing skills that are needed in the 4th and 5th industrial revolutions.



100+ YEARS

Oaklands has been the cornerstone of further education

300+

Vocational and academic courses

8,000+

Learners



VISION, MISSION AND VALUES

Oaklands has a robust and embedded Strategic Plan. The College's Vision is: "To be a sustainable educational trailblazer, inspiring learners and the wider community to achieve their potential in a changing world." Oaklands nurtures ambition, providing tailored educational programmes and support to enable learners of all ages to reach their full potential. By equipping learners with the skills and knowledge needed to achieve their personal and career goals, the College positively impacts communities and the economy. The Mission is: "To prepare every learner for work, a rewarding career, and life's opportunities."

Oaklands has made significant progress towards being a respected and aspirational brand underpinned by its strong values:

- **Excellence and Innovation** – Delivering outstanding results, sustainable careers, and future leaders.
- **Collaborative Learning** – Developing knowledge and skills to prepare learners for life and work.
- **Inclusion and Happiness** – Celebrating the achievements and successes of all communities.
- **Integrity and Accountability** – Striving for excellence in all endeavours.
- **Equality, Diversity, and Inclusion** – Ensuring fairness, accessibility, and an inclusive environment.

For the 2026–27 academic year, Oaklands will continue to deliver provision at scale that responds to local, regional and national skills priorities, with particular focus on those needs identified through engagement with stakeholders, employers and partners, and through emerging priorities set out in the Local Skills Improvement Plan (LSIP).

The College has made significant progress towards the strategic aims and objectives set out in the 2023-27 strategic plan which sets out to:

- Deliver continuous outstanding teaching, learning, and assessment to all learners and employers
- Create mutually beneficial partnerships to deliver the highest quality educational offer to increase economic prosperity
- Create our estate so that it is recognised as world class in terms of quality, sustainability and the promotion and practice of evolving leading-edge technologies
- Create a caring, accessible, inclusive, and thriving College community, committed to fairness, health, and success
- Deliver good or outstanding long term sustainable financial health, through growth, that enables reinvestment in our learners, staff, and estate to support our aspirational goals
- The new Oaklands strategic plan is currently in development and due for release in 2027.

Oaklands integrates its core themes - Sustainability and the Environment, SMART Digital, Happiness and Wellbeing, and Equality, Diversity, and Inclusion - into all its developments, including new buildings, policies, and strategies and is sector leading in its approach in the development of a trans corporate-education partner Digital Transformation Group which pilots innovation and new ways of working. The College remains committed to placing learners at the heart of everything it does, working closely with stakeholders, employers, and the community to create a collaborative learning environment.

In line with the statutory Local Needs Duty, the College, and members of the Corporation have reviewed how effectively its education and training provision meets local skills needs and employer demand. This review has confirmed that Oaklands' core curriculum offer aligns well with current and anticipated labour market needs across Hertfordshire, especially in priority sectors, including construction, engineering, health and digital programmes. Where gaps, pressures or emerging needs have been identified, the College has set out clear actions within this statement to refine, expand or adapt provision during 2026–27.

Oaklands maintains ongoing engagement with the Employer Representative Body (ERB) and key stakeholders to ensure that planning for the year ahead reflects both published and emerging LSIP priorities. Where LSIP priorities continue to develop in parallel with this accountability cycle, the College has drawn on active employer feedback, partnership forums and regional intelligence to anticipate future need and align its strategic intent, accordingly.

As Oaklands embarks on its next century, it is ideally positioned to respond to current challenges and opportunities, particularly the need for a high quality, career-focused further education system. This is well evidenced by the high success rates achieved last year (2024/25) as with an overall achievement rate of 89% we are placed within the top quartile when compared nationally. The College is recognised at local, regional, and national levels and is strengthening its international links to contribute to an outward looking and globally connected Britain. It is also well aligned with the government's key missions, to grow the economy, have an NHS fit for the future, safer streets, opportunity for all, and making Britain a clean energy superpower.

Our Values

EXCELLENCE AND INNOVATION
COLLABORATIVE LEARNING
INCLUSION AND HAPPINESS
INTEGRITY AND ACCOUNTABILITY

CONTEXT AND PLACE

Oaklands serves a large geographical area and has three Hertfordshire campuses in St Albans, Welwyn Garden City and Borehamwood. Oaklands serves young learners locally, as well as throughout Hertfordshire, and through good local transport links, students travel to the College from the east of England region, including Bedfordshire, Buckinghamshire, Cambridgeshire, Essex, and London. Due to our excellent sports provision, we have a national pull of learners, resulting in on-site residential accommodation which serves up to 80 learners.

For apprentices and those studying on programmes based in the workplace, Oaklands extends to a national reach due to the niche areas of provision such as Greenkeeping. We can support adults and those wishing to study online with us out of our local geographic patch based on need.

The College in 2022/23 was a £33 million organisation and, in line with its strategic goals, increased its income from £38 million in 2023/24 to £41 million in 2024/25 and to £47m in 2025/26, with approximately 8,000 young people, adults and apprentices studying each year. The College is in 7th place for young people's achievement rates in the National Achievement Tables and 14th overall for all ages.

Our curriculum spans 15 sector areas. The curriculum offer includes education programmes for young people aged 16-19, apprenticeships and work-based learning, adult education, employability programmes, Skills Bootcamps, sector-based work programmes, online learning, education for those who speak English as a second language, programmes for those with special education needs and disabilities, T Level programmes, professional training, Higher Technical Qualifications (HTQs) and Higher Education (HE).

Oaklands is ambitious and continues to further develop our centres of expertise, aligning these with the 5 Labour missions and areas of regional and local need including Special Educational Needs and Disabilities (SEND) provision, Engineering, Construction, Health and Care, Childcare and Education and Creative Industries including Film and TV and Sport. We are quickly moving from being a locally significant College to one which is recognised more nationally. We are renowned for our Sports Academies, where sporting and academic excellence are given equal importance, and for our Greenkeeping provision focused on the maintenance, care, and management of turfgrass and landscapes and for our specialist engineering focus.

Hertfordshire is one of the strongest county economies in England, with a diverse, high value economic base and strong employment outcomes. The county has a population of approximately 1.2 million, with around 756,000 residents of working age and approximately 720,000 jobs, generating £46-50 billion in Gross Value Added (GVA) per annum.

Hertfordshire consistently demonstrates high employment rates, exceeding national targets set out in the Get Britain Working agenda, with employment around 80.6% of working age residents. There is a strong business base, with over 61,000 enterprises, dominated by Small and Medium sized Enterprises (SMEs) but anchored by globally recognised employers in science, technology, creative and advanced manufacturing sectors, with the county boasting above average skills levels, with higher proportions of residents qualified to Level 3 and Level 4+ compared with England overall, alongside continuing demand for technical, vocational and higher technical skills.

However, despite these strengths, Hertfordshire faces structural labour market challenges that require sustained intervention to ensure growth is inclusive and sustainable.

A key labour market issue for Hertfordshire is economic inactivity rather than unemployment. There are approximately 130,000 economically inactive working age residents, of whom an estimated 15,000-25,000 want to work and could do so if barriers were addressed.

The principal barriers identified through the Get Hertfordshire Working Plan include:

- Long term physical or mental health conditions
- Caring responsibilities
- Loss of confidence following time out of the labour market
- Transport and connectivity challenges
- Mismatch between skills, job design and available opportunities

The College's approach to this is to ensure flexible programmes continue to be introduced. We are also expanding our provision for learners not in education, employment or training (NEETs) through working in partnership with organisations such as the Department for Work and Pensions (DWP).



8,000

Young people, adults and apprentices studying each year approximately

15

Curriculum areas covering sector needs

£47M

Organisation in 2025 / 2026

ACCOUNTABILITY, EXCELLENCE, INNOVATION



APPROACH TO DEVELOPING THE ANNUAL ACCOUNTABILITY AGREEMENT

Oaklands College has adopted a structured, evidence led and challenge based approach to developing this Annual Accountability Statement, ensuring that decisions about curriculum, investment and delivery are grounded in robust intelligence and aligned to local, regional and national priorities.

The College uses a combination of labour market intelligence (LMI) and employer insight to inform strategic planning and curriculum decision making. This includes multi year (typically 3–5 year) trend data from providers such as Lightcast and Vector, enabling leaders to assess demand across priority sectors, identify emerging skills linked to technological change and sustainability, and understand the balance of Entry Level, Technical and Higher Level Skills required by employers. This intelligence directly informs investment decisions, curriculum development and programme review, ensuring provision remains responsive to labour market change rather than historic demand.

Strategic judgements are tested and challenged through governance and partnership frameworks, including alignment with LSIP priorities, regional economic strategies and national skills priorities set by Skills England and the Department for Education. Governors play a key role in providing strategic oversight and assurance, ensuring decisions are evidence based, proportionate and aligned to statutory responsibilities, including the Local Needs Duty.

Alongside LMI, the College integrates intelligence from key policy frameworks, including the Get Britain Working Plan, Get Hertfordshire Working Plan, Hertfordshire Economic Strategy, and local apprenticeship and adult learning strategies, to contextualise decisions and ensure alignment with wider system priorities such as inclusion, workforce participation and economic growth.

This approach is iterative and continuously reviewed, recognising that labour markets, policy and employer needs evolve, and ensuring the College remains agile and forward looking in its response.



04/04/25

App F - O.S.G

 $I_b = 8.8k - 230V$ $I_n = BS$
6084
MCB $I_z =$ I_f U

MEETING LOCAL SKILLS IMPROVEMENT NEEDS

LOCAL SKILLS IMPROVEMENT PLANS

Priorities

1. Health and Social Care Workforce
2. Construction and Green Skills
3. Digital Skills Across Sectors
4. Access for SMEs
5. Technical Skills (L3-5)
6. Participation and Inclusion

OAKLANDS APPROACH

1. Health and Social Care Workforce

Hertfordshire's Health and Social Care sector is experiencing a pronounced demand for skilled professionals with over 31,000 unfilled nursing positions nationally, driven by factors such as an ageing population and evolving healthcare needs. This demand also encompasses a variety of roles including healthcare assistants, care home managers, nurses and social workers. The College has responded to these workforce challenges and the associated Labour mission by investing significantly in our training facilities which now host practical hospital and maternity wards and robotic technology.

We have introduced a suite of short professional courses for adults available to those who are looking to enter the sector, or those working in the sector looking to upskill, and have developed a partnership with West and North Herts NHS Trust and the DWP to deliver basic skills, including maths and English to those looking to enter the sector. Our suite of courses for young people range from Entry Level to Level 3 and the T Level in Health and the Higher Technical Qualification (HTQ) in Health has been introduced.

The College are exploring pathways into access provision, routes from the HTQ into higher levels of study and apprenticeships in this sector to meet the full range of job demand and are looking to introduce an access programme to increase participation. The College has opened an industry standard hospital ward facility on the Welwyn Garden City campus, so learners can develop skills in a real-world working environment. Our new Health Care Centre has been developed in partnership with employers and industry partners and will enable us to expand our course offer to include professional upskilling for NHS and other health-related workers.



2. Construction and Green Skills

Oaklands College is responding to significant demand across construction, renewables and infrastructure, driven by major regional developments and net zero ambitions. Central to this is the 3,000m² Construction Centre opened in 2024, providing industry standard facilities for plumbing, electrical and renewable installation, alongside a construction lab and virtual learning technologies. This supports learners at all levels, including apprenticeships, professional training (e.g. ACS and 18th Edition) and higher level provision, with growing demand across all age groups.

The College works closely with industry partners including RG Carter, Morgan Sindall and Willmott Dixon, alongside professional bodies and local networks, to inform curriculum design and provide T Level placements and work experience. Sustainability is embedded across provision, supported by partnerships with organisations such as Herts Climate Change and Sustainability Partnership and the Local Area Retrofit Accelerator, alongside Skills Bootcamps and short courses in renewable technologies.

Hertfordshire's transition to net zero presents a major skills challenge, with 483,000 homes requiring retrofit by 2050, driving demand for skills in low carbon heating, insulation, solar PV, battery storage and smart energy systems. Oaklands is addressing this through its Plumbing, Gas and Electrical pathways, with continued investment in green skills facilities and training.

The College is also responding to infrastructure growth through logistics and construction pathways linked to developments such as SEGRO Logistics Park Radlett, delivering Skills Bootcamps, technical training and a CSCS and logistics training hub to support routes into employment across construction, rail and supply chain roles which opened in late 2026.

Through this combined approach, including partnerships, investment and employer aligned provision, Oaklands is supporting the development of a skilled workforce capable of delivering construction, infrastructure and clean energy priorities across Hertfordshire and the wider region.





Oaklands Accountability Agreement

3. Digital Skills Across Sectors

Oaklands College has strengthened its digital capability through the launch of a Digital Transformation Group, bringing together key employers, including external strategic partners, to shape a shared approach to workforce development.

This group plays a dual role: informing curriculum design and delivery across sectors, ensuring learners develop relevant skills in areas such as data, automation and AI, while also supporting employers on their own digital transformation journeys through knowledge exchange, workforce development and tailored training solutions.

By working collaboratively with industry, Oaklands ensures its provision remains responsive to rapidly evolving business needs, while helping employers build the digital capability required for future growth and productivity.

4. Access for SMEs

Oaklands has an extensive employer engagement strategy and programme and this year strengthened engagement with Small and Medium Sized Enterprises (SMEs) through the launch of its 'Oaklands Connect' business network, providing a platform for collaboration, knowledge sharing and employer engagement.

This is complemented by active membership of local Chambers of Commerce and Hertfordshire wide business networks, enabling the College to maintain close relationships with the SME community, respond quickly to employer needs and support workforce development across key sectors.

Through this combined approach, Oaklands is enhancing its reach into the SME market, ensuring provision is aligned to the needs of local businesses and supporting sustainable economic growth.



Meeting Local Skills Improvement Needs

5. Technical Skills (L3-5)

Oaklands College is committed to delivering a strong technical skills pipeline across Levels 3 to 5, offering an extensive range of Level 3 provision, including a broad portfolio of T Level programmes in priority sectors aligned to local, regional and national skills needs. To support progression beyond Level 3, the College has developed a Higher Education Strategy, mapping the growth of Level 4–6 provision over the next five years to ensure alignment with employer demand and LSIP priorities. This includes expanding higher technical qualifications, professional training and degree pathways, enabling the College to strengthen its offer in higher-level and professional skills, support clear learner progression routes, and meet the growing demand for advanced technical capability across key sectors including for both domestic and international learners.

6. Participation and Inclusion

Partnership work for young people Not in Education, Employment or Training (NEET). Hertfordshire performs comparatively well at headline level for young people's participation, but the data shows that aggregate performance conceals significant and persistent inequality.

As of March 2024, 2.76% of 16–18 year olds in Hertfordshire were classified as (NEET). This rate is below the national averages and broadly in line with statistical neighbours; however it still means that too many young people in the community we serve are at a disadvantage.

The most significant NEET pressures in Hertfordshire sit with cohorts that closely mirror those prioritised in the new Education Inspection Framework (EIF): disadvantaged young people, those with SEND, those known to children's social care and those with complex personal or health needs, 28.49% of 16–18 year olds who are in care or are care leavers were NEET, 10.5% of 16–18 year olds with SEND were NEET, 25.37% of young people identified as youth offenders were NEET, highlighting the intersection between social vulnerability, disengagement and limited progression pathways.



OAKLANDS' RESPONSE AND PRIORITIES:

1. Early identification and prevention – 14-16 provision introduced and supported young people in 2025-26 expanding the cohort in 2026-27, coordinated action between schools, Colleges and Services for Young People (SfYP) and a robust transition plan for young people.
2. Targeted pathways for high risk groups including intensive, personalised pathways for those furthest from participation including the introduction of a range of Entry Level provision in September 2026.
3. Strategic involvement in Youth Jobs Guarantee and employer led inclusion alongside DWP including Sector based training and work experience, paid job placements for young people furthest from the labour market, guaranteed interviews and employer designed entry roles including Skills Bootcamps.
4. Youth justice and care experienced young people – Oaklands recognises that both those known to youth justice services and those who are care experienced are disproportionately represented within the NEET cohort and often face overlapping barriers to participation, including disrupted education, trauma, poor prior experiences of learning, unstable housing, mental health needs and low confidence. In response, the College will strengthen its annual accountability priorities through earlier intervention, flexible entry points and highly personalised progression pathways that help young people re-engage with education, develop employability skills and move into sustained education, employment or training. This includes close partnership working with Hertfordshire County Council, SfYP, youth justice and social care partners to support transition planning, targeted outreach, mentoring, work experience and vocational routes that are realistic, supportive and aligned to local labour market need. Through this approach, Oaklands aims not only to improve participation for these vulnerable groups, but also to contribute to wider place-based priorities around social inclusion, safer communities, reduced reoffending and improved long-term life chances.

PARTNERSHIP WORK FOR ECONOMICALLY DISADVANTAGED INDIVIDUALS

While statutory NEET reporting focuses primarily on 16–18 year olds, Hertfordshire's data and the Get Hertfordshire Working Plan highlights a worsening position for young adults aged 18–24, aligning with national trends, and reports approximately 130,000 economically inactive working age residents in Hertfordshire. Of these, an estimated 15,000 to 25,000 people want to work and could do so if barriers were addressed.

We work closely with the DWP and Job Centre Plus (JCP) to support people from disadvantaged backgrounds to enter the job market, and support individuals who have recently become unemployed to positively engage. Key initiatives include the Borehamwood Job Club, the Pathway to Progression programme, and the expansion of our Skills Bootcamp, which helps job seekers re-enter the workforce in fields like rail track operations, arboriculture, and early years education.

The College also works closely with The Mount Prison in Bovingdon, Hertfordshire, a category C prison focussing on retraining and rehabilitation, in preparation for preparing inmates to return to society. Our partnership in rail track operative Skills Bootcamps, sees those close to release undertake a training programme inside the prison with guaranteed job interviews for live vacancies upon release.

The College will utilise the Mainstream Inclusion Fund (MIF) to strengthen its inclusive provision in line with current DfE guidance on inclusion bases, ensuring that learners with additional needs are supported to access high-quality education within mainstream settings wherever possible.

Funding will be deployed to support targeted and specialist interventions, alongside a strong universal offer that promotes participation, progression and independence, while maintaining high expectations and alignment with the mainstream curriculum. Informed by the principles of effective inclusive practice, the College will prioritise: robust initial assessment and outcomes tracking; a skilled and well-led workforce; strong partnership working with families, schools and external professionals; and the continued development of accessible and supportive learning environments.

This approach ensures that support remains flexible, evidence-led and responsive to need, enabling learners to remain active members of the mainstream community and achieve positive academic, social and emotional outcomes, in line with the College's commitment to breaking down barriers to opportunity.

SEND

To support the Labour mission of breaking down barriers to opportunity, the College is working with Hertfordshire County Council and other SEND providers on increasing accessibility through development of our local provision, delivered through the construction of a bespoke High Needs facility on our campus, should funding allow.

Through our industry boards, the College is also working on initiatives to develop the work readiness of learners with SEND and to further enhance and expand our Supported Internship programme.

Oaklands is leading work to identify need and develop appropriate post-16 courses and pathways for young people with SEND. This includes reviewing current provision, identifying gaps, and working in partnership to develop and implement appropriate local provision across Hertfordshire, in line with the raising of the participation age.

PARTNERSHIP WORK WITH OUR COMMUNITY AND SCHOOLS

Oaklands College is committed to strengthening engagement with parents, local residents and the wider community, recognising its role as a civic anchor institution. Through its community learning programmes, outreach activity and estates masterplan, the College is developing its campuses as accessible, multi-purpose hubs, working closely with local residents, community groups and partners to support wellbeing, social cohesion and inclusive growth.

The College works proactively with local schools to support careers education and progression pathways, aligning its activity with the Provider Access Legislation. A structured programme of engagement, including careers fairs, parents' evenings, school events and on and off-site activities, provides learners with meaningful encounters that broaden awareness of post 16 options and the full range of Oaklands provision.

Oaklands also contributes to county wide initiatives, including 'Generation' events delivered in partnership with Hertfordshire Futures, and uses targeted communication channels such as newsletters and digital platforms to engage prospective learners. Early engagement is further strengthened through opportunities such as junior sports academies from age 6, alongside partnership working with organisations such as SfYP, supporting progression into education and training and helping to build a strong, inclusive College community.



LSIP CORE SECTORS WITH ESTABLISHED SKILLS DEMAND – IN ADDITION TO LSIP PRIORITIES

HOSPITALITY, RETAIL AND LOGISTICS

The hospitality, retail and logistics sectors are major contributors to Hertfordshire's economy, supporting significant employment and continued growth. This demand is driven by the expanding visitor economy, growth in e-commerce, and major infrastructure developments such as SEGRO Logistics Park Radlett, alongside wider regional logistics and supply chain activity. Employers report ongoing recruitment and retention challenges, particularly in customer service, supervisory roles, culinary skills and supply chain coordination, alongside increasing demand for digital capability and operational efficiency skills.

Oaklands College responds through a broad, employer informed curriculum across hospitality, catering, business and logistics, offering clear progression from Entry Level to Level 3 and beyond, alongside apprenticeships, Skills Bootcamps and flexible adult learning. The College works closely with local employers including Sopwell House and The Grove, who contribute to curriculum design, industry insight and technical delivery, ensuring provision reflects current industry practice. This includes a growing focus on customer experience, sustainability, and digital and operational skills.

Hertfordshire's visitor economy is valued at over £2.4 billion, supporting more than 42,000 jobs, with further growth expected through developments such as the Universal Studios resort in Bedfordshire and continued expansion of tourism and events activity. Oaklands supports this demand through hospitality, business and customer service pathways, including T Levels, short courses and apprenticeships, working in partnership with Visit Herts, Hertfordshire Futures and local employers to support progression into supervisory and management roles.

Logistics is an emerging infrastructure priority, driven by developments such as the Radlett Strategic Rail Freight Interchange (SEGRO Logistics Park Radlett) and wider investment in rail and sustainable distribution. Oaklands is responding through Skills Bootcamps and technical provision in rail, construction, logistics and multi trades, supported by a CSCS test and logistics training hub and strategic partnership with SEGRO. This provides clear pathways from Entry Level into Level 3–5 technical roles and longer term careers across logistics, rail and construction. Collaboration with employers, including Volker Fitzpatrick, supports industry placements and workforce development for major infrastructure projects.

The sector is further strengthened by Hertfordshire's proximity to London Luton and London Stansted Airports, which together support tens of thousands of jobs across aviation, logistics, hospitality and business services. Continued growth is driving demand for skills in customer service, operations, engineering, security and digital systems, alongside emerging requirements in sustainable aviation and advanced air mobility. Oaklands is developing aviation and aviation adjacent training pathways, aligned to employer demand, supporting progression into specialist and management roles and ensuring provision remains responsive to the evolving needs of the sector.

Through this integrated approach, the College is supporting the development of a skilled, adaptable workforce, aligned to local and regional priorities and is capable of responding to future growth across the visitor economy, logistics and wider service sectors.

PROFESSIONAL AND BUSINESS SERVICES

Professional and Business Services in Hertfordshire is increasingly shifting towards a higher skill, employer led model, with demand moving away from lower level administrative roles towards professional, analytical and managerial occupations. Employers are prioritising candidates with a strong mix of technical, digital and interpersonal skills, with skills suitability now a key recruitment challenge.

In response, Oaklands College launched Oaklands Training and Development (OTD) in 2025, providing a dedicated professional and apprenticeship training arm to better meet employer needs. OTD delivers employer focused learning, supporting individuals and organisations to upskill, reskill and progress through a responsive portfolio of apprenticeships, professional training and workforce development programmes, developed in partnership with industry.

This provision is designed to meet local and regional demand, ensuring learners gain practical, transferable and digitally enabled skills that support sustainable employment and career progression, while enabling employers to build a skilled and productive workforce. Through this approach, Oaklands is supporting a more agile, industry aligned skills system, focused on developing work ready learners equipped with higher level skills that directly contribute to regional economic growth.

EDUCATION AND CHILDCARE

Hertfordshire's education sector, encompassing teaching, children's services, and teacher training, exhibits a dynamic employment landscape with significant gaps in skilled workers reported. This sector in Hertfordshire reports over 10,000 vacancies annually across 700 local education settings.

Approximately 4,000 positions related to children's services are currently available (April 2025) and c500 job vacancies across teaching, education and childcare roles. To meet this sector's demand, the College has invested in a childcare teaching facility at the Welwyn Garden City campus, has introduced the T Level pathway in Childcare, introduced two bespoke Bootcamps linked to the childminding and early years sector, and has increased our online learning offer of short courses, which span courses for the existing workforce, new entrants to the workforce and courses to support parents, such as autism awareness and challenging behaviour. For September 2026 we are launching a teaching, coaching and leadership framework. Furthermore, the College is committed to growing the teacher and assessor training pathways further, to support more individuals to qualify for the sectors.

LSIP GROWTH SECTORS AND INDUSTRIAL STRATEGY PRIORITIES

CREATIVE INDUSTRIES

The creative and entertainment industries are a significant growth driver for Hertfordshire and the wider South East, underpinned by rapid expansion in film, television and screen production. This growth is anchored by global studios including Warner Bros. Leavesden and Sky Elstree, alongside strength in digital media, gaming, animation and live production. Further momentum is driven by the planned Universal Studios development in Bedfordshire, projected to create up to 28,000 jobs, at a time when national evidence highlights acute skills shortages across production, technical and digital roles.

Oaklands College plays a leading role in addressing this demand, working closely with industry partners including Sky Studios, Warner Bros and Elstree Studios to shape a curriculum aligned to employer needs, including specialist areas such as craft carpentry for set design and wider production skills.

Central to the College's strategy is its estate masterplan, which will establish a Creative Gateway building and dedicated film studio facilities at the St Albans campus, creating a focal point for creative skills development and industry collaboration. This potentially will be supported by the installation of a Propeller stage, alongside continued expansion of industry standard facilities to meet growing demand.

In addition, the College estate is now operating as a commercial filming location, providing learners with direct, real world experience across areas such as production support, hair and make up, set design and on screen roles.

Through this integrated approach, combining curriculum innovation, employer partnerships and targeted capital investment, Oaklands is supporting the development of a skilled, industry ready workforce, aligned to the rapid growth of the screen and creative industries locally and regionally.

ENGINEERING, DEFENCE AND SPACE

Engineering, defence and space are national priority sectors and a key economic strength for Hertfordshire and the wider region, with demand for skilled engineers significantly outstripping supply. Engineering roles account for around one in four UK job adverts, with employment growth projected to run 1.6 times faster than non priority sectors and an estimated 834,000 additional roles required by 2030 across engineering intensive industries. Employers report persistent shortages across mechanical, electrical, systems, digital and advanced manufacturing skills, compounded by an ageing workforce and limited progression through technical pathways.

Hertfordshire is at the heart of the UK's aerospace, defence and space ecosystem, anchored by employers such as Airbus Defence and Space in Stevenage, which underpins the UK's satellite design and manufacturing capability and supports a highly specialised supply chain. The UK space sector contributes over £14 billion to the economy and faces acute workforce challenges, with skills gaps across engineering, systems integration, testing, digital and security cleared roles.

In response, Oaklands College has relaunched and expanded its engineering apprenticeship provision, working with national and local employers to deliver training aligned to workforce demand. The College provides a full pathway from Level 2 to Level 5, with ambitions to expand into higher level provision, including degree pathways. In partnership with the University of Hertfordshire, Oaklands delivers an Engineering with Foundation Year route, supporting progression into BEng degrees and higher level roles. The College is also developing foundation apprenticeships, higher technical qualifications, Bootcamps and flexible employer responsive provision to support both new entrants and workforce upskilling.

A strategic partnership with Airbus further strengthens this offer, supporting workforce pipelines for the defence and space sectors and promoting greater diversity within engineering. This approach aligns to national estimates that the UK will need to train over 130,000 additional engineers by 2040, positioning Oaklands as a key provider supporting skills resilience across industries critical to economic growth and national security.

DIGITAL AND TECHNOLOGY

We are planning a significant expansion of our digital and technology provision to meet growing regional and national skills demand. Building on our established curriculum and strong employer partnerships, the College will extend offers further across computing, cyber security, AI and digital engineering, with clear pathways from Level 2 through to higher technical qualifications and apprenticeships. The new V Levels that will be introduced in 2027 will also form a key feature of our offer. This expansion will be supported by investment in specialist facilities and immersive technologies, alongside strengthened employer co design to ensure that curriculum content reflects current industry practice. Through this approach, Oaklands will increase participation, progression and employment outcomes in digital priority contributing directly to the Hertfordshire skills agenda and wider economic growth.



INNOVATION, COLLABORATIVE LEARNING, INCLUSION





INCUBATOR SECTORS

SPORTS AND PHYSICAL ACTIVITY

Oaklands College plays a nationally significant role in sport and physical activity through the Oaklands Wolves high performance system, which integrates youth participation, elite athlete development, professional competition and workforce skills development within a single model. Through partnerships with National Governing Bodies, Sport England, UK Sport, the Association of Colleges, Hertfordshire Sports Partnership and professional clubs such as Saracens, Oaklands Wolves has become one of the largest FE based sports academies in the country, with clear pathways from grassroots to elite and international competition.

The system encompasses 11 elite academies across sports including athletics, basketball, cycling, football, rugby and hockey, alongside professional teams such as the Women's Super League Basketball franchise. Operating a dual career model, student athletes combine high level training with academic study, supported by TASS accreditation and national pathways such as DiSE and AASE. Oaklands now supports over 700, 16-19 athletes and engages more than 1,000 local children through its youth programmes, creating inclusive access to sport alongside clear progression routes into higher education, employment and elite performance.

The College's impact extends beyond participation into sports workforce development. Oaklands has a strong track record of learners progressing into professional sport, international representation and higher education, alongside careers in coaching, officiating, performance analysis and the wider leisure sector.

In response to sector need, the College has introduced a coach education offer and HTQ in Sports Coaching, embedding coaching, refereeing and officiating pathways within academy programmes and supporting progression into higher level and degree level study.

This offer is supported by major investment, including the £7.5m High Performance and Recovery Centre, providing industry standard facilities for training, strength and conditioning, physiotherapy and rehabilitation. Through its integrated model of provision, partnerships and facilities, Oaklands is supporting both talent development and workforce supply, addressing skills shortages across coaching and performance roles while contributing to the wider health, wellbeing and economic impact of sport across Hertfordshire and the region.



KEY STAKEHOLDERS AND OTHER PROVIDERS

Partnership working with employers and stakeholders is central to Oaklands College, with a strong, collaborative approach that supports talent development and responds to local and regional skills needs. The College has established local employment and skills boards, co chaired with district and borough councils, which meet regularly to share intelligence, shape priorities and support curriculum innovation aligned to employer demand.

Oaklands is highly active across the local, regional and national skills landscape. The Principal & CEO and Executive Team contribute to a wide range of strategic boards and partnerships, including Hertfordshire Futures, the Hertfordshire Skills and Employment Board, the Film and TV Board, local authority partnerships and SEND governance structures, ensuring the College plays a leading role in shaping skills strategy and system development.

The College maintains strong relationships with over 1,600 employers, ranging from global organisations such as Airbus, Sky and Morgan Sindall to SMEs that form the backbone of the local economy. Employers engage with Oaklands to recruit, train and develop staff through a wide range of provision, including apprenticeships and professional training, and play an active role in curriculum design, delivery and learner development.

This engagement is coordinated through the College's Get Career Ready and Industry Advantage Framework, which brings employers into sector specific industry boards to inform strategic direction, estates development and curriculum innovation, while providing learners with direct access to work experience, industry insight and technical learning opportunities.

The College works closely with partners such as Hertfordshire Futures and Hertfordshire County Council to deliver regional initiatives including Skills Bootcamps, achieving strong outcomes and supporting individuals particularly those from disadvantaged backgrounds into employment. Oaklands also acts as a key enabler within the business community, hosting employer networks and events, and developing strategic partnerships, including with HP Development Company and the University of Hertfordshire, to support workforce development and economic growth.

Through this integrated network of partnerships, Oaklands plays a leading role in aligning education and training with employer need, supporting innovation in curriculum, and strengthening employment pathways across Hertfordshire and the wider region.



COLLABORATIVE LEARNING, INCLUDING, INCL

ENGAGEMENT WITH OTHER PROVIDERS

Oaklands College takes an active role in local, regional and national collaboration, recognising the importance of partnership working in shaping the skills system. The College is a core member of the Hertfordshire Principals Group, where our CEO and Principal meets other College leaders regularly to identify opportunities for collaboration, support joint delivery and secure inward investment. This approach has successfully delivered initiatives such as the Local Skills Improvement Fund (LSIF) and Strategic Development Fund, securing £1.6m of capital and revenue investment across higher education, health, digital and green provision, including immersive virtual reality learning environments, digital lecture spaces and staff upskilling in emerging technologies and in summer 2026 established a group of like-minded Principals to launch the FE World Games in Sport. This approach allows each College to align delivery to its strengths and ensure provision is not duplicated unnecessarily.

The Principal & CEO and Executive Team play a significant strategic role across the skills landscape. The Principal represents Oaklands on key boards including Hertfordshire Futures, the Hertfordshire Film and TV Board, the Hertfordshire Skills and Employment Board, the Strategic Partnership for St Albans and SEND governance boards, and maintains close engagement with leaders across local authorities and key stakeholders. This ensures the College contributes directly to shaping skills priorities, policy and system development at the highest level.

Oaklands also works collaboratively with national bodies and providers, including active engagement with the Association of Colleges (AoC) through curriculum, quality, sport and international forums, and participation in provider networks across Hertfordshire and Bedfordshire. The College partners closely with awarding organisations, contributing to qualification design, including new AI provision, and sector events such as the City & Guilds Leadership Conference.

The College has extensive experience delivering Skills Bootcamps, working with Hertfordshire Futures and a wide range of employers to co design programmes aligned to priority sectors and real job opportunities. Delivery includes partnerships with organisations such as Morson Group, Elite Project Services, Maydencroft, NHS ICB Academy, Affinity Water and Digital Futures, with programmes supporting progression into employment, apprenticeships and technical roles, including targeted delivery for disadvantaged groups and those re entering the workforce.

A key strategic partnership with the University of Hertfordshire underpins progression across further and higher education. This includes representation at governance level through the University of Hertfordshire's Pro Vice-Chancellor, joint curriculum planning and a shared approach to higher education delivery, with Oaklands leading expansion from Level 3 to Level 6 in key areas such as Engineering, Sport and Creative Arts, aligned to LSIP priorities. Through this alliance, both organisations collaborate on progression pathways, joint bids and programme development to better serve local and international markets.

Through this extensive network of partnerships, Oaklands plays a leading role in aligning provision with employer need, securing investment and developing integrated progression pathways across the skills system.



CONTRIBUTION TO NATIONAL, REGIONAL AND LOCAL PRIORITIES

SECTOR AREA	LOCAL	REGIONAL	NATIONAL	EMERGENT
Construction and Built Environment *				
Creative Industries				
Hospitality				
Tourism				
Science, Research and Technical Services				
Health and Care				
Education and Childcare				
Engineering and Manufacturing				
Aeronautical, Defence and Space				
Agritech				
Artificial intelligence, data and automation				
Low Carbon Tech / Retrofit				
Corporate services				
Greenkeeping and Land Based				
Transport, logistics and Supply Chain				
Energy				
Protective Services / Public Services (non-health)				

OAKLANDS' CONTRIBUTION TO SKILLS

SECTOR AREA	16-19	ADULT	HE	APPRENTICESHIPS
Construction and Built Environment *				
Creative Industries			Developing	
Hospitality		Developing		
Tourism				
Life Science				
Health and Care				
Education and Childcare				
Engineering and Manufacturing				
Aeronautical and Space			Developing	
Agritech				
Digital and Technology				Developing
Low Carbon Tech				
Corporation Services				
Greenkeeping and Land based				
Transport, Logistics and Supply Chain				
Energy				
Protective Services / Public Services (non-health)				

 Skills needs  Oaklands meeting skills needs

OAKLANDS’ AIMS AND TARGET OUTCOMES

The table below sets out Oaklands' aims and target outcomes for the year ahead that contribute to National, Regional and Local Priorities.

				CURRENT POSITION	TARGET	DEADLINE
1	Rapidly expand apprenticeship and work based provision, aligned to employer need and priority sectors.	S01, S02, S04, S05	Alignment with UK Government Skills Strategy as a key route to employment, productivity and growth. Flexibility and responsiveness to employer need (Skills for jobs white paper 2021) and Hertfordshire LSIP and locally by providing flexible solutions in areas such as construction, engineering, early years and green.	2025-26 Position: Legacy Apprenticeships: 2 continuing 13 in EPA Apprenticeship New Starts: 150 starts to date target of 198 apprentices met financial target. Work based learning: 43 starts in year target exceeded	2026-27 target: Apprenticeships: 331 apprentices Work based Learning: 96 learners	July 2027
2	Grow provision for 16–18-year-olds in key priority sectors such as Construction and Engineering, Creative, Sport and Business.	S01, S02, S04, S05	National priority sectors such as construction, engineering and creative, to meet the regional and local skills pipelines required in these skills areas to service the major developments in the creative sector, our local major engineering and space employers and the significant building plans regionally.	2025-26 16-19 Funded Learners 3652 16–19-year-olds (3627 at R04 + 25 starts in Jan)	7% increase in 2026-27 with target number of 3907 16-18s (growth of 255 learners).	September 2026
3	Continue to deliver a green skills curriculum with a focus on domestic retrofit.	S01, S02, S05	Net Zero Strategy, Green Jobs workforce and Construction is a National Priority and Green Skills is a GLA and Hertfordshire Priority - Regional LMI shows a shortage of qualified retrofit professionals and limited training provision. This curriculum directly fills that gap. Local demand for retrofitting old housing stock and addressing fuel poverty and local district and borough councils have set ambitions carbon reduction targets.	Limited	Train school leavers in the skills for the installation of green technologies in construction, to support their transition to this sector's workforce Provide upskilling courses for those working in construction trades in electrical installation and plumbing to enable them to gain the qualifications they need to install green technologies.	January 2027
4	Further develop short courses to help remove the barriers to accessing education for all, including free education building provision for the local community and supporting those with low prior attainment, those from disadvantaged backgrounds or those with low prior attainment.	S01, S02, S04, S05	Meets labour priority for breaking barriers down to learning and opportunity, boosting lifelong learning and local skills for local jobs and tackling inequalities. Delivers the national levelling up agenda, the regional participation issues in areas such as Hatfield and WGC and locally in targeted communities including communities with high levels of refugees.	Limited	Provide accessible local education spaces – reducing barriers such as cost, travel, and digital exclusion. Expand and introduce new flexible learning routes, including short courses, to support people who are retraining or returning to education later in life.	September 2026
5	Increase niche provision for 14–16-year-olds in partnership with local schools to offer vocational alternatives to support the reduction of NEETs.	S01, S02, S04 S01, S02, S04, S05, S05	Meets local needs, ensuring those who have barriers to retaining in more traditional schooling methods can succeed in a more active, vocational environment.	No 14-16 provision	To increase capacity in September 2026.	September 2025
6	Develop and deliver the College's Higher Education Strategy, expanding Level 4–6 provision and developing progression routes from T Levels, HTQs and apprenticeships.	S01, S02, S03, S04, S05	National priorities for reducing barriers for underrepresented and disadvantaged groups to have access to higher levels of study ensuring everyone has the digital literacy to do so, including those in areas of Hertfordshire with lower educational attainment (Hatfield, Hemel, Stevenage). Hertfordshire and London LSIPs identify the need for accessible, tailored and short professional level training to upskill the workforce and higher-level skill requirements for industries such as advanced engineering.	154 learners in 2025-26	To support 140 Oaklands College HE students, 325 Professional learners, 39 higher apprenticeship students and 10 International learners.	July 2027
7	Expand inclusive pathways, including Entry Level programmes, Skills Bootcamps, NEET prevention initiatives and targeted support for disadvantaged learners.	S01, S02, S04, S05	Funding bids are typically regionally and tailored to meet regional or local need. Bootcamps in Hertfordshire will meet regional and local priorities in construction and retrofit, Rail and logistics, health, early years digital and land management. Bootcamps are a UK National priority to address urgent skills shortages. Skills Bootcamps respond quickly by training people in real-world, job-ready skills in just 12–16 weeks. Employer designed and backed, increasing the chances of employment outcomes or access to higher skilled employment.	Completed wave 5, Starting wave 6 with a target of 400 learners spanning 25-26/26-27	To deliver the full contract of wave 7 Bootcamps Hertfordshire ensuring excellent, and above national average progression rates to positive destinations. Wave 7 won with 118 learner. To bid for additional Bootcamp funding where we meet skills need through our extended regional or national networks.	September 2026 - ongoing

OAKLANDS AIMS AND TARGET OUTCOMES (CONTINUED)

				CURRENT POSITION	TARGET	DEADLINE
8	Obtain planning permission to deliver the Oaklands estates masterplan which once developed out will bring significant improvements to the Colleges meeting of local and regional needs.	S02, S03, S05	The masterplan delivers on area of National priority for skills such as Construction, Creative including Digital and Logistics, and areas of regional significance such as SEND, Sport and Animal Management.	Phase 3 of the masterplan has been completed (April 2025).	To have planning permission secured within 2025-26 with the release of capital from the associated land sale which will be available towards the end of the year to enable works to commence.	September 2026 for PP
9	Further embed digital skills across the curriculum and deliver employer informed provision through initiatives such as the Digital Transformation Group.	S01, S03, S04	Central to the UK’s ambition to be a global tech leader with growth sectors like AI, cyber, digital health and fintech, with jobs growing 25x faster than non-digital roles (UK, DCMS, 203).	Most learners engage with the use of VR.	Improve retention by up to 75% compared to programmes taught with more digital methods. To build a digitally skilled workforce and supports the growth of a home grown tech sector.	July 2027
10	Engage in bidding for wider funding programmes to further meet skills need in priority sectors such as Logistics, Rail, Health and Social Care, Digital, Green Skills including land management and Construction and The Built Environment.	S01, S02, S03, S05	UK national priority sectors, national funding picture for FE remains constricted. Regionally through Hertfordshire County Council funding may be available for priority projects such as Film and TV and those significant local employer investments including the rail freight terminal coming forward by SEGRO.	Some additional funding opportunities secured.	Secure a further £250k in additional funding for targeted and tailored work in priority sectors.	July 2027

LOCAL NEEDS DUTY

The Corporation has reviewed the curriculum offered by the College and has participated in curriculum innovation workshops for the 2025-26 curriculum and considers that it meets local needs.

Oaklands offers a broad range of academic, vocational, and professional training from Foundation Level to Level 5, including apprenticeships and non-accredited provision. The College continues to develop courses identified by the DfE as priority including T Levels, HTQs, Skills Bootcamps and the reintroduction of apprenticeship programmes and has expanded its A Level offering for those who form part of the academy programme. Oaklands works extensively with its civic and employer networks to deliver provision covering the skills required for national priority sectors and local needs, working with other providers to avoid overlapping curriculum offers. The College has been responsive to employer feedback, including through the LSIP consultation, as detailed in this Statement, and works with a range of stakeholders on other local needs, some of which arise quickly and require a rapid response, such as provision for refugees.

KEY FINDINGS FROM THE LOCAL NEEDS DUTY REVIEW

Through the Corporation’s review of how effectively education and training provision meets local needs, the College has identified the following key findings and resulting actions:

Strong alignment in priority sectors - The College’s provision is well aligned to local and national priorities, particularly in construction and green skills, engineering, health and care, digital, creative industries and sport.
Action: Continue to grow provision in these areas, including expansion of 16–18 programmes, apprenticeships and employer-led pathways.

Increasing demand for higher-level technical skills (Levels 4–6) - There is clear demand for progression into higher technical qualifications, professional training and degree-level pathways, particularly in engineering, digital and health.
Action: Deliver the College’s Higher Education Strategy, expanding Level 4–6 provision and developing progression routes from T Levels, HTQs and apprenticeships.

Need for growth in apprenticeships and work-based learning - Employer engagement highlights the importance of flexible, work-based training pathways to meet workforce demand.
Action: Rapidly expand apprenticeship and work-based provision, aligned to employer need and priority sectors.

Digital skills and transformation across all sectors - Employers increasingly require digitally-enabled skills, including data, automation and AI, across a wide range of occupations.
Action: Further embed digital skills across the curriculum and deliver employer-informed provision through initiatives such as the Digital Transformation Group.

Persistent inclusion and participation challenges - Disparities remain for young people at risk of becoming NEET, learners with SEND, and economically inactive adults, requiring targeted intervention.
Action: Expand inclusive pathways, including Entry Level programmes, Skills Bootcamps, NEET prevention initiatives and targeted support for disadvantaged learners.

Growing demand for flexible adult skills and retraining opportunities - Economic inactivity and workforce change are driving demand for short, accessible and employer-linked adult learning.
Action: Increase delivery of Skills Bootcamps, short courses and professional training, supporting reskilling and routes into employment.

CORPORATION STATEMENT

On behalf of the Oaklands College Corporation, it is hereby confirmed that the Corporation conducts reviews in line with the local needs, resulting in this agreement. The annual accountability agreement sets out an agreed statement of purpose, aims and objectives as approved by the corporation at their meeting on Wednesday 1st July 2026.

The plan will be published on the College’s website within three months of the start of the new academic year and can be accessed by the following link:

www.oaklands.ac.uk/about-us/oaklands-policies-procedures-and-reports/





ANDREW SLADE
Principal and
Chief Executive

JOHN O’SULLIVAN
Chair of
the Corporation

APPENDICES AND REFERENCE SOURCES

- www.gov.uk/government/publications/skills-england-report-driving-growth-and-widening-opportunities
- www.gov.uk/government/consultations/invest-2035-the-uks-modern-industrial-strategy/invest-2035-the-uks-modern-industrial-strategy
- https://assets.publishing.service.gov.uk/media/6751af4719e0c816d18d1df3/Plan_for_Change.pdf
- www.hertfordshirefutures.co.uk/about-us/hertfordshire-s-economic-strategy/
- www.weforum.org/publications/the-future-of-jobs-report-2025/
- www.hertfordshirefutures.co.uk/media/hhehk0vh/hf_economic-strategy-engagement-summary-report_dec-2024.pdf
- www.hertfordshirefutures.co.uk/media/yrzis53w/industrial-strategy-green-paper_hertfordshire-futures-responds.pdf
- www.gov.uk/government/publications/english-devolution-white-paper-power-and-partnership-foundations-for-growth
- www.gov.uk/government/publications/english-devolution-white-paper-power-and-partnership-foundations-for-growth/english-devolution-white-paper
- www.hertfordshirefutures.co.uk/media/ve4n4ssb/apprenticeship-growth-strategy-for-hertfordshire-2022-2025.pdf
- www.hertfordshirefutures.co.uk/media/lz4lru24/hertfordshiremonthlyeconomyreport-october-24.pdf
- www.hertfordshirefutures.co.uk/media/s3xa5eye/hertfordshire-lep-sep-report-interactive-2017.pdf
- www.hertfordshirefutures.co.uk/media/f4yfed3x/hertfordshire-lis-consultation-draft-2019.pdf
- <https://tbshs.org/wp-content/uploads/2024/04/Hertfordshire-Skills-Framework.pdf>



MORE THAN A COLLEGE

OAKLANDS

Hatfield Road
St Albans
Hertfordshire
AL4 0JA
www.oaklands.ac.uk