



ANNUAL REPORT AND FINANCIAL STATEMENTS

Oaklands College, Hertfordshire

Key Management Personnel, Board of Governors and Professional Advisers

Key Management Personnel

Key management personnel are defined as members of the College Leadership team and were represented by the following in 2024/25:

Andrew Slade	Principal and CEO, Accounting Officer
Jacqueline Page	Deputy Principal Curriculum, Performance & Student Experience
Claire Dolan	Deputy Principal Strategy, Partnership & Business Development
Barbara Jones	Executive Director of People and Culture
Mark Sellis	Deputy Principal Finance, Resources & College Planning (to 27/08/2024)
David Lambert	Senior Lead, Estates, MIS & IT (from 05/09/2024 to 28/02/2025); Chief Technology & Infrastructure Officer (from 01/03/2025)
Stephen Horrobin	Interim Chief Financial Officer (from 10/09/2024 to 19/10/2025); Interim Financial Consultant (from 20/10/2025)
Michelle McColl	Chief Financial Officer (from 20/10/2025)

Members of the Corporation

A full list of members of the Corporation is given on pages 13 to 15 of the Financial Statements. Joseph Maggs was the Director of Governance up to 31/10/2024, Michael Wood was the interim Director of Governance from 23/10/2024 to 30/09/2025. Susannah Glover commenced as Director of Governance on 01/09/2025.

Professional Advisers

External auditors

Buzzacott Audit LLP
130 Wood Street
London
EC2V 6DL

Internal auditors

RSM UK
The Pinnacle
170 Midsummer Boulevard
Milton Keynes
MK9 1BP

Bankers

Barclays Bank PLC
22-24 Upper Marlborough Road
St. Albans
Hertfordshire
AL1 3AL

Solicitors

SA Law LLP
Gladstone Place
36-38 Upper Marlborough Road
St Albans, Hertfordshire
AL1 3UU

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Report of the Corporation

OBJECTIVES AND STRATEGIES

Oaklands Further Education Corporation present their annual report together with the financial statements and auditor's report for Oaklands College for the year ended 31st July 2025.

Legal status

Oaklands Further Education Corporation was established under the Further and Higher Education Act 1992 for the purpose of conducting the affairs of Oaklands College. The College is an exempt charity for the purposes of Part 3 of the Charities Act 2011.

Vision

By 2027 we will be:

A sustainable educational trailblazer inspiring our learners and our wider community to achieve their potential in a changing world.

This vision will realise our aspirational goals which are to achieve the following by 2026/27:

- An increase in income to £48.0m
- Sustain good or better financial health
- Oaklands is an employer of choice with high levels of staff satisfaction
- Achievement rates reach top quartile
- Student satisfaction survey - would be an upper quartile outcome
- Overall SAR Grade to Outstanding
- Achieve a carbon neutral estate by 2050, realising a 15% reduction by 2027
- Develop a Multi-Academy Trust
- Employer and stakeholder surveys showing high satisfaction levels.
- The College makes an outstanding contribution to skills which drives economic impact

Mission

"Prepare every learner for work, a rewarding career and life's opportunities"

- "By treating every student as the individual they are, with care, passion and understanding in a professional, contemporary and community-focused environment they'll value and enjoy"

The mission and values are re-affirmed by the Corporation annually.

Strategic Aims

The College has five strategic aims:

- Deliver continuous outstanding teaching, learning, and assessment to all learners and employers
- Create new and strengthen existing mutually beneficial partnerships to deliver the highest quality educational offer to increase economic prosperity.
- Continue to develop 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.
- Further enhance our 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 students, staff, and estate to support our aspirational goals.

Each strategic aim is supported by a set of strategic objectives against which the performance of the College is measured.

Report of the Corporation (continued)

OBJECTIVES AND STRATEGIES (continued)

Values

As a College we are committed to:

- Excellence and Innovation - Deliver outstanding results, sustainable careers and future leaders
- Collaborative Learning - Develop your knowledge and skills to prepare you for life and work
- Inclusion and Happiness - Celebrate the achievements and successes of all our communities
- Integrity and Accountability – Striving for the best in all we do

Our cross-cutting themes

In the daily life and work of Oaklands College there are embedded underlying principles which are encapsulated in four cross-cutting themes that underpin our thinking and practice:

- Our commitment to sustainability and the environment
- Our commitment to the happiness and wellbeing of our College community
- Our commitment to Digital Transformation
- Our commitment to equality, diversity and inclusivity

Financial objectives

The College's financial objectives in 2024/25 were to obtain a DfE financial health score of 'Good' and to generate an EBITDA of circa £2 million.

Performance against these objectives is reported to the Corporation during the year and following the year-end when the financial results are available.

Resources

The College has various resources that it deploys in pursuit of its strategic objectives.

Tangible resources include the two main College campuses.

Financial

The College has £79,264k (2023/24: £80,782k) of net assets including £nil (2023/24: £nil) defined benefit pension liability at 31st July 2025.

People

The College's average payroll during the year was 750 people (2023/24: 768), expressed as headcount, of whom 249 (2023/24: 249) were teaching staff.

Student numbers

In 2024/25 the College delivered activity that has produced £30,098k in funding body main allocation funding (2023/24 £27,198k). The College had 6,108 (2023/24: 6,570) funded and 1,239 (2023/24: 799) non-funded students.

Reputation

The College has a good reputation locally and nationally. Maintaining a quality brand is essential for the College's success in attracting students and enhancing external relationships.

Value for money

The Corporation and College are committed to obtaining value for money. Financial regulations are approved annually by the Corporation, with the purpose of providing assurances that the resources are being properly applied for the achievement of the College's strategic plan and business objectives.

Report of the Corporation (continued)

Compliance with the financial regulations is compulsory for all staff connected with the College.

Stakeholders

In line with other Colleges, Oaklands College has many stakeholders. These include:

- Students
- Staff
- Corporation Members
- Education sector funding bodies
- Local employers
- Local schools
- Local authorities including Hertfordshire County Council, St Albans City & District Council, Welwyn Hatfield Borough Council & Hertsmere Borough Council
- Skills Advisory Boards with local employers
- Hertfordshire Chamber of Commerce (LSIP)
- Job Centre Plus (DWP)
- Sports academies
- Hertfordshire Futures
- Other FE institutions
- University of Hertfordshire & other HE institutions
- Private training providers
- Charitable organisations
- Trade Unions
- Professional bodies
- The local MP and Lord-Lieutenant
- The local communities we serve

The College recognises the importance of these relationships and engages in regular communication with them through a variety of meetings, both formal and informal.

Public Benefit

Oaklands College is an exempt charity under Part 3 of the Charities Act 2011 and is regulated by the Secretary of State for Education. The members of the Corporation, who are trustees of the charity, are disclosed on pages 13 to 15.

In setting and reviewing the College's strategic objectives, the Corporation has had due regard for the Charity Commission's guidance on public benefit and particularly upon its supplementary guidance on the advancement of education. The guidance sets out the requirement that all organisations wishing to be recognised as charities must demonstrate, explicitly, that their aims are for the public benefit.

In delivering its mission, the College provides the following identifiable public benefits through the advancement of education:

- High quality teaching and learning
- Widening participation and tackling social exclusion
- Strong student support systems
- Excellent links with employers, stakeholders, industry and business to promote progression
- Financial sustainability
- Links with the Hertfordshire Futures (formally Hertfordshire Local Enterprise Partnership (LEP))
- Key role as a community asset and in supporting community well-being

Report of the Corporation (continued)

DEVELOPMENT AND PERFORMANCE

Financial results

The College generated a surplus before tax for the year of £489k (2023/24: deficit of £2,086k), with a total comprehensive deficit of £1,518k (2023/24: Deficit £2,308k).

Cash flows and liquidity

The College had a net outflow of cash and liquid resources in the year of £6,496k (2023/24: net outflow £14,581k).

Development

Tangible fixed asset additions during the year amounted to £15,077k (2023/24 £16,892k). This was split between freehold improvements of £213k (2023/24: £905k), equipment purchased of £3,494k (2023/24: £1,085k) and assets in the course of construction of £11,370k (2023/24 £14,902k). During the year several large-scale building projects were completed, and assets in the course of construction totalling £29,243k was transferred to a freehold buildings value of £28,563k and related equipment value of £680k.

Reserves

The College has accumulated general reserves of £79,264k (2023/24 £80,782k) and cash and short-term investment balances of £6,486k (2023/24: £12,982k).

Sources of income

The College has significant reliance on the education sector funding bodies for its principal funding source, largely from recurrent grants. In 2024/25 the funding bodies provided 71% (2023/24: 71%) of the College's total income.

Group companies

The College has one subsidiary company, Oaklands Commercial Ltd. No transactions went through Oaklands Commercial Ltd during the year and it remains dormant.

Streamlined Energy and Carbon Reporting

The College is committed to reducing its carbon emissions. Oaklands College has campuses in Welwyn Garden City and St Albans and a further training provision in Borehamwood. St Albans is the largest site

and comprises of residential, education and farm buildings. The campus has many old, inefficient converted agricultural buildings which are inefficient to run and use. The College has commenced a re-development programme to replace the existing old, poor condition buildings (many of which are uninsulated) with new builds which will offer greater space utilisation, be more sustainable and will improve energy efficiency.

FUTURE PROSPECTS

Future developments

The College is making significant investments in its facilities. A new residential building was completed in July 2020 providing 81 en-suite bedrooms for residential students. In November 2021, a new teaching building opened which provided 49 new classrooms. The College has now completed the next phase of capital development. A new 3,000 square-metre Construction Zone opened in October 2024 which supports the growing capacity needed in construction skills training for both young people & adults training. In addition, a 1,000 square-metre High-Performance Centre opened in March 2025, a cutting-edge facility designed to support the next generation of sporting talent. These buildings have been capitalised in 2024-2025.

Report of the Corporation (continued)

The College is now developing an extended estates masterplan for the next 10 years to include new facilities at both Welwyn and St Albans campuses.

Curriculum developments

Oaklands is a College driving the skills of the future. We are ambitious and continually seek to expand our 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 student 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 rich 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 that changes so fast, 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.

The College continues to provide a broad range of learning opportunities in all subject sector areas (placing emphasis on ensuring clear pathways of progression for students from pre-entry to higher education). The College has developed tailored programmes for the unemployed, including with the job centre plus, bringing together community services to collaborate effectively and support individuals in a more accessible way and has grown its provision for skills bootcamps to support the upskilling and reskilling of the local and regional workforce. The College has also continued to provide delivery of training in the workplace including the reintroduction of apprenticeship programmes.

In many subject areas, the College has maintained student numbers in its 16-19 vocational provision and has grown in areas linked to emerging skills needs such as construction and in our work with adult learners. The curriculum management team continues to place emphasis in furthering progression at all levels and in enabling students to progress to further and higher education or directly into employment as apprenticeships.

The College maintained its commitment to the provision of:

- A range of nationally recognised vocational certificate and diplomas from Entry 3 to Level 3
- A Levels across a range of subjects to complement but not unnecessarily replicate the provision of local schools and offered only in-line with our nationally renowned sports academy provision.
- Higher level skills programmes including higher technical qualification and professional training programmes
- Intermediate, Advanced and Higher Level Apprenticeships in a range of trades and vocations
- An extensive programme for students with learning difficulties and/or disabilities to meet a broad and diverse student need
- Professional body examinations to increase vocational competency for those seeking work and those in employment

Report of the Corporation (continued)

Financial plan

The College Corporation approved a financial plan in July 2024 which sets objectives for the 12 months to July 2025. The College plans to achieve a health rating of “good” or better.

Treasury policies and objectives

Treasury management is the management of the College’s cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks. The College has a separate treasury management policy in place.

Reserves Policy

The College has a reserves policy to maintain a minimum of £4m of cash reserves, half of which is for operating purposes, which is determined sufficient given the current funding methodology, where most of the income is known at the start of the year and costs are relatively evenly spread. The other half is to support one-off College needs as determined by the Corporation. At the year end the cash position was £6.5m.

PRINCIPAL RISKS AND UNCERTAINTIES

The College continues to develop and embed the system of internal control, including financial, operational and risk management which is designed to protect the College’s assets and reputation.

Based on the strategic objectives, the Senior Management Team undertakes a comprehensive review of the risks to which the College is exposed. They identify systems and procedures including specific preventable actions which should mitigate any potential impact on the College. In addition to the annual review, the Senior Management Team also regularly considers any risks which may arise as a result of a new area of work being undertaken by the College or as a result of emerging issues.

The risk management plan is maintained at College level and is reviewed monthly by the Senior Management Team and monitored by the Corporation and its Committees at each meeting throughout the year. The plan identifies the key risks, the likelihood of those risks occurring, their potential impact on the College and the actions being taken to reduce and mitigate the risks. Each risk is graded according to the level of risk (high, medium or low) and any movements in levels, removal of risks or addition of new risks are highlighted in the report to the Corporation.

The main risk factors affecting the College are outlined below along with the action taken to minimise them. Not all the factors are within the College’s control. Other factors besides those listed below may also adversely affect the College.

Report of the Corporation (continued)

1. Government funding

The College has considerable reliance on continued government funding through the further education sector funding bodies and through the OfS. In 2024/25, 71% (2023/24: 71%) of the College's revenue was publicly funded and this level of requirement is expected to continue. There can be no assurance that government policy or practice will remain the same or that public funding will continue at the same levels or on the same terms.

The College is aware of a number of issues which will or may impact on future funding:

- Devolution of adult skills budget and reductions in this non ring-fenced grant
- The requirements of the funding system for 16 -19 year old students in respect of Maths and English
- Demographics of 16-18 year olds
- Trends in the numbers of students (particularly 16 -19 year olds) seeking to study at College, as opposed to other routes such as remaining at secondary school
- Changes in 16-18 national funding rates
- The move towards T levels and the removal of existing L3 and below qualifications
- The introduction of more flexible lifelong learning opportunities for adults at L3, L4 and L5.
- The government's educational policy drive to develop Higher Technical Qualification (HTQ) at L4 & L5.

This risk is mitigated in a number of ways:

- By deriving funding through a number of direct and indirect contractual arrangements
- Ensuring the College is rigorous in delivering high quality education and training
- Seeking ways of more efficient delivery of teaching and learning and all support services
- Providing progression opportunities to existing students and maximising the recruitment of new students
- Ensuring that the College is focused on those priority sectors which will continue to benefit from public funding
- Maintaining regular dialogue with local authorities in respect of high needs students
- Developing effective links with employers and representative groups including the Local Enterprise Partnership to ensure the offer matches employer and skills needs
- Regular reviews of current and potential offerings and assets to ensure all potential income streams are maximised.
- A new Business Development team is actively reviewing potential income streams and increasing income from non-government grants.

2. Maintaining adequate funding of pension liabilities

The financial statements report the share of the Local Government Pension Scheme surplus / (deficit) onto the College's balance sheet in line with the requirements of FRS 102. At 31 July 2025, this was computed by the Scheme's actuary a surplus of £21,993k which, in accordance with FRS102, has not been recognised in these financial statements. FRS 102 sets out the basis under which the assets and liabilities of a defined benefit pension scheme must be valued by the Scheme's actuary and as a result the overall outcome can be subject to significant fluctuations between balance sheet dates and over a short period of time. The FRS 102 valuation is a snapshot at 31 July 2025.

The College has no involvement in the management of the Local Government Pension Scheme.

Report of the Corporation (continued)

3. Failure to maintain the financial viability of the College – income pressures and cost of living challenges

The College's current financial health grade is classed as "Good". The continuing challenge to the College's financial position remains the constraint on further education funding arising from the ongoing pressure on public spending and increasing cost pressures from inflation / increasing fuel and energy costs, whilst maintaining the student experience. This risk is mitigated in a number of ways:

- By rigorous budget setting procedures and sensitivity analysis
- Regular in year budget monitoring
- Robust financial control
- Exploring ongoing procurement efficiencies

4. Delivering an appropriate estates strategy

The College's current estates strategy was approved by the Corporation in 2021. This strategy was based on operating at two main campuses, St Albans and Welwyn Garden City and a small campus at Borehamwood.

The College developed a masterplan for the further re-development of the St Albans campus. 13.3 hectares of land was sold to Taylor Wimpey for the residential development of 348 houses. Proceeds from the sale were used to build a new teaching building, new student accommodation, a Construction Centre, a High-Performance Centre and other required works. The last two buildings, forming Phase Three of the Master Plan, were opened in October 2024 and March 2025. Accordingly, all remaining capital receipts have been spent and captured within these financial statements.

The College continues to progress with developing its estates and following a competitive process conducted in accordance with public procurement regulations, the College has entered into a land sale agreement with a developer. A twin-track planning application, comprising simultaneous outline and detailed submission, is currently in progress for the proposed residential development. Under the contractual terms, no financial benefit will accrue to the College until planning permission has been granted. Upon receipt, the proceeds will be applied to the College's approved capital programme, including the construction of new buildings, improvements to campus infrastructure and logistics, and other associated works. This investment is critical to address the condition of the existing estate, with approximately 50% of the College's building stock classified as condition C or D, requiring substantial refurbishment or demolition.

This risk is mitigated in a number of ways:

- A Corporation subcommittee, Estates and Infrastructure Committee, meets regularly to review progress against the estates strategy
- Frequent Client meetings with appointed Project Management company

Report of the Corporation (continued)

5. OFSTED rating

In September 2023, Oaklands College received a “Good” OFSTED rating and is now able to offer new apprenticeships.

In addition, in September 2024, the College received a “Good” OFSTED rating for the residential provision.

PERFORMANCE INDICATORS

In July 2024, the Corporation agreed the Key Performance Indicators (KPIs) for 2024/25. On a monthly basis, the College’s Senior Management Team reviews performance against the KPIs and takes action, where appropriate, to ensure that targets are met. Performance against the KPIs is monitored by the Corporation at each meeting throughout the year and formally reviewed annually to ensure adequate progress has been made. KPIs for the following year are also confirmed on an annual basis in the light of the previous year’s performance.

A robust system of monitoring KPIs is therefore embedded within the College’s management framework.

The College is committed to observing the importance of sector measures and indicators and uses the FE Choices data available on the Gov.UK website which looks at measures such as satisfaction surveys. The College is required to complete the annual financial returns for the Department for Education (“DfE”). The College is assessed by the DfE as having a “Good” financial health grading.

Payment performance

The Late Payment of Commercial Debts (Interest) Act 1998, which came into force on 1 November 1998, requires Colleges, in the absence of agreement to the contrary, to make payments to suppliers within 30 days of either the provision of goods or services or the date on which the invoice was received. The target set by the Treasury for payment to suppliers within 30 days is 95%. The College incurred no interest charges in respect of late payments to suppliers for the year 1 August 2024 to 31 July 2025.

EQUALITY AND DIVERSITY

The College is committed to achieving equality and diversity in an inclusive and supportive environment. There is zero tolerance to any form of behaviour which contravenes the policy.

The College’s Equality and Diversity objectives are published on the College’s website.

The College is committed to the promotion and implementation of equality and diversity in all of its activities as a provider of services, an employer and as a member of the community. The student experience is at the heart of all College policies and procedures and the College places great emphasis on access to education aiming to remove barriers in order to create a culture of inclusiveness.

The College welcomes diversity and recognises, values, celebrates and respects the many different contributions and needs of our students, staff and the communities we serve. We both celebrate and value the diversity brought to our workforce by individuals and believe that the College will benefit from engaging staff from a variety of backgrounds, thus allowing it to meet the needs of a diverse student population.

Report of the Corporation (continued)

The College treats all students and employees with respect and dignity and seeks to provide a positive learning and working environment free from direct or indirect discrimination, harassment or victimisation.

The College has committed to the “Mindful Employer” initiative to assist the mental health wellbeing of staff. All new staff receive Equality and Diversity training as part of their induction and refresher training is provided, as appropriate.

The College seeks to continuously challenge its values and practices to ensure that equality and diversity issues do not start and end with simply a policy statement.

Trade union facility time

The Trade Union (Facility Time Publication Requirements) Regulations 2017 require the college to publish information on facility time arrangements for trade union officials at the college.

Number of employees who were relevant union officials during the relevant period	FTE employee number
2	2

Percentage of time	Number of employees
0%	2
1-50%	
51-99%	
100%	

Total cost of facility time	£0k
Percentage of total bill spent on facility time	0.0%

Time spent on paid trade union activities as a percentage of total paid facility time	0.0%
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DISCLOSURE OF INFORMATION TO AUDITORS

The members who held office at the date of approval of this report confirm that, so far as they are each aware, there is no relevant audit information of which the College’s auditors are unaware; and each member has taken all the steps that he or she ought to have taken to be aware of any relevant audit information and to establish that the College’s auditors are aware of that information.

Report of the Corporation (continued)

GOING CONCERN

After making appropriate enquiries, the Corporation considers that the College has adequate resources to continue in operational existence for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing the financial statements.

Approved by order of the members of the Corporation on 15th January 2026 and signed on its behalf by:

A handwritten signature in black ink, appearing to read 'John O'Sullivan', with a stylized flourish at the end.

John O'Sullivan
Chair

Statement of Corporate Governance and Internal Control

The following statement is provided to enable readers of the annual report and financial statements of the College to obtain a better understanding of its governance and legal structure. This statement covers the year from 1st August 2024 to 31st July 2025 and up to the date of approval of the Annual Report and Financial Statements.

The College endeavours to conduct its business:

- i. in accordance with the seven principles identified by the Committee on Standards in Public Life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership);
- ii. in full accordance with the guidance to Colleges from the Association of Colleges in The Code of Good Governance for English Colleges ("The Code").

In the opinion of the members of the Corporation, the College complies with all the provisions of The Code, and it has complied throughout the year ended 31 July 2025. This opinion is based on an internal self-assessment review of compliance with the Code. The Corporation recognises that, as a body entrusted with both public and private funds, it has a particular duty to observe the highest standards of corporate governance at all times. In carrying out its responsibilities, Members take full account of the AoC's 'Code of Good Governance for English Colleges' (as formally adopted in August 2024).

The College is an exempt charity within the meaning of Part 3 of the Charities Act 2011. The members of the Corporation, who are also the Trustees for the purposes of the Charities Act 2011, confirm that they have had due regard for the Charity Commission's guidance on public benefit and that the required statements appear elsewhere in these financial statements.

The Corporation

The members who served on the Corporation during the 2024/25 year and up to the date of signature of this report were as follows:

Name	Date of Appointment	Term of Office from re / appointment	Date of resignation / expiry of term of office	Status of appointment	Committees Served	Attendance during the year*
Rob Payne	14.11.16 (reappointed 12.10.20 and 01.07.24)	1 year	13.11.25	External	Audit	6 of 6
					Estates and Infrastructure	2 of 5
					Corporation	7 of 8
Neil Myerson	13.02.17 (reappointed 11.02.19 and 12.12.22)	2 years	12.02.25	External	Search, Governance and Remuneration (Chair)	2 of 2
					Finance & Resources	2 of 2
					Corporation	3 of 3

Peter Thompson	12.02.18 (reappointed 12.07.21 and 03.07.23)	2 years	31.07.25	External (Chair until July 2025)	Finance and Resources	4 of 4
					Estates and Infrastructure	4 of 5
					Search, Governance and Remuneration	4 of 4
					Corporation	8 of 8
Jean Fawcett MBE	11.10.18 (reappointed 12.10.20)	4 years	10.10.24 - extended to 10.10.26. Reappointment dates 11.10.22 and 23.09.24	External	People	3 of 3
					Curriculum & Quality (Chair)	3 of 4
					Estates and Infrastructure	4 of 5
					Corporation	7 of 8
Philip Fulton	09.12.19 (reappointed 06.12.21 and 11.12.23)	2 years	08.12.25 Reappointed on 02.07.25 to 08.12.27	External	People	1 of 3
					Finance & Resources (Chair)	4 of 4
					Estates and Infrastructure (Chair)	5 of 5
					Corporation	4 of 8
John O'Sullivan	15.05.20 (reappointed 28.03.22 and 25.03.24)	2 years	14.05.26	External (Chair since August 2025)	People (Chair)	3 of 3
					Corporation	7 of 8
Andrew Slade	01.09.21	Ex-officio	Ex-officio	Principal & CEO	Search, Governance and Remuneration	3 of 3
					Finance and Resources	3 of 4
					Curriculum & Quality	4 of 4
					Estates and Infrastructure	5 of 5
					People	3 of 3
					Corporation	8 of 8
Professor Mairi Watson	14.06.21 (reappointed 27.03.23)	2 years	13.06.25 Reappointed on 22.05.25 to 13.06.27	External	Curriculum & Quality	4 of 4
					Corporation	4 of 8

Kevin Ibeh	27.09.21 (reappointed 03.07.23)	2 years	26.09.25	External	People	3 of 3
					Search, Governance and Remuneration	3 of 4
					Corporation	5 of 8
Katy Henderson	27.09.21 (reappointed 11.12.23)	2 years	26.09.25 Retired 31.12.24	External	Estates and Infrastructure	1 of 2
					Corporation	2 of 3
Simon Caunce	27.09.21 (reappointed 03.07.23)	2 years	26.09.25 Reappointed on 02.07.25 to 26.09.27	External	Audit	6 of 6
					People Cttee (Vice Chair)	1 of 2
					Corporation	6 of 8
Luke Parker	11.07.22	2 years	10.07.24	External (co-opted)	Audit (Chair)	4 of 4
					Corporation	4 of 5
Jamie Stevenson	12.12.22	2 years	12.12.24 Reappointed 23.09.24 to 11.12.26	External	C&Q	3 of 4
					Corporation	6 of 8
Richard Whitehead	01.01.23	2 years	31.12.24 Reappointed 23.09.24 to 31.12.26	External	Estates and Infrastructure	2 of 5
					Corporation	6 of 8
Deborah Caviel	25.03.24	2 years	25.03.26	Staff Governor	Audit	3 of 6
					Corporation	8 of 8
Sarah Furley	25.03.24	2 years	25.03.26	Staff Governor	Curriculum & Quality	4 of 4
					Corporation	6 of 8
Vince Glover	01.09.24	2 years	31.08.26	External	Curriculum & Quality	3 of 4
					Corporation	6 of 8
Chris Ford	01.09.24	2 years	31.08.26	External	Audit	5 of 6
					Corporation	7 of 8
Rob Birkett	01.09.24	2 years	31.08.26	External	Finance & Resources	4 of 4
Kalell Catling	01.09.24	1 year	31.07.25	Student Governor	Curriculum & Quality	2 of 3
					Corporation	2 of 2
Layla Buchner	01.09.24	1 year	31.07.25	Student Governor	Curriculum & Quality	4 of 4
					Corporation	5 of 8

* Including extraordinary meetings

Statement of Corporate Governance and Internal Control (continued)

The governance framework

It is the Corporation's responsibility to bring independent judgement to bear on issues of strategy, performance, resources and standards of conduct.

The Corporation is provided with regular and timely information on the overall financial performance of the College, together with other information such as performance against funding targets, proposed capital expenditure, quality matters and personnel-related matters such as health and safety and environmental issues. The Corporation meets at least once each term and also holds an annual strategy day and governors' conference.

The Corporation conducts its business through a number of committees. Each committee has terms of reference, which have been approved by the Corporation. These committees are: Curriculum and Quality, Finance and Resources, Audit, Search, Governance and Remuneration, People and Estates and Infrastructure.

Minutes of Corporation meetings, except those deemed to be confidential by the Corporation, are available (9 months after the meeting) on the College's website at www.oaklands.ac.uk or from the Clerk to the Corporation at:

Oaklands College
St Albans Campus
Hatfield Road
St Albans
AL4 0JA

The Clerk to the Corporation maintains a register of financial and personal interests of the governors. The register is available for inspection at the above address.

All governors are able to take independent professional advice in furtherance of their duties at the College's expense and have access to the Clerk to the Corporation, who is responsible to the Board for ensuring that all applicable procedures and regulations are complied with. The appointment, evaluation and removal of the Clerk are matters for the Corporation as a whole.

Formal agendas, papers and reports are supplied to governors in a timely manner, prior to Board meetings. Briefings are provided on an ad hoc basis.

The Corporation has a strong and independent non-executive element and no individual or group dominates its decision-making process. The Corporation considers that each of its non-executive members is independent of management and free from any business or other relationship which could materially interfere with the exercise of their independent judgement.

There is a clear division of responsibility in that the roles of the Chair and the Accounting Officer are separate.

Statement of Corporate Governance and Internal Control (continued)

Appointments to the Corporation

Any new appointments to the Corporation are a matter for the consideration of the Corporation as a whole. The Corporation has a Search, Governance & Remuneration Committee consisting of three external members of the Corporation and the Principal and CEO (except when meeting to consider remuneration), which is responsible for the selection and nomination of any new member for the Corporation's consideration. The Corporation is responsible for ensuring that appropriate training is provided as required.

Members of the Corporation are initially appointed for a term of office of two years. Subsequent appointments are ordinarily for additional terms of two years but may be for up to four years, subject to re-election and to statutory provisions relating to removal. Any term beyond eight years shall be subject to particularly rigorous annual review and shall take into account the need for progressive refreshing of the Corporation.

Corporation Performance

In our commitment to continuous improvement, we actively promoted a broad range of development opportunities for our Governors. This included a comprehensive suite of mandatory online training and engagement in sector-leading conferences, such as the ETF Student Governor Induction and the AELP Autumn Conference. Recognising the critical importance of safeguarding, we introduced a bespoke presentation delivered by the Head of Safeguarding, ensuring Governors have a thorough understanding of their legal responsibilities. An external review of governance in 2023 was undertaken by the Chair of West Suffolk College. Most recently, an internally run Corporation Effectiveness Review focusing on performance in 2024 and 2025 was undertaken.

Remuneration

The Search, Governance and Remuneration Committee is responsible for deciding the remuneration and benefits of the Accounting Officer and other key management personnel. (Note: No senior post holder is present for discussions regarding their own remuneration).

The College has adopted AoC's Senior Staff Remuneration Code, whilst complying with the OfS registration framework.

Details of remuneration for the year ended 31 July 2025 are set out in note 7 to the financial statements.

Statement of Corporate Governance and Internal Control (continued)

Audit Committee

The Audit Committee comprises three Corporation members (excluding the Chair of the Corporation and the Principal and CEO) and for 2024/25 will include a co-opted governor. The Committee operates in accordance with written terms of reference approved by the Corporation.

The Audit Committee meets four times per year and provides a forum for the reporting by the College's internal and external auditors, who have access to the Committee for independent discussion without the presence of College management. The Committee also receives and considers reports from the main FE funding bodies as they affect the College's business.

The College's internal auditors monitor the system of internal control, risk management controls and governance processes in accordance with an agreed plan of input and report their findings to management and the Audit Committee.

Management is responsible for the implementation of agreed audit recommendations and the internal audit service undertakes periodic follow-up reviews to ensure such recommendations have been implemented.

The Audit Committee also advises the Corporation on the appointment of internal auditors, reporting accountants and financial statements auditors and their remuneration for both audit and non-audit work as well as reporting annually to the Corporation.

The Audit Committee met four times in the year to 31 July 2025. Attendance records are shown above.

Internal control

Scope of responsibility

The Corporation is ultimately responsible for the College's system of internal control and for reviewing its effectiveness. However, such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives and can provide only reasonable and not absolute assurance against material misstatement or loss.

The Corporation has delegated the day-to-day responsibility to the Principal & CEO, as Accounting Officer, for maintaining a sound system of internal control that supports the achievement of the College's policies, aims and objectives, whilst safeguarding the public funds and assets for which the Principal & CEO is personally responsible, in accordance with the responsibilities assigned in the Funding Agreement between the College and the funding bodies. The Principal & CEO is also responsible for reporting to the Corporation any material weakness or breakdowns in internal control.

The purpose of the system of internal control

The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of College policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in the College for the year ended 31 July 2025 and up to the date of approval of the annual report and accounts.

Statement of Corporate Governance and Internal Control (continued)

Capacity to handle risk

The Corporation has reviewed the key risks to which the College is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Corporation is of the view that there is a formal ongoing process for identifying, evaluating and managing the College's significant risks that has been in place for the year ended 31 July 2025 and up to the date of approval of the annual report and financial statements. This process is annually reviewed by the Corporation.

The risk and control framework

The system of internal control is based on a framework of regular management information, administrative procedures including the segregation of duties, and a system of delegation and accountability. In particular, it includes:

- comprehensive budgeting systems with an annual budget which is reviewed and agreed by the Corporation
- regular reviews by the Corporation of periodic and annual financial reports which indicate financial performance against forecasts
- setting targets to measure financial and other performance
- clearly defined capital investment control guidelines; and
- the adoption of formal project management disciplines where appropriate.

Oaklands College has an internal audit service which operates in accordance with the requirements of the DfE's Post 16 Audit Code of Practice. The work of the internal audit service is informed by an analysis of the risks to which the College is exposed, and annual internal audit plans are based on this analysis. The analysis of risks and the internal audit plans are endorsed by the Corporation on the recommendation of the Audit Committee. At a minimum, annually, Head of Internal Audit provides the Corporation with a report on internal audit activity in the College, includes an independent opinion on the adequacy and effectiveness of the College's system of risk management, controls and governance processes.

Risks faced by the Corporation

The principal risks affecting the College are summarised in the strategic report.

The College's risk management policy and risk register are the mechanisms through which the Corporation identifies, evaluates and manages risk. The risk register is reviewed by the Senior Management Team on a regular basis and the Corporation committees review the risks related to their remit at each meeting. The Corporation receives the outcome of the committee level reviews and evaluates the details of the likelihood of key operational, financial, compliance and other risks. The Audit Committee receives the overarching risk register to maintain oversight of the process as a whole.

Through this process, the risk register evolves and is maintained as a 'live' document throughout the year. An annual review and process of identifying new and emerging risks takes place at the end of each year, in readiness for the start of the next academic year. The College's risk management processes were also subject to an internal audit in 2023/24.

Statement of Corporate Governance and Internal Control (continued)

Responsibilities under accountability agreements

The Department for Education introduced new controls for the college on 29 November 2022 on the day that the Office for National Statistics reclassified colleges as public sector organisations in the national accounts. DfE issued a college finance handbook in March 2024 which set out rules for the 2024-5 academic year. The College has reviewed its policies, procedures and approval processes in line with these new requirements to ensure there are systems in place to identify and handle any transactions for which DfE approval is required.

Statement from the Audit Committee

The Audit Committee has advised the board of governors that the Corporation has an effective framework for governance and risk management in place. The audit committee believes the Corporation has effective internal controls in place.

Review of effectiveness

As Accounting Officer, the Principal and CEO has responsibility for reviewing the effectiveness of the system of internal control. Their review of the effectiveness of the system of internal control is informed by:

- the work of the internal auditors
- the work of the executive managers within the College who have responsibility for the development and maintenance of the internal control framework
- comments made by the College's financial statements auditors, the reporting accountant for regularity assurance, the appointed funding auditors (for colleges subject to funding audit) in their management letters and other reports.

The Accounting Officer has been advised on the implications of the result of their review of the effectiveness of the system of internal control by the Audit Committee, which oversees the work of the internal auditor and other sources of assurance, and a plan to address weaknesses and ensure continuous improvement of the system is in place.

The senior management team receives reports setting out key performance and risk indicators and considers possible control issues brought to their attention by early warning mechanisms, which are embedded within the departments and reinforced by risk awareness training. The senior management team and the Audit Committee also receive regular reports from internal audit and other sources of assurance, which include recommendations for improvement.

The Audit Committee's role in this area is confined to a high-level review of the arrangements for internal control. The corporation's agenda includes a regular item for consideration of risk and control and receives reports thereon from the senior management team and the Audit Committee. The emphasis is on obtaining the relevant degree of assurance and not merely reporting by exception. At its December 2025 meeting, the corporation carried out the annual assessment for the year ended 31 July 2025 by considering documentation from the senior management team and internal audit and taking account of events since 31 July 2025.

Based on the advice of the Audit Committee and the Principal and Chief Executive, the Corporation is of the opinion that the College has an adequate and effective framework for governance, risk management and control, and has fulfilled its statutory responsibility for "the effective and efficient use of resources, the solvency of the institution and the body and the safeguarding of their assets".

Statement of Corporate Governance and Internal Control (continued)

Approved by order of the members of the Corporation on 15th January 2026 and signed on its behalf by:



John O'Sullivan
Chair



Andrew Slade
Accounting Officer

Oaklands College, Hertfordshire

Statement of regularity, propriety and compliance

As accounting officer of the Corporation of Oaklands College I confirm that I have had due regard to the framework of authorities governing regularity, propriety and compliance, including the College's accountability agreement with DfE, and the requirements of the College Financial Handbook.

I have also considered my responsibility to notify the Corporation's board of governors and DfE of material irregularity, impropriety and noncompliance with terms and conditions of all funding.

I confirm that I, and the Board of governors, are able to identify any material irregular or improper use of all funds by the Corporation, or material non-compliance with the framework of authorities.

I confirm that no instances of material irregularity, impropriety or non-compliance have been discovered to date. If any instances are identified after the date of this statement, these will be notified to the board of governors and DfE.



Andrew Slade
Accounting Officer
15th January 2026

Oaklands College, Hertfordshire

Statement of responsibilities of the members of the Corporation

The members of the Corporation are required to present audited financial statements for each financial year.

Within the terms and conditions of the College's accountability agreement, funding agreements and contracts with ESFA and DfE, the Corporation is required to prepare financial statements which give a true and fair view of the financial performance and position of the Corporation for the relevant period. Corporations must also prepare a strategic report which includes an operating and financial review for the year. The bases for the preparation of the financial statements and strategic report are the Statement of Recommended Practice – Accounting for Further and Higher Education, DfE's College Accounts Direction and the UK's Generally Accepted Accounting Practice. In preparing the financial statements, the Corporation is required to:

In preparing the financial statements, the Corporation is required to:

- select suitable accounting policies and apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- assess whether the Corporation is a going concern, noting the key supporting assumptions, qualifications or mitigating actions, as appropriate (which must be consistent with other disclosures in the accounts and auditor's report), and
- prepare financial statements on the going concern basis unless it is inappropriate to assume that the Corporation will continue in operation

The Corporation is also required to prepare a strategic report, in accordance with paragraphs 3.23 to 3.27 of the FE and HE SORP, that describes what it is trying to do and how it is going about it, including information about the legal and administrative status of the Corporation.

The Corporation is responsible for keeping proper accounting records which disclose, with reasonable accuracy at any time, the financial position of the Corporation and which enable it to ensure that the financial statements are prepared in accordance with relevant legislation including the Further and Higher Education Act 1992 and Charities Act 2011 (as amended), and relevant accounting standards. It is responsible for taking steps that are reasonably open to it to safeguard its assets and to prevent and detect fraud and other irregularities. The Corporation is responsible for the maintenance and integrity of its website(s); the work carried out by auditors does not involve consideration of these matters and, accordingly, auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the Corporation are responsible for ensuring that expenditure and income are applied for the purposes intended and that the financial transactions conform to the authorities that govern them. In addition, they are responsible for ensuring that funds from ESFA, DfE, and any other public funds, are used only in accordance with the accountability agreement, funding agreements and contracts and any other conditions, that may be prescribed from time to time by DfE, or any other public funder, including that any transactions entered into by the Corporation are within the delegated authorities set out in the College Financial Handbook. On behalf of the Corporation, the Chair of the Board of governors is responsible for discussing the accounting officer's statement of regularity, propriety and compliance with the accounting officer.

Oaklands College, Hertfordshire

Members of the Corporation must ensure that there are appropriate financial and management controls in place to safeguard public and other funds and ensure they are used properly. In addition, members of the Corporation are responsible for securing economic, efficient and effective management of the Corporation's resources and expenditure so that the benefits that should be derived from the application of public funds from DfE, ESFA and other public bodies are not put at risk.

Approved by order of the members of the corporation on 15th January 2026 and signed on its behalf by:

A handwritten signature in black ink, appearing to read 'John O'Sullivan', written in a cursive style.

John O'Sullivan
Chair of Governors

Oaklands College, Hertfordshire

Independent Auditor's Report to the Corporation of Oaklands College

Opinion

We have audited the financial statements of Oaklands College for the year ended 31 July 2025 which comprise the College statement of comprehensive income and expenditure, the College statement of changes in reserves and balance sheets, the statement of cash flows, the principal accounting policies, and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice) and the College Accounts Direction 2024 to 2025 issued by the Department for Education (DfE).

In our opinion, the financial statements:

- give a true and fair view of the state of the College's affairs as at 31 July 2025 and of its financial performance and cash flows for the year then ended;
- have been prepared in accordance with UK Generally Accepted Accounting Practice, the Statement of Recommended Practice: Accounting for Further and Higher Education and the College Accounts Direction 2024 to 2025 issued by the DfE;
- In all material respects, funds from whatever source administered by the College for specific purposes have been properly applied to those purposes and managed in accordance with relevant legislation;
- in all material respects, funds provided by the OfS, UK Research and Innovation (including Research England) and the Department for Education have been applied in accordance with the relevant terms and conditions; and
- the requirements of OfS's accounts direction have been met.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the College in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the members of the Corporation's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the College's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the members of the Corporation with respect to going concern are described in the relevant sections of this report.

Oaklands College, Hertfordshire

Independent Auditor's Report to the Corporation of Oaklands College (continued)

Other information

The other information comprises the information included in the annual report, including the Report of the Corporation, other than the financial statements and our auditor's report thereon. The members of the Corporation are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the College and its environment obtained in the course of the audit, we have not identified material misstatements in the annual report.

We have nothing to report in respect of the following matters in relation to which the Framework and guide for external auditors and reporting accountants of colleges issued by the DfE requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns; or
- all the information and explanations required for the audit were not received.

We have nothing to report in respect of the following matter in relation to which the Office for Students requires us to report to you, if in our opinion:

- The College's grant and fee income, as disclosed in Note 2 to these financial statements has been materially misstated.

Responsibilities of the Corporation

As explained more fully in the statement of responsibilities of members of the Corporation on page 23, the members of the Corporation are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the members of the Corporation determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Independent Auditor's Report to the Corporation of Oaklands College (continued)

In preparing the financial statements, the members of the Corporation are responsible for assessing the College's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the members of the Corporation either intend to liquidate the College or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but it is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the College through discussions with management, and from our knowledge and experience of the Further Education sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the College, including the College Accounts Direction 2024 to 2025 issued by the DfE, the Accounts Direction issued by the OfS, Further and Higher Education Act 1992, funding agreements with the DfE and associated funding rules, DfE regulations, data protection legislation, anti-bribery, safeguarding, employment, health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the College's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

Oaklands College, Hertfordshire

Independent Auditor's Report to the Corporation of Oaklands College (continued)

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions; and
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of Corporation meetings;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing any available correspondence with HMRC and the College's legal advisors (although none was noted as being received by the College).

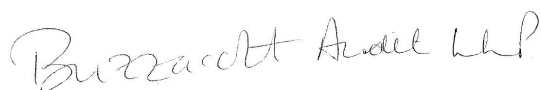
There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the members of the Corporation and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Corporation, as a body, in accordance with the College's Articles of Government. Our audit work has been undertaken so that we might state to the Corporation those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the College and the Corporation as a body, for our audit work, for this report, or for the opinions we have formed.



Buzzacott Audit LLP
Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 15 January 2026

Buzzacott Audit LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Oaklands College, Hertfordshire

Independent Reporting Accountant's Report on Regularity

To: The Corporation of Oaklands College and the Secretary of State for Education

In accordance with the terms of our engagement letter dated 9 June 2025 and further to the requirements of Department for Education (DfE) as included in the extant Framework and Guide for External Auditors and Reporting Accountants of Colleges, we have carried out an engagement to obtain limited assurance about whether anything has come to our attention that would suggest, in all material respects, the expenditure disbursed and income received by Oaklands College during the period 1 August 2024 to 31 July 2025 have not been applied to the purposes identified by Parliament and the financial transactions do not conform to the authorities which govern them.

This report is made solely to the Corporation of Oaklands College and the Secretary of State for Education in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to the Corporation of Oaklands College and the Secretary of State those matters we are required to state in a report and for no other purpose. To the fullest extent permitted by law, we do not accept, or assume, responsibility to anyone other than the Corporation of Oaklands College and the Secretary of State for our work, for this report, or for the conclusion we have formed.

Respective responsibilities of Oaklands College and the reporting accountant

The Accounting Officer is responsible, under the requirements of the Corporation's accountability agreement with the Secretary of State for Education and the College Financial Handbook, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament, and that the financial transactions conform to the authorities which govern them.

Our responsibilities for this engagement are established in the United Kingdom by our profession's ethical guidance and are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the extant Framework and Guide for External Auditors and Reporting Accountants of Colleges. We report to you whether anything has come to our attention in carrying out our work, which suggests that in all material respects, expenditure disbursed and income received during the period 1 August 2024 to 31 July 2025 have not been applied for the purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

Oaklands College, Hertfordshire

Independent Reporting Accountant's Report on Regularity (continued)

Approach

We conducted our engagement in accordance with the Framework and Guide for External Auditors and Reporting Accountants of Colleges issued by DfE, which requires a limited assurance engagement, as set out in our engagement letter.

The objective of a limited assurance engagement is to perform such procedures as to obtain information and explanations in order to provide us with sufficient appropriate evidence to express a negative conclusion on regularity. A limited assurance engagement is more limited in scope than a reasonable assurance engagement and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in a reasonable assurance engagement. Accordingly, we do not express a positive opinion.


Our engagement includes examination, on a test basis, of evidence relevant to the regularity and propriety of the corporation's income and expenditure.

The work undertaken to draw to our conclusion includes:

- An assessment of the risk of material irregularity and impropriety across all of the College's activities;
- Further testing and review of the areas identified through the risk assessment including enquiry, identification of control processes and examination of supporting evidence across all areas identified as well as additional verification work where considered necessary; and
- Consideration of evidence obtained through the work detailed above and the work completed as part of our financial statements audit in order to support the regularity conclusion.

Conclusion

In the course of our work, nothing has come to our attention which suggests that in all material respects, the expenditure disbursed and income received during the period 1 August 2024 to 31 July 2025 has not been applied to purposes intended by Parliament, and the financial transactions do not conform to the authorities that govern them.



Buzzacott Audit LLP
Chartered Accountants,
130 Wood Street,
London
EC2V 6DL

Date: 15 January 2026

Oaklands College, Hertfordshire

Statement of Comprehensive Income

	Note	Year ended 31 July 2025 £'000	Year ended 31 July 2024 £'000
INCOME			
Funding body grants	2	32,569	28,383
Tuition fees and education contracts	3	9,033	7,145
Other grants and contracts	4	1,370	515
Other income	5	2,218	2,393
Investment income	6	822	1,266
Total income		46,012	39,702
EXPENDITURE			
Staff costs	7	29,807	28,182
Other operating expenses	8	11,661	10,898
Depreciation	11	4,000	2,777
Interest and other finance costs	9	55	82
Total expenditure		45,523	41,939
Surplus/(deficit) before other gains and		489	(2,237)
Exceptional items		-	-
Impairment in investment asset	12	-	151
Surplus/(deficit) before tax		489	(2,086)
Taxation	10	-	-
Surplus/(deficit) for the year		489	(2,086)
Pension schemes actuarial loss	21	(2,007)	(222)
Total Comprehensive deficit for the year		(1,518)	(2,308)

Excluding movements on the defined benefit pension liability, and other non-recurring items, the "operational" deficit for the year was £643k (2024 - £2,965k deficit), as reconciled below.

	2025 £'000	2024 £'000
Total Comprehensive deficit for the year	(1,518)	(2,308)
Less: LGPS actuarial loss / (gain)	1,187	810
Add: LGPS service cost adjustment	(510)	(345)
Less: LGPS interest income adjustment	(677)	(465)
Less: Enhanced Pension Provision actuarial loss/(gain)	820	(588)
Add: Enhanced Pension Provision interest	55	82
Add: Impairment on investments	-	(151)
Operational deficit for the year	(643)	(2,965)

Oaklands College, Hertfordshire

Statement of Changes in Reserves for the year ended 31 July 2025

	Income and expenditure account	Revaluation Reserve	Total Unrestricted Reserves
	£'000	£'000	£'000
Balance at 1 August 2023	74,722	8,368	83,090
Deficit from the income and expenditure account	(2,086)	-	(2,086)
Other comprehensive income	(222)	-	(222)
Transfers between revaluation and income and expenditure reserves	50	(50)	-
Total comprehensive expense for the year	(2,258)	(50)	(2,308)
Balance at 31 July 2024	72,464	8,318	80,782
Surplus from the income and expenditure account	489	-	489
Other comprehensive income	(2,007)	-	(2,007)
Transfers between revaluation and income and expenditure reserves	50	(50)	-
Total comprehensive expense for the year	(1,468)	(50)	(1,518)
Balance at 31 July 2025	70,996	8,268	79,264

Oaklands College, Hertfordshire

Balance Sheet as at 31 July 2025

	Note	2025 £'000	2024 £'000
Non current assets			
Tangible Fixed assets	11	94,031	83,791
Investments	12	-	-
		94,031	83,791
Current assets			
Stocks		112	112
Trade and other receivables	13	3,198	3,890
Cash and cash equivalents	17	6,486	12,982
		9,796	16,984
Creditors – amounts falling due within one year	14	(5,750)	(10,757)
Net current assets		4,046	6,227
Total assets less current liabilities		98,077	90,018
Creditors – amounts falling due after more than one year	15	(17,008)	(8,088)
Provisions			
Defined benefit surplus/(obligations)	16	-	-
Other provisions	16	(1,805)	(1,148)
Total net assets		79,264	80,782
Unrestricted Reserves			
Income and expenditure account		70,996	72,464
Pension Reserve		-	-
Revaluation reserve		8,268	8,318
Total unrestricted reserves		79,264	80,782

The financial statements on pages 31 to 57 were approved and authorised for issue by the Corporation on 15th January 2026 and were signed on its behalf on that date by:



John O'Sullivan
Chair



Andrew Slade
Accounting Officer

Oaklands College, Hertfordshire

Statement of Cash Flows

		Year ended 31 July 2025	Year ended 31 July 2024
	Note	£'000	£'000
Cash flow from operating activities			
Surplus/(deficit) for the year		489	(2,086)
Adjustment for non-cash items			
Depreciation		4,000	2,777
Net impact of settlement of joint ventures		-	109
Decrease / (Increase) in stocks		-	2
(Increase) / decrease in debtors		692	(1,456)
Increase / (decrease) in creditors due within one year		(5,007)	4,316
Increase / (decrease) in creditors due after one year		8,920	(248)
Increase / (decrease) in provisions		657	(1,114)
Pensions costs less contributions payable		(510)	(345)
Pension finance income		(677)	465
Adjustment for investing or financing activities			
Investment income		(145)	(801)
Loss on sale of fixed assets		6	-
Net cash flow provided by operating activities		<u>8,425</u>	<u>1,619</u>
Cash flows from investing activities			
Proceeds from sale of fixed assets		11	-
Net impact of settlement of joint ventures		-	(109)
Investment income		145	801
Payments made to acquire fixed assets		(15,077)	(16,892)
Net cash flow used in investing activities		<u>(14,921)</u>	<u>(16,200)</u>
(Decrease) in cash & cash equivalents in the year		<u>(6,496)</u>	<u>(14,581)</u>
Cash and cash equivalents at beginning of the year	17	12,982	27,563
Cash and cash equivalents at end of the year	17	<u>6,486</u>	<u>12,982</u>

Oaklands College, Hertfordshire

Notes to the Financial Statements

1 Statement of accounting policies and estimation techniques

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial statements.

Basis of preparation

These financial statements have been prepared in accordance with the *Statement of Recommended Practice: Accounting for Further and Higher Education 2019* (the 2019 FE HE SORP), the *College Accounts Direction for 2021 to 2022* and in accordance with Financial Reporting Standard 102 – “*The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland*” (FRS 102). The College is a public benefit entity and has therefore applied the relevant public benefit requirements of FRS 102.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the College’s accounting policies.

Basis of accounting

The financial statements are prepared in accordance with the historical cost convention as modified by the use of previous valuations.

Basis of consolidation

The consolidated financial statements include the College and its wholly owned subsidiary, Oaklands Commercial Limited, which was dormant during the year. In accordance with FRS 102, the activities of the student union have not been consolidated because the College does not control those activities.

Going concern

The activities of the College, together with the factors likely to affect its future development and performance are set out in the Report of the Corporation. The financial position of the College, its cashflow, liquidity and borrowings are presented in the Financial Statements and accompanying notes.

Given the level of reserves of £79m, positive working capital at 31 July 2025 and future plans, members of the Corporation deem going concern basis to be adequate in the preparation of its Financial Statements.

Recognition of income

Government revenue grants include funding body recurrent grants and other grants and are accounted for under the accrual model as permitted by FRS 102. Funding body recurrent grants are measured in line with best estimates for the period of what is receivable and depend on the particular income stream involved. Any under or over achievement for the Adult Education Budget is adjusted for and reflected in the level of recurrent grant recognised in the income and expenditure account. The final grant income is normally determined with the conclusion of the year end.

Oaklands College, Hertfordshire

Notes to the Financial Statements (continued)

1 Statement of accounting policies and estimation techniques (continued)

reconciliation process with the funding body following the year end, and the results of any funding audits. 16-18 learner-responsive funding is not normally subject to reconciliation and is therefore not subject to contract adjustments.

The recurrent grant from the OfS represents the funding allocations attributable to the current financial year and is credited direct to the Statement of Comprehensive Income.

Grants from non-government sources are recognised in income when the College is entitled to the income and performance related conditions have been met. Income received in advance of performance related conditions being met is recognised as deferred income within creditors on the balance sheet and released to income as the conditions are met.

Government capital grants are capitalised, held as deferred income and recognised in income over the expected useful life of the asset, under the accrual method as permitted by FRS 102. Other, non-governmental, capital grants are recognised in income when the College is entitled to the funds subject to any performance related conditions being met.

Income from tuition fees is stated gross of any expenditure which is not a discount and is recognised in the period for which it is received.

All income from short-term deposits is credited to the Statement of Comprehensive Income in the period in which it is earned on a receivable basis.

The College acts as an agent in the collection and payment of 16-18 bursary grants. Related payments received from the funding bodies and subsequent disbursements to students are excluded from the income and expenditure of the College where the College is exposed to minimal risk or enjoys minimal economic benefit related to the transaction.

Accounting for post-employment benefits

Post-employment benefits to employees of the College are principally provided by the Teachers' Pension Scheme (TPS) and the Local Government Pension Scheme (LGPS). These are defined benefit plans, which are externally funded and contracted out of the State Second Pension.

The TPS is an unfunded scheme. Contributions to the TPS are calculated so as to spread the cost of pensions over employees' working lives with the College in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by qualified actuaries on the basis of valuations using a prospective benefit method. The TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution plan and the contributions recognised as an expense in the income statement in the periods during which services are rendered by employees.

The LGPS is a funded scheme. The assets of the LGPS are measured using closing fair values. LGPS liabilities are measured using the projected unit credit method and discounted at the current rate of return on a high-quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability is also recognised in the Statement of Comprehensive Income and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference

Oaklands College, Hertfordshire

Notes to the Financial Statements (continued)

1 Statement of accounting policies and estimation techniques (continued)

between the interest income on the scheme assets and the actual return on the scheme assets is recognised in interest and other finance costs. Actuarial gains and losses are recognised immediately in actuarial gains and losses.

Short term Employment benefits

Short term employment benefits such as salaries and compensated absences (holiday pay) are recognised as an expense in the year in which the employees render service to the College. Any unused benefits are accrued and measured as the additional amount the College expects to pay as a result of the unused entitlement.

Enhanced Pensions

The actual cost of any enhanced ongoing pension to a former member of staff is paid by the College annually. An estimate of the expected future cost of any enhancement to the ongoing pension of a former member of staff is charged in full to the College's Statement of Comprehensive Income in the year that the member of staff retires. In subsequent years a charge is made to provisions in the balance sheet using the enhanced pension spreadsheet provided by the funding bodies.

Non-current Assets – Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses.

Land and buildings

Land and buildings inherited from the Local Education Authority (LEA) are stated in the balance sheet at valuation on the basis of depreciated replacement cost or, where appropriate, open market value for existing use. Buildings constructed or improvements made since incorporation are included in the balance sheet at cost.

Freehold buildings are depreciated over their expected useful economic life to the College of between 20 and 50 years. Leasehold improvements are depreciated over the period of the lease. The College has a policy of depreciating major adaptations to buildings over the period of their useful economic life of between 20 and 50 years.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying amount of any fixed asset may not be recoverable.

On adoption of FRS 102, the College followed the transitional provision to retain the book value of land and buildings, which were revalued on incorporation in 1992 but not to adopt a policy of revaluations of these properties in the future.

Assets under construction

Assets under construction are accounted for at cost, the value of architects' certificates where applicable, and other direct costs incurred to 31 July. They are not depreciated until they are brought into use.

Oaklands College, Hertfordshire

Notes to the Financial Statements (continued)

1 Statement of accounting policies and estimation techniques (continued)

Subsequent expenditure on existing fixed assets

Where significant expenditure is incurred on tangible fixed assets after initial purchase it is charged to income in the period it is incurred, unless it increases the future benefits to the College, in which case it is capitalised and depreciated on the relevant basis.

Equipment

Equipment costing less than £1,000 per individual item is recognised as expenditure in the period of acquisition. All other equipment is capitalised at cost.

Capitalised equipment is depreciated on a straight-line basis over its remaining useful economic life as follows:

- | | |
|------------------------------------|-----------|
| • Plant and machinery | 5 years |
| • Vehicles | 7 years |
| • Computer equipment | 3-4 years |
| • Other equipment | 4 years |
| • Furniture, fixtures and fittings | 7 years |

Leased assets

Costs in respect of operating leases are charged on a straight-line basis over the lease term to the Statement of Comprehensive Income. Any lease premiums or incentives relating to leases signed after 1 August 2014 are spread over the minimum lease term.

Leasing agreements which transfer to the College substantially all the benefits and risks of ownership of an asset are treated as finance leases.

Assets held under finance leases are recognised initially at the fair value of the leased asset (or, if lower, the present value of minimum lease payments) at the inception of the lease. The corresponding liability to the lessor is included in the balance sheet as a finance lease obligation. Assets held under finance leases are included in tangible fixed assets and depreciated and assessed for impairment losses in the same way as owned assets.

Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding liability. The finance charges are allocated over the period of the lease in proportion to the capital element outstanding.

Investments

Investments in subsidiaries

Investments in subsidiaries are accounted for at cost less impairment in the individual financial statements.

Investments in joint ventures

The College accounts for joint ventures at cost less impairment. At the end of each reporting period investments in joint ventures are assessed for objective impairment. If an investment is impaired the impairment loss is the difference between the carrying amount and the present value of the estimated future cash flows. The impairment loss is recognised in profit or loss.

Oaklands College, Hertfordshire

Notes to the Financial Statements (continued)

1 Statement of accounting policies and estimation techniques (continued)

Inventories

Inventories are stated at the lower of their cost and net realisable value, being selling price less costs to complete and sell. Where necessary, provision is made for obsolete, slow-moving and defective items.

Cash and cash equivalents

Cash includes cash in hand, deposits repayable on demand and overdrafts. Deposits are repayable on demand if they are in practice available within 24 hours without penalty.

Cash equivalents are short term, highly liquid investments that are readily convertible to known amounts of cash with insignificant risk of change in value. An investment qualifies as a cash equivalent when it has maturity of 3 months or less from the date of acquisition.

Financial assets

Basic financial assets, including trade and other receivables, cash and bank balances and investments in commercial paper, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Such assets are subsequently carried at amortised cost using the effective interest method.

At the end of each reporting period financial assets measured at amortised cost are assessed for objective impairment. If an asset is impaired the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

Financial liabilities and equity

Financial liabilities and equity are classified according to the substance of the financial instrument's contractual obligations, rather than the financial instrument's legal form.

All loans, investments and short-term deposits held by the Group are classified as basic financial instruments in accordance with FRS 102. These instruments are initially recorded at the transaction price less any transaction costs (historical cost). FRS 102 requires that basic financial instruments are subsequently measured at amortised cost, however the Group has calculated that the difference between the historical cost and amortised cost basis is not material and so these financial instruments are stated on the balance sheet at historical cost. Loans and investments that are payable or receivable within one year are not discounted.

Oaklands College, Hertfordshire

Notes to the Financial Statements (continued)

1 Statement of accounting policies and estimation techniques (continued)

Taxation

The College is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the College is potentially exempt from taxation in respect of income or capital gains received within categories covered by sections 478-488 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

The College is partially exempt in respect of Value Added Tax, so that it can only recover a percentage of the VAT charged on its inputs, calculated according to an HMRC-approved special method. Irrecoverable VAT on inputs is included in the costs of such inputs and added to the cost of tangible fixed assets as appropriate, where the inputs themselves are tangible fixed assets by nature.

The College's subsidiary company is subject to corporation tax and VAT in the same way as any commercial organisation.

Provisions and contingent liabilities

Provisions are recognised when the Group has a present legal or constructive obligation as a result of a past event, it is probable that a transfer of economic benefit will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Where the effect of the time value of money is material, the amount expected to be required to settle the obligation is recognised at present value using a pre-tax discount rate. The unwinding of the discount is recognised as a finance cost in the statement of comprehensive income in the period it arises.

A contingent liability arises from a past event that gives the Group a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the Group. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required or the amount of the obligation cannot be measured reliably.

Contingent liabilities are not recognised in the balance sheet but are disclosed in the notes to the financial statements.

Judgements in applying accounting policies and key sources of estimation uncertainty

In preparing these financial statements, management have made the following judgements:

- Determining whether leases entered into by the Group either as a lessor or a lessee are operating or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis.
- Determine whether there are indicators of impairment of the group's tangible assets, including goodwill. Factors taken into consideration in reaching such a decision include the economic viability and expected future financial performance of the asset and where it is a component of a larger cash-generating unit, the viability and expected future performance of that unit.

Oaklands College, Hertfordshire

Notes to the Financial Statements (continued)

1 Statement of accounting policies and estimation techniques (continued)

Judgements in applying accounting policies and key sources of estimation uncertainty (continued)

Other key sources of estimation uncertainty:

- *Tangible fixed assets*

Tangible fixed assets, other than investment properties, are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as technological innovation and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.

- *Local Government Pension Scheme*

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 21, will impact the carrying amount of the pension liability. Furthermore, a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2022 has been used by the actuary in valuing the pensions liability at 31 July 2025. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

2 Funding body grants

	Year ended 31 July	
	2025	2024
	£'000	£'000
Recurrent grants		
Department for Education – adult	2,946	2,833
Department for Education – 16-18	27,022	24,305
Office for Students	130	60
Specific grants		
Department for Education	537	39
Releases of government capital grants	920	362
Teachers' Pension Scheme contribution grant	1,014	784
Total	32,569	28,383

Grant and Fee income received for Higher Education courses at Level 4 and above was as follows:

	Year ended 31 July	
	2025	2024
	£'000	£'000
Grant income from Office for Students (per note 2	130	60
Fee income for taught awards	1,383	1,644
Total	1,513	1,704

Oaklands College, Hertfordshire

Notes to the Financial Statements (continued)

3 *Tuition fees and education contracts*

	Year ended 31 July	
	2025	2024
	£'000	£'000
Adult education fees	632	662
Apprenticeship fees and contracts	402	16
Fees for FE loan supported courses	76	106
Fees for HE loan supported courses	1,383	1,644
Total tuition fees	2,493	2,428
Education contracts	6,540	4,717
Total	9,033	7,145

4 *Other grants and contracts*

	Year ended 31 July	
	2025	2024
	£'000	£'000
Other grants and contracts	1,370	515
Total	1,370	515

5 *Other income*

	Year ended 31 July	
	2025	2024
	£'000	£'000
Catering and residences	686	573
Other income generating activities	790	609
Miscellaneous income	742	1,211
Total	2,218	2,393

Oaklands College, Hertfordshire

Notes to the Financial Statements (continued)

6 Investment income

	Year ended 31 July	
	2025	2024
	£'000	£'000
Bank interest receivable	145	801
Pension finance income	677	465
Total	822	1,266

7 Staff costs

The average number of persons (including key management personnel) employed by the College during the year, described as headcount, was:

	2025	2024
	No.	No.
Teaching staff	249	249
Non-teaching staff	501	519
	750	768

Staff costs for the above persons

	2025	2024
	£'000	£'000
Wages and salaries	21,095	19,894
Social security costs	2,177	1,919
Other pension costs (including FRS 102 credit of £510k (2023/24: £345k))	4,275	3,913
Payroll sub total	27,547	25,726
Contracted out staffing costs	1,897	2,226
	29,444	27,952
Fundamental restructuring costs – Contractual	363	230
Total Staff costs	29,807	28,182

Oaklands College, Hertfordshire

The College paid twenty-one severance payments in the year (2023-24: twenty-eight), disclosed in the following bands:

	2025	2024
	No.	No.
£0 - £1,000	-	3
£1,001 - £2,000	1	3
£2,001 - £3,000	3	3
£3,001 - £4,000	-	1
£4,001 - £5,000	2	-
£5,001 - £6,000	1	3
£6,001 - £7,000	-	1
£7,001 - £8,000	-	3
£8,001 - £9,000	1	-
£10,001 - £11,000	1	1
£11,001 - £12,000	-	3
£12,001 - £13,000	-	1
£13,001 - £14,000	-	1
£14,001 - £15,000	1	1
£15,001 - £16,000	1	-
£17,001 - £18,000	-	2
£18,001 - £19,000	1	-
£19,001 - £20,000	3	-
£20,001 - £21,000	-	1
£22,001 - £23,000	1	-
£25,001 - £26,000	3	-
£29,001 - £30,000	-	1
£50,001 - £51,000	1	-
£54,001 - £55,000	1	-
	21	28

Oaklands College, Hertfordshire

Notes to the Financial Statements (continued)

7 Staff costs (continued)

Key management personnel

Key management personnel are those persons having authority and responsibility for planning, directing, and controlling the activities of the College and comprises:

Principal & CEO; Deputy Principal Curriculum, Performance & Student Experience; Deputy Principal Strategy, Partnership & Business Development; Chief Technology & Infrastructure Officer; Deputy Principal Finance, Resources & College Planning; Interim Chief Financial Officer and Executive Director People and Culture.

Emoluments of Key management personnel, Accounting Officer and other higher paid staff

	2025 No.	2024 No.
The number of key management personnel including the Accounting Officer was:	<u>7</u>	<u>7</u>

The number of key management personnel and other staff who received emoluments, excluding pension contributions and employer's national insurance but including benefits in kind, in the following ranges was:

	Key management personnel		Other staff	
	2025 No.	2024 No.	2025 No.	2024 No.
£1 to £60,000	2	2	4	1
£60,001 to £65,000	-	-	-	2
£65,001 to £70,000	-	-	2	1
£70,001 to £75,000	-	-	5	1
£75,001 to £80,000	-	-	2	2
£80,001 to £85,000	-	-	-	1
£85,001 to £90,000	-	-	3	-
£95,001 to £100,000	1	2	-	-
£105,001 to £110,000	1	1	-	-
£110,001 to £115,000	1	1	-	-
£120,001 to £125,000	1	-	-	-
£175,001 to £180,000	1	1	-	-
	<u>7</u>	<u>7</u>	<u>16</u>	<u>8</u>

Oaklands College, Hertfordshire

Notes to the Financial Statements (continued)

7 Staff costs (continued)

The above 7 key management personnel include one member who left during the year. Key management personnel compensation is made up as follows:

	2025	2024
	£'000	£'000
Salaries	712	673
Employers National Insurance	98	89
Benefits in kind	-	-
	810	762
Pension contributions	172	146
Total key management personnel compensation	982	908

In addition to the above compensation via payroll, one member of key management personnel received consultancy income of £71,000 from the college, prior to commencing their Key Management Personnel role.

There were no amounts due to key management personnel that were waived in the year, nor any salary sacrifice arrangements in place.

The above compensation includes amounts payable to the Accounting Officer role during the year (who were also the highest paid officers) of:

	2025	2024
	£'000	£'000
Basic salary	179	169
Performance related pay and bonus	-	10
Other including benefits in kind	-	-
Pension contributions	51	45
	230	224

The Corporation has adopted the AoC's Senior Staff Remuneration Code and assesses pay in line with the principles of that Code.

The remuneration package of the Principal and Chief Executive is subject to annual review by the Remuneration Committee who use benchmarking information to provide objective guidance.

The Principal and Chief Executive reports to the Chair of the Corporation, who undertakes an annual review of their performance against the College's overall objectives using both qualitative and quantitative measures of performance.

Relationship of Principal and Chief Executive pay and remuneration expressed as a multiple:

	2025	2024
Principal and Chief Executive's basic salary as a multiple of the median of all staff	5.9	5.6
Principal and Chief Executive's total remuneration as a multiple of the median of all staff	6.4	6.2

Oaklands College, Hertfordshire

Notes to the Financial Statements (continued)

7 Staff costs (continued)

The median pay calculations are based on the basic salary and total remuneration of the principal in comparison to all salaried staff employed by the College at the year end date. Where employees are not employed on a full time basis, no adjustments have been made to their FTE in determining the median employee salary.

Compensation for loss of office paid to former key management personnel

	2025	2024
	£'000	£'000
Compensation paid to former post holders	51	-
	No.	No.
Number of post holders compensated	1	-

The members of the Corporation other than the Accounting Officer and the staff members did not receive any payment from the institution other than the reimbursement of travel and subsistence expenses incurred in the course of their duties.

8 Other operating expenses

	2025	2024
	£'000	£'000
Teaching costs	2,540	2,313
Non-teaching costs	5,337	4,724
Premises costs	3,784	3,861
Total	11,661	10,898

Other operating expenses include:	2025	2024
	£'000	£'000
Auditors' remuneration:		
Financial statements audit: current year	50	41
Financial statements audit: prior year under-provision	47	-
Internal audit	60	75
Other services provided by the financial statements auditor		
- Teachers Pension audit	1	1
- Other advice/services	7	5
Hire of assets under operating leases	108	66

Oaklands College, Hertfordshire

Notes to the Financial Statements (continued)

9 *Interest and other finance costs*

	2025	2024
	£'000	£'000
Enhanced pension provision interest charge	55	82
Total	55	82

10 *Taxation*

	2025	2024
	£'000	£'000
United Kingdom corporation tax	-	-
Total	-	-

Oaklands Commercial Limited was dormant for the whole of the year ended 31 July 2025 and did not trade.

Oaklands College, Hertfordshire

Notes to the Financial Statements (continued)

11 Tangible fixed assets

	Land and buildings Freehold	Equipment	Assets in the course of construction	Total
	£'000	£'000	£'000	£'000
Cost or valuation				
At 1 August 2024	81,976	17,905	20,342	120,223
Additions	213	3,494	11,370	15,077
Transfers within classes	28,563	680	(29,243)	-
Write off cost capitalised	-	-	(821)	(821)
Disposals	(3,303)	(6,356)	-	(9,659)
At 31 July 2025	107,449	15,723	1,648	124,820
Accumulated depreciation				
At 1 August 2024	21,320	15,112	-	36,432
Charge for the year	2,241	1,759	-	4,000
Eliminated on disposals	(3,303)	(6,340)	-	(9,643)
At 31 July 2025	20,258	10,531	-	30,789
Net book value at 31 July	87,191	5,192	1,648	94,031
Net book value at 31 July 2024	60,656	2,793	20,342	83,791

Inherited land and buildings were valued as at 1 April 1993 for the purpose of the financial statements on the basis of depreciated replacement cost or, where appropriate, open market value for existing use by the Property Services Department of Hertfordshire County Council. Other inherited tangible fixed assets have been valued by the Corporation at their open market value at the date of incorporation.

Oaklands College, Hertfordshire

Notes to the Financial Statements (continued)

12 Investments

	2025 £'000	2024 £'000
Investment in joint ventures	-	-
Provision for impairment	-	-
	<u>-</u>	<u>-</u>

University Campus St Albans Limited (UCSA) (Company number 08338085), a company incorporated in England and Wales ceased operation on 31 July 2022, the loss on disposal of the joint venture was included within the Statement of Comprehensive Income in the year ended 31 July 2022.

£151k was received in the year ended 31 July 2024 following the closure completion of UCSA and was disclosed in the Statement of Comprehensive Income.

The College also owns 100 per cent of the issued ordinary share capital of Oaklands Commercial Limited (Company number 09144709), the initial cost of which was £1. The company was dormant throughout the current and previous financial years.

13 Trade and other receivables

	2025 £'000	2024 £'000
Amounts falling due within one year:		
Trade receivables	210	294
Prepayments and accrued income	1,102	831
Amounts owed by the Department for	103	346
Other debtors	1,783	2,419
Total	<u>3,198</u>	<u>3,890</u>

14 Creditors - amounts falling due within one year

	2025 £'000	2024 £'000
Payments received in advance	1,368	2,248
Trade payables	890	1,081
Other taxation and social security	562	522
Pension creditors	527	493
Other creditors	398	391
Accruals	833	2,917
Holiday pay accrual	152	188
Deferred income - government capital	1,020	350
Unspent government capital grants	-	2,567
Total	<u>5,750</u>	<u>10,757</u>

Oaklands College, Hertfordshire

Notes to the Financial Statements (continued)

15 Creditors - amounts falling due after more than one year

	2025	2024
	£'000	£'000
Deferred income – government capital	12,388	5,243
Deferred income – capital grant from LEP	2,725	2,845
Unspent government capital grants	1,895	-
Total	17,008	8,088

16 Provisions

	Joint venture	Defined benefit obligation	Enhanced Pension provision	Total
	£'000	£'000	£'000	£'000
At 1 August 2024	5	-	1,143	1,148
Benefits paid	-	(2,537)	(213)	(2,750)
Other amounts recognised in Statement of Comprehensive Income	(5)	1,350	55	1,400
Actuarial loss in the year	-	1,187	820	2,007
At 31 July 2025	-	-	1,805	1,805

A provision was made for the anticipated losses for the joint venture Together Training Ltd in 2023. These losses were settled in July 2024 for £260k. The remaining provision of £5k has therefore been written off in the year to 31 July 2025.

Defined benefit obligations relate to the liabilities under the College's membership of the Local Government Pension Scheme. Further details are given in Note 21.

The enhanced pension provision relates to the cost of staff who have already left the College's employ and commitments for reorganisation costs from which the College cannot reasonably withdraw at the balance sheet date. This provision has been recalculated in accordance with guidance issued by the funding bodies.

The principal assumptions for this calculation are:

	2025	2024
Price inflation	2.7%	2.8%
Discount rate	5.5%	4.8%

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Notes to the Financial Statements (continued)

17 Cash and cash equivalents

	At 1 August 2024 £'000	Cash flows £'000	At 31 July 2025 £'000
Cash and cash equivalents	12,982	(6,496)	6,486
	12,982	(6,496)	6,486

18 Capital and other commitments

	2025 £'000	2024 £'000
Commitments contracted for at 31 July	440	4,723

19 Lease obligations

At 31 July the College had minimum lease payments under non-cancellable operating leases as follows:

	2025 £'000	2024 £'000
Future minimum lease payments due		
Other		
Not later than one year	90	86
Later than one year and not later than five years	43	99
Total lease payments due	133	185

20 Events after the reporting period

There are no post balance sheet events.

21 Defined benefit obligations

The College's employees belong to two principal post-employment benefit plans: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff; and the Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed by Hertfordshire County Council. Both are multi-employer defined-benefit plans.

Total pension cost for the year	2025 £000	2024 £000
Teachers' Pension Scheme: contributions paid	2,248	2,933
Local Government Pension Scheme:		
Contributions paid	2,537	3,010
FRS 102 (28) charge	(510)	(345)
Charge to the Statement of Comprehensive income	2,027	2,665
Total Pension Cost for Year within staff costs	4,275	5,598

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Notes to the Financial Statements (continued)

Total actuarial loss for the year	2025 £000	2024 £000
Local Government Pension Scheme	(1,187)	(810)
TPS enhanced pension provision	(820)	588
Total loss for the year	(2,007)	(222)

The pension costs are assessed in accordance with the advice of independent qualified actuaries. The latest formal actuarial valuation of the TPS was 31 March 2020 and of the LGPS 31 March 2022.

Contributions amounting to £527k (2024: £493k) were payable to the schemes at 31st July and are included within creditors.

Teachers' Pension Scheme

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. These regulations apply to teachers in schools, colleges and other educational establishments. Membership is automatic for teachers and lecturers at eligible institutions. Teachers and lecturers are able to opt out of the TPS.

The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis – these contributions, along with those made by employers, are credited to the Exchequer under arrangements governed by the above Act. Retirement and other pension benefits are paid by public funds provided by Parliament.

Under the definitions set out in FRS 102 (28.11), the TPS is a multi-employer pension plan. The college is unable to identify its share of the underlying assets and liabilities of the plan.

Accordingly, the college has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined-contribution plan. The college has set out above the information available on the plan and the implications for the college in terms of the anticipated contribution rates.

The valuation of the TPS is carried out in line with regulations made under the Public Service Pension Act 2013. Valuations credit the teachers' pension account with a real rate of return assuming funds are invested in notional investments that produce that real rate of return.

The latest actuarial review of the TPS was carried out as at 31 March 2020. The valuation report was published by the Department for Education (the Department) in October 2023. The valuation reported total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service at the effective date of £262 billion, and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £222 billion giving a notional past service deficit of £40 billion (compared to £22 billion in the 2016 valuation).

As a result of the 31 March 2020 valuation, the employer contribution rate increased to 28.6% with effect from April 2024 (previously 22.8%).

The pension costs paid to TPS in the year amounted to £2,248k (2024: £2,515k)

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Notes to the Financial Statements (continued)

Local Government Pension Scheme

The LGPS is a funded defined-benefit plan, with the assets held in separate funds administered by Hertfordshire County Council. The total contributions made for the year ended 31 July 2025 were £3,214k, of which employer's contributions totalled £2,537k and employees' contributions totalled £677k. The agreed contribution rates for future years are 22.7% for employers and range from 5.5% to 12.5% for employees, depending on salary according to a national scale.

Principal Actuarial Assumptions

The following information is based upon a full actuarial valuation of the fund at 31 March 2022 updated to 31 July 2025 by a qualified independent actuary.

	2025	2024
Rate of increase in salaries	3.80%	3.25%
Future pensions increase	2.80%	2.75%
Discount rate for scheme liabilities	5.70%	5.00%

The current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on a retirement age of 65 are:

	2025	2024
<i>Retiring today</i>		
Males	22.6	21.4
Females	24.5	24.2
<i>Retiring in 20 years</i>		
Males	24.2	21.7
Females	26.2	25.4

The amount included in the balance sheet in respect of the defined benefit pension plan and enhanced pensions benefits is as follows:

	2025 £'000	2024 £'000
Fair value of plan assets	83,387	75,472
Present value of plan liabilities	(61,394)	(63,178)
Adjustment to cap asset to £nil in accordance with FRS102	(21,993)	(12,294)
Net pensions liability	-	-

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Amounts recognised in the Statement of Comprehensive Income in respect of the plan are as follows:

	2025 £'000	2024 £'000
Amounts included in staff costs		
Current service cost	2,027	2,025
Past service cost	-	-
Total	2,027	2,025
	2025 £'000	2024 £'000
Amounts included in interest and other finance costs		
Net interest income/(costs)	677	465
	677	465
	2025 £'000	2024 £'000
Amount recognised in Other Comprehensive Income		
Return on pension plan assets	2,907	2,042
Experience losses on plan liabilities	(121)	(2,111)
Changes in assumptions underlying the present value of plan liabilities	5,726	2,521
Adjustment to cap asset to £nil in accordance with FRS102	(9,699)	(3,262)
Amount recognised in Other Comprehensive Income	(1,187)	(810)

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Notes to the Financial Statements (continued)

21 Defined benefit obligations (continued)

Movement in net defined benefit liability during the year

	2025 £'000	2024 £'000
Net defined benefit liability in scheme at 1 August	-	-
Movement in year:		
Current service cost	(2,027)	(2,025)
Employer contributions	2,537	2,370
Net interest on the defined liability	677	465
Actuarial loss	(1,187)	(810)
Net defined benefit liability at 31 July	-	-

Asset and Liability Reconciliation

	2025 £'000	2024 £'000
Changes in the present value of defined benefit obligations		
Defined benefit obligations at start of the year	63,178	60,356
Current service cost	2,027	2,025
Interest cost	3,126	3,052
Contributions by Scheme participants	677	651
Changes in financial assumptions	(7,189)	(2,394)
Changes in demographic assumptions	1,463	(127)
Experience loss on defined benefit obligation	121	2,111
Estimated benefits paid net of transfers in	(2,009)	(2,496)
Defined benefit obligations at end of the year	61,394	63,178

Changes in fair value of plan assets

	2025 £'000	2024 £'000
Fair value of plan assets at start of the year	75,472	69,388
Interest on plan assets	3,803	3,517
Return on plan assets	2,907	2,042
Employer contributions	2,537	2,370
Contributions by Scheme participants	677	651
Estimated benefits paid net of transfers in	(2,009)	(2,496)
Fair value of plan assets at end of the year	83,387	75,472

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Notes to the Financial Statements (continued)

22 Related party transactions

Owing to the nature of the College's operations and the composition of the board of governors being drawn from local public and private sector organisations, it is inevitable that transactions will take place with organisations in which a member of the board of governors may have an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the College's financial regulations and normal procurement procedures.

The total expenses paid to or on behalf of the Corporation members during the year was £781 (2024: £941). This represents travel and subsistence expenses and other out of pocket expenses incurred in attending Corporation meetings and other College related events and meetings in their official capacity.

No Corporation member has received any remuneration or waived payments from the College or its subsidiary during the year (2024: None).

23 Amounts disbursed as agent

	2025 £'000	2024 £'000
(Debtor) / Creditor balance brought forward	-	(103)
16-18 bursary grants	524	374
Disbursed to students	(406)	(426)
College funded student disbursements	3	171
Administration costs	(17)	(16)
Balance unspent at 31 July, included in creditors	104	-

The college distributes 16-19 discretionary and vulnerable bursaries and free meals in further education (FEFM) funds to students as an agent for DfE.

In the accounting period ended 31 July 2025, the college received a total of £524k (2023-24: £374k) and disbursed £403k (2023-24: £255k) from DfE 16-19 discretionary and vulnerable bursaries and FEFM funding after charging £17k (2023-24: £16k) for administration costs.

As at 31 July 2025, the cumulative unspent 16-19 discretionary and vulnerable bursary funds and FEFM funding is £104k (2023-24: £nil), of which £nil relates to funds that are in scope to be returned to DfE in March 2026 (2023-24: £nil).

24 Contingent liabilities

Due to the nature of the College's agreement with funding bodies, the College's learner records are periodically subject to audit by representatives of the funding bodies in a subsequent accounting period. There is a possibility that these audits could identify learner records that did not fully comply with the funding rules, and so the College could potentially be required to repay some of the funding received.