

ACCOUNTABILITY AGREEMENT



2026 - 2027



HARROW, RICHMOND & UXBRIDGE COLLEGES

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EXECUTIVE SUMMARY: OUR COMMITMENT AND OUR PURPOSE

At Harrow, Richmond and Uxbridge Colleges (HRUC) we are very clear about what we seek to do and why we seek to do it. This is clear in our vision, mission and our values.

OUR VISION



To be an outstanding college that inspires, transforms lives and creates futures.

OUR MISSION



To deliver an exceptional learning experience that creates opportunities and success for all.

We stand for diversity, inclusion and excellence through everything we do, and provide outcomes that drive personal growth, wellbeing and economic opportunity.

OUR VALUES



High Expectations



Community of Leaders



Diversity



Innovation and Sustainability

Our 2026/27 Accountability Agreement sets out HRUC's annual objectives and priorities to meet national and regional skills needs. These will deliver to related objectives in HRUC's refreshed 2030 Strategic Objectives and 2030 Curriculum Strategy as set through HRUCs Corporation.

HRUC was formed in January 2023 to create one of the largest further education colleges in England. We were thrilled to rated as overall Good by Ofsted in our first inspection in November 2024. Each college within the group has its own distinguished history and has served local communities and employers across west and south London with distinction. It is right therefore that our agreement is inspiring and ambitious to serve the needs of the local communities and employers we serve and to deliver the very best for London.

With the launch of the London Growth Plan, London has committed to creating around 150,000 new high quality jobs and restoring productivity growth towards pre financial crisis levels. Delivery of the plan is expected to expand London's economy by over £100 billion over the next decade, increasing prosperity for residents and generating significant additional tax revenue for the UK. West London is a linchpin in this ambition, with its concentration of growth sectors, major employers and critical infrastructure placing it at the heart of London's productivity challenge.

It has the potential to significantly improve through strategic investments in skills, infrastructure, and innovation and clustered industries such as food and drink manufacturing. South London is already powering this growth, with leading research hubs, fast-growing creative industries, top universities, and world-class visitor attractions.

The Get Britain Working White Paper, aligned with the new Post 16 White Paper, prioritises pathways back into work, access to training and apprenticeships, progression through upskilling, and stronger employer led recruitment and workforce development.

HRUC will ensure to deliver the highest engagement and skills training for the community we serve

As part of our mission to deliver an exceptional learning experience, we are committed to continuous improvement in delivering high-quality programmes that create opportunities for all. Our focus is on developing occupational competence alongside a robust personal development curriculum, equipping students with the skills they need to succeed in their first job or chosen career. Expanding in our investment of our staff industry CPD will ensure we are delivering to industry standard practices.

Our curriculum growth will be proportionate to economic need. Building on our Ofsted strong for skills judgement (Nov 2024) we will continue to broaden and deepen our existing industry partnerships and invest in new partnerships, notably in the health, construction, digital, science, creative engineering, aviation, and food and drink manufacturing industries.

This agreement works symbiotically with our revised 2030 strategic plan and the curriculum ambition, drawing from the key priorities that support our objectives.

We offer a sector-based approach to ensure that the qualifications and training we provide meet the needs of the sector and ultimately lead to careers that are needed to support the local, regional, and national economies.

STRATEGIC OBJECTIVES

Our new Strategic Objectives have been lined out as below:

1

We will deliver system leading support and inclusive provision for learners, including those with special education needs, delivering a learner and parent satisfaction score of "Exceptional".

2

We will achieve and maintain 'Great Place to Work' and 'Good Work Standard' accreditation, embedding culture of belonging, inclusion and high performance

3

We will ensure at least 90% of our learners' progress into further learning, sustained employment, or an apprenticeship within six months.

4

We will be Strong, with exceptional features as recognised by Ofsted in our next inspection cycle.

5

We will maintain "Outstanding" financial health through disciplined cost control, diversified income streams and resilient long-term planning.

6

We will develop and deliver the roadmap for a technology-enabled smart campus that continually improves the student and staff experience and delivers a 90% approval rating in staff and student feedback.



EXECUTIVE SUMMARY

The curriculum strategy is highly responsive to the education skills and employment needs of London. It will deliver growth in key sectors.

HRUC Band 1 Invest big, grow big in target sectors. **HRUC Band 2** Invest small, grow organic. **HRUC Band 3** Stop where don't meet HRUC Curriculum Decision Rules eg. unviable or weak.

Messages 1 and 2 - Growth and BAU

1. Prioritise sector investment and growth.

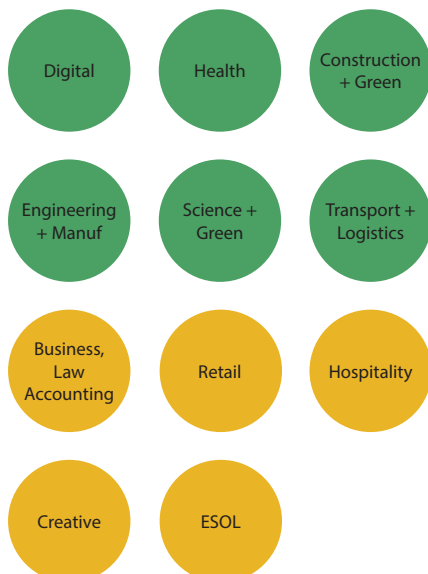
In response to sector needs, applicant demand, demographic growth and national policy drivers.

2. Grow our strengths and most viable and rationalise ticking along.

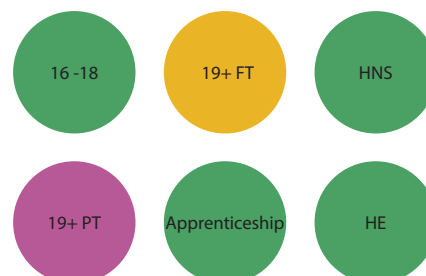
We will apply 8 new HRUC Curriculum Decision Rules to stop/go programmes. Especially to Apprenticeships and HE.

Skills England, LSIPs, Mayoral
Priorities sectors

Other HRUC areas



Grow 16-18 and 19+ cohorts
– in priority sectors



SEND prioritised throughout curriculum

Messages 3 and 4 – Transformation

3. Transform Adult Delivery offer into a single, cohesive offer that stakeholders understand.

- In response to slow HE, Apprenticeship and commercial growth, mixed viability and that these areas compete at HRUC.
- Build an outward facing Adult Skills for Industry offer. Pool HE, Apprenticeships, full cost and higher-skill adult courses into complementing programmes across multiple funding types. Includes IoT.
- Establish a University Centre approach to HE.

Adult Skills Strategy and University Centre



4. Enhance STEM inc. the IoT's purpose

- Focus on three emerging/priority technologies.
 - Align high profile employers.
- Deploy multiple funding pathways = progression, inclusivity, new markets.
 - Widen IoT footprint – onsite and offsite in industry.
- Reset as stakeholder and student experience quality badge.

Prioritise Investment in 16-18 and 19+ full time growth and in targeted sectors HE and Apprenticeships.

OBJECTIVES, PRIORITIES AND IMPACT

Our objectives and their priorities are aligned with our new strategic and curriculum plans set out for the term of 2023 - 2030.



Objective 1

Ensure a high quality student experience across the College Group.



Objective 2

Deliver a skilled workforce in the correct proportions to local market need.



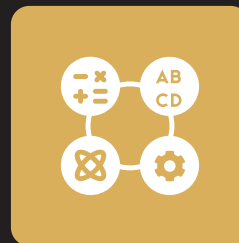
Objective 3

Increase study programme, apprenticeships, SEND and adult learner numbers to meet needs.



Objective 4

Expand partnerships in new priority technical sectors.



Objective 5

Build the essential skills for all learners.



Objective 6

Increase the skilled staffing capacity to deliver industry relevant programmes.



OBJECTIVE 1

Ensure a high quality student experience across the College Group.

Delivering a high quality student experience underpins all that we do and aligns across the objectives within our Strategic Vision and our 2030 Curriculum Strategy.

Our fourth Strategic Objective pledges that 'We will be Strong, with exceptional features as recognised by Ofsted in our next inspection cycle' and our first Strategic Objective, that our 'learners benefit from high-quality, inclusive and future-focused education, combining excellent teaching, ambitious pastoral support and industry-relevant experiences'. Our sixth Strategic Objective to 'develop and deliver the roadmap for a technology-enabled smart campus that continually improves the student experience.'



PRIORITIES WILL INCLUDE GROWTH IN

Ensure consistently high standards of teaching and learning.

- Provide an inclusive Student Voice program
- Ensure the quality of our provision delivers a 'Strong' Ofsted outcome by 2028 means HRUC is targeting Expected with Strong features for the 2026/27 year, leading to strong outcomes.
- Provide students with access to digital technology and a state-of-the-art, infrastructure, realistic work environments and facilities which leads to high outcomes.
- Outcomes for 16-18s to be significantly above national average (+5%). 19+ to be above the weighted national average.

No less than 93% of our learners have a positive destination

Destinations	
Further Study	77%
Employment	10%

Further study and Employment in 26/27 to meet 77% and 10% respectively.

IMPACT

Learners	Employers
• All students will achieve the improved outcomes that they need to make their next step in their career. • Students will gain the skills, knowledge and behaviours they require for their future careers.	• Employers will benefit from a highly skilled future workforce that they require.



OBJECTIVE 2

Deliver a skilled workforce in the correct proportions to local market need.

We will ensure our curriculum is proportionate to national and regional priorities (Industrial Strategy 8 and Local Skills Improvement Plans). We will increase delivery of these priority sectors incrementally which have been identified in our new 2030.

Curriculum Strategy and aligns to our third Strategic Objective to 'ensure at least 90% of our learners' progress into further learning, sustained employment, or an apprenticeship within six months.'

We will build on our excellent industry relationships, including through the Technical Excellence College (CTEC) networks, local infrastructure projects and large employers and industries.



PRIORITIES WILL INCLUDE GROWTH IN

- Construction- links to HRUC as West London CTEC lead and the South London CTEC partnership. With growth notable in Uxbridge.
- Digital- links to new pioneering Amazon Data Centre provision in Uxbridge, and the broadening Data Centre partnerships across Park Royal and OPDC and supported through the London Digital CTEC network
- Health/science- links to the new West London Institute of Health Technology and the transformational partnership with the NHS based in the Whitehouse at Harrow
- Advanced engineering (incl Food Drink Manufacturing)-links to 300+ food and drink manufacturers in Park Royal and wider industries connected to large infrastructure projects including National Grid and Heathrow
- Aviation and travel and tourism links to the developments in Heathrow and the many experience economy businesses notably in south London
- Creative- links to the local and regionally based media and film studios and industries such as Sky and Sony.

Targeted Increased Proportions of HRUC Band 1 Sectors

Health	7%	Engineering & advanced manufacturing (incl FDM)	7%
Digital	5%	Science	14%
Construction	6%	Travel and tourism (incl. aviation)	4%
Creative	6%		

IMPACT

Learners	Employers
• Increased opportunities for learners to access training, in priority areas. • Access to immersive technologies for teaching and learning purposes.	• Ensuring there is a talent pipeline of technical talent and that endeavour to overcome recruitment challenges on a local, regional and national level.



OBJECTIVE 3

Increase study programme, apprenticeships, SEND and adult learner numbers to meet needs.

Ensure our learner growth targets deliver to local employment needs and respond to demographic growth, increase study programme, apprenticeships, SEND and adult learner numbers to meet needs as set out in our Curriculum Plan.



PRIORITIES

Delivering to our first Strategic Objective to 'deliver system leading support and inclusive provision for learners, including those with special education needs, delivering a learner and parent satisfaction score of "Exceptional" and aligning to the London Mayor's Inclusive Talent Strategy:

We will

- Deliver an inclusive curriculum to increase gateways to careers for young people through our study programmes and technical education
- Scale inclusive learner pathways to improve inclusive employment and career progression

As set out in our third Strategic Objective to 'ensure at least 90% of our learners' progress into further learning, sustained employment, or an apprenticeship within six months'

We will

- Deliver more provision in the workplace through our apprenticeship provision
- Improve career opportunities for adults
- Increase the participation of learners from underrepresented groups in technical sectors baseline females; +3.5%, global majority +65%

Growth for 2026-2027(%):

Study programmes (16-18)	Apprenticeships	Adults	SEND	HE
5%	15%	0	8%	2%

IMPACT

Learners	Employers
• Expand opportunities for all young people to develop their knowledge, skills and behaviours. • Increase apprenticeship opportunities for those who want one • More adults have improved opportunities to enter work or progress their careers • Create greater opportunities for students with high needs to access employment.	• Increase technical skills in young people to expand the workforce pipeline • Increasing new talent in the workplace • Overcome recruitment pressures and increase opportunities to upskill and reskill existing workforce • Support employers in developing an inclusive workforce



OBJECTIVE 4

Expand partnerships in new priority technical sectors.

To deliver on our fourth Strategic Objective to be 'Strong, with exceptional features as recognised by Ofsted in our next inspection cycle' and to ensure our commitment set out in our third Strategic Objectives to 'ensure at least 90% of our learners' progress into further learning, sustained employment, or an apprenticeship within six months' and 'leading support and inclusive provision for learners, including those with special education needs'

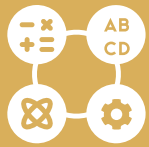


PRIORITIES

- We will build on the nature of our relationships established with Amazon (Data Centre development in Uxbridge) and the NHS partnership in the Whitehouse at Harrow to set out and deliver a new Employer Offer Framework for our priority sectors (noted previously) that strengthens existing and develops new employer relationships
- Band 1 subjects within our Curriculum Plan; co investment and branding
- Employer branded student employability skills, including use of AI and enhancement of the Skills Builder tool
- Recruitment to industry offer.

IMPACT

Learners	Employers
• Create opportunities for learners to study in the workplace and develop their careers in priority sectors. • Create opportunities for learners to develop technical skills to enter employment in technical, priority sectors.	• Talent pipelines are developed to feed directly into apprenticeships. • Embedding employers to be at the heart by contributing to and advising on the relevant skills and behaviours needed for the future of the sector.

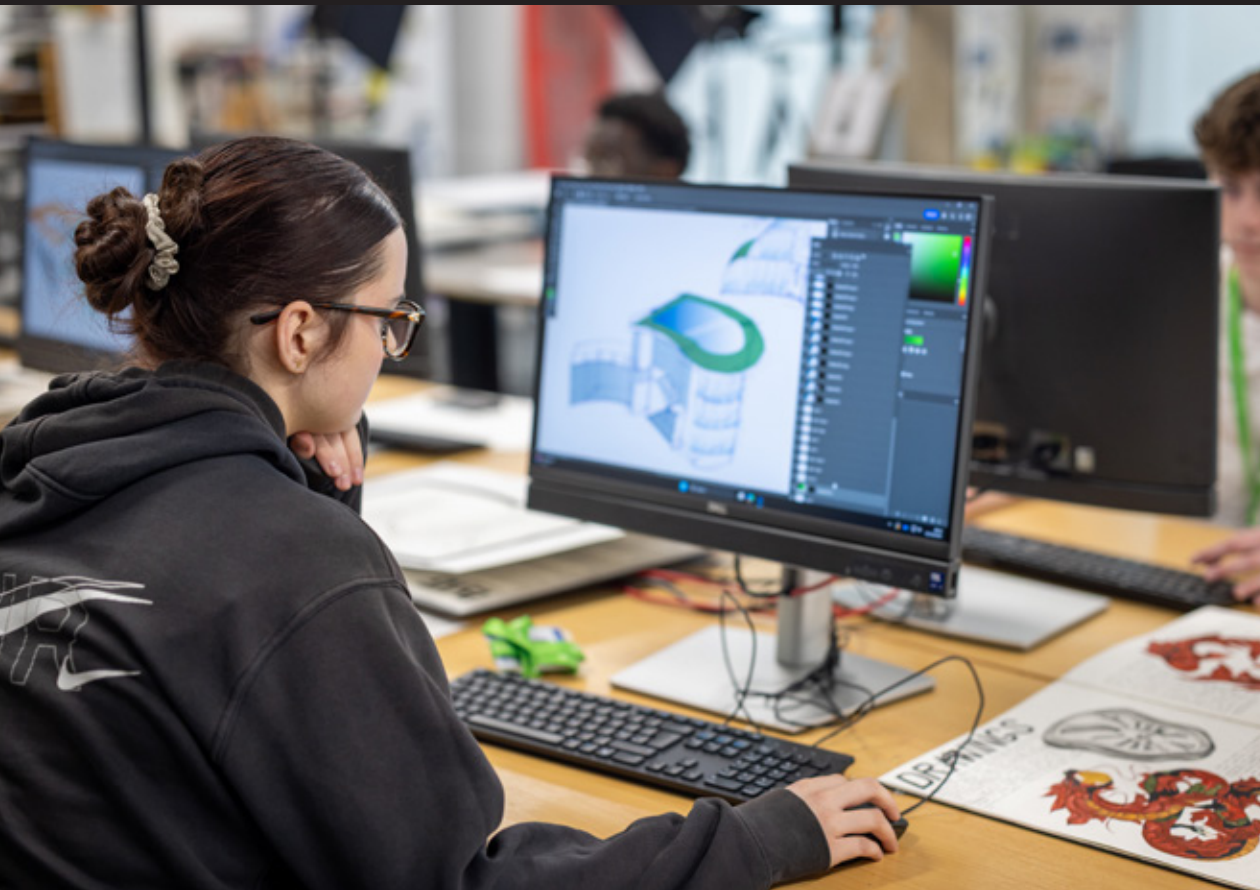


OBJECTIVE 5

Build the essential skills for all learners.

Delivering high-quality, inclusive enrichment programmes that extend beyond the qualification itself and develop students' employability skills, such as the highly effective Heathrow Inclusive Learner Partnership, will address the skills needed by employers highlighted through the Local Skills Improvement Plans is key to achieving our Strategic Objectives to:

- 'be Strong, with exceptional features as recognised by Ofsted in our next inspection cycle'
- 'ensure at least 90% of our learners' progress into further learning, sustained employment, or an apprenticeship within six months' and
- 'delivering system leading support and inclusive provision for learners, including those with special education needs, delivering a learner and parent satisfaction score of "Exceptional".'



PRIORITIES

- Development of employability soft skills for all learners.
- Enhancing digital and AI skills all learners.
- Achieving the Skills Builder Gold. The competency framework to be delivered in the curriculum.
- Further develop 'The Big Four' Personal Development programme for all learners.

Maths	26/27
QAR	89.6% (24/25)
National Avg.	82.7%



IMPACT

Learners

- This will result in improved employability skills for students.
- Students will have developed their digital skills which employers have stated they need for their future workforce. They will also have gained essential skills.

Employers

- Employers will gain a future workforce who have been trained in the pre-requisite employability, and technical skills that they require.



OBJECTIVE 6

Increase the skilled staffing capacity to deliver industry relevant programmes.

The recruitment of a new skilled workforce is recognised within the Local Skills Improvement Plans for both industry and education, including construction and is a core focus for the Construction Excellence Colleges

As set out in our second Strategic Objective 'We will achieve and maintain 'Great Place to Work' and 'Good Work Standard' accreditation, embedding culture of belonging, inclusion and high performance.' And to achieve our commitment in our fourth Strategic Objective to be 'Strong, with exceptional features as recognised by Ofsted in our next inspection cycle'



PRIORITIES

With the increase in specialist technical skills and the cited skills gaps in both industry and within education, there is a growing need to:

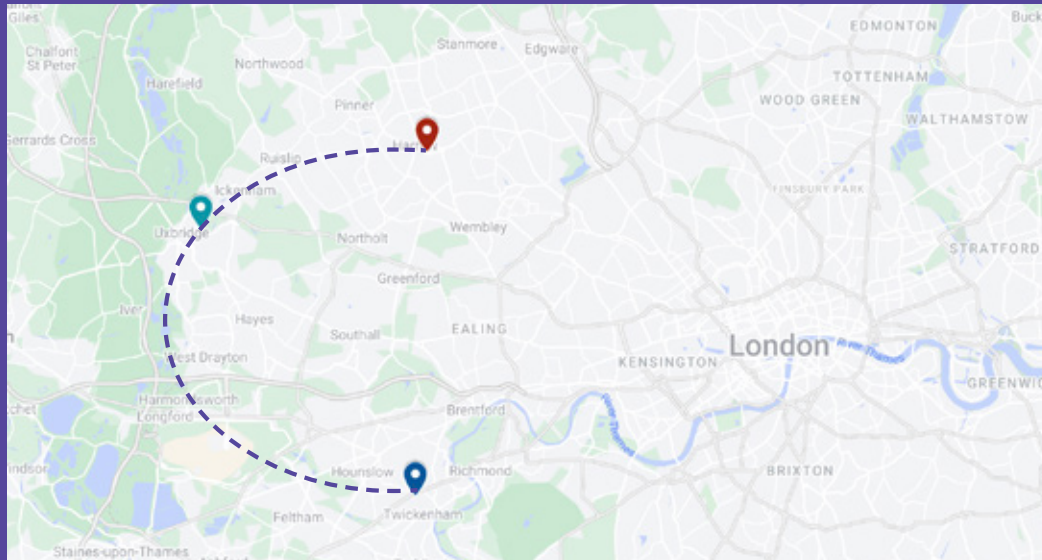
- Upskill staff by ensuring CPD is matched to their sector
- No less than 75% of staff will access gold standard in industry CPD in 26/27

IMPACT

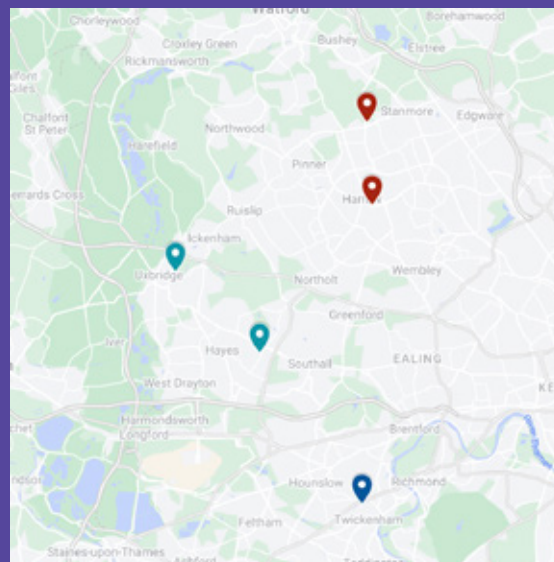
Learners	Employers
• Students will be able to develop the technical skills needed to cater for the demands for the future workforce. • Students will achieve high-quality, high end technical qualifications that the industries demand. • Students will benefit from high-quality industry specialists who can impart the most up to date knowledge that is needed by industries.	• Employers will be benefit from a highly skilled, highly qualified workforce that employers need. • Employers will be less reliant on overseas labour as the College will be able to support employers with the skilled work force they require. • Employers will have a pipeline of talent from which they can make an informed choice of the labour force they require.

CONTEXT AND PLACE

Harrow, Richmond and Uxbridge College, spans the breadth of the north, west and south London to form a “west London Arc” of high quality delivery, training and qualifications. We serve the needs of learners, employers, partners and local communities to meet the skills needs. Geographically our span is large and our ambitions are even greater as we also service providers from central London and across a myriad of regions outside of greater London.



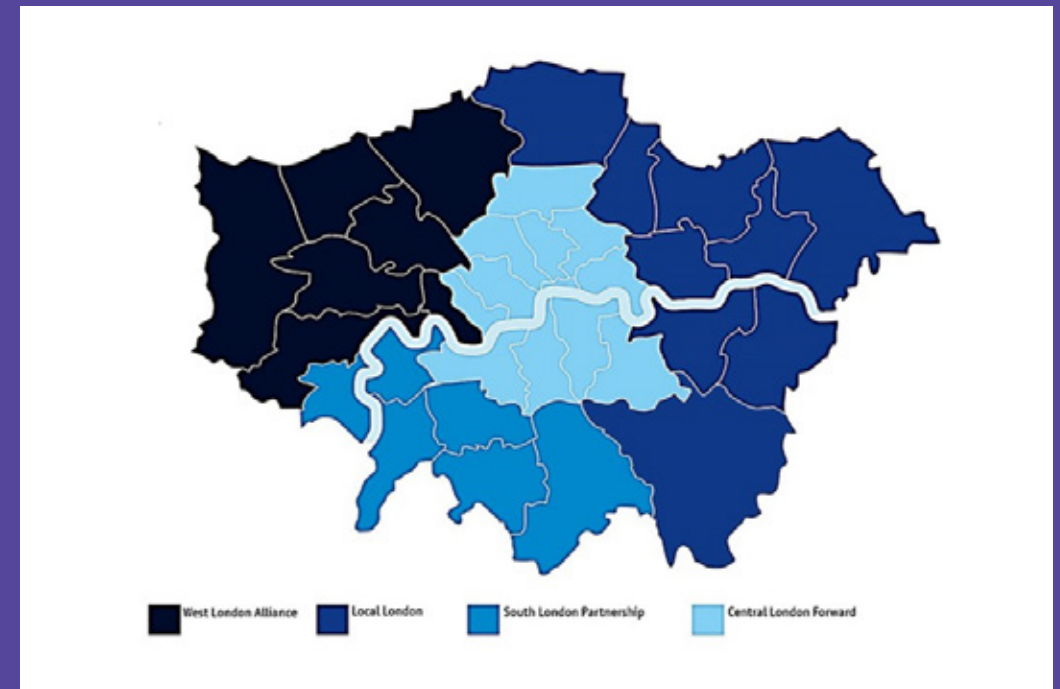
Harrow College has two sites (red location points), Uxbridge two sites (blue location points), and Richmond upon Thames one site (navy location point) with new STEM and sports facilities opened in September 2024.



Main Geographical Area Local Authority Areas – LSIP Boundaries

The following chart shows our main geographical area. HRUC comes under the auspices of the London LSIP New map proposed.

We are part of the West London Alliance and also part of the South London Partnership (for Richmond upon Thames College.)

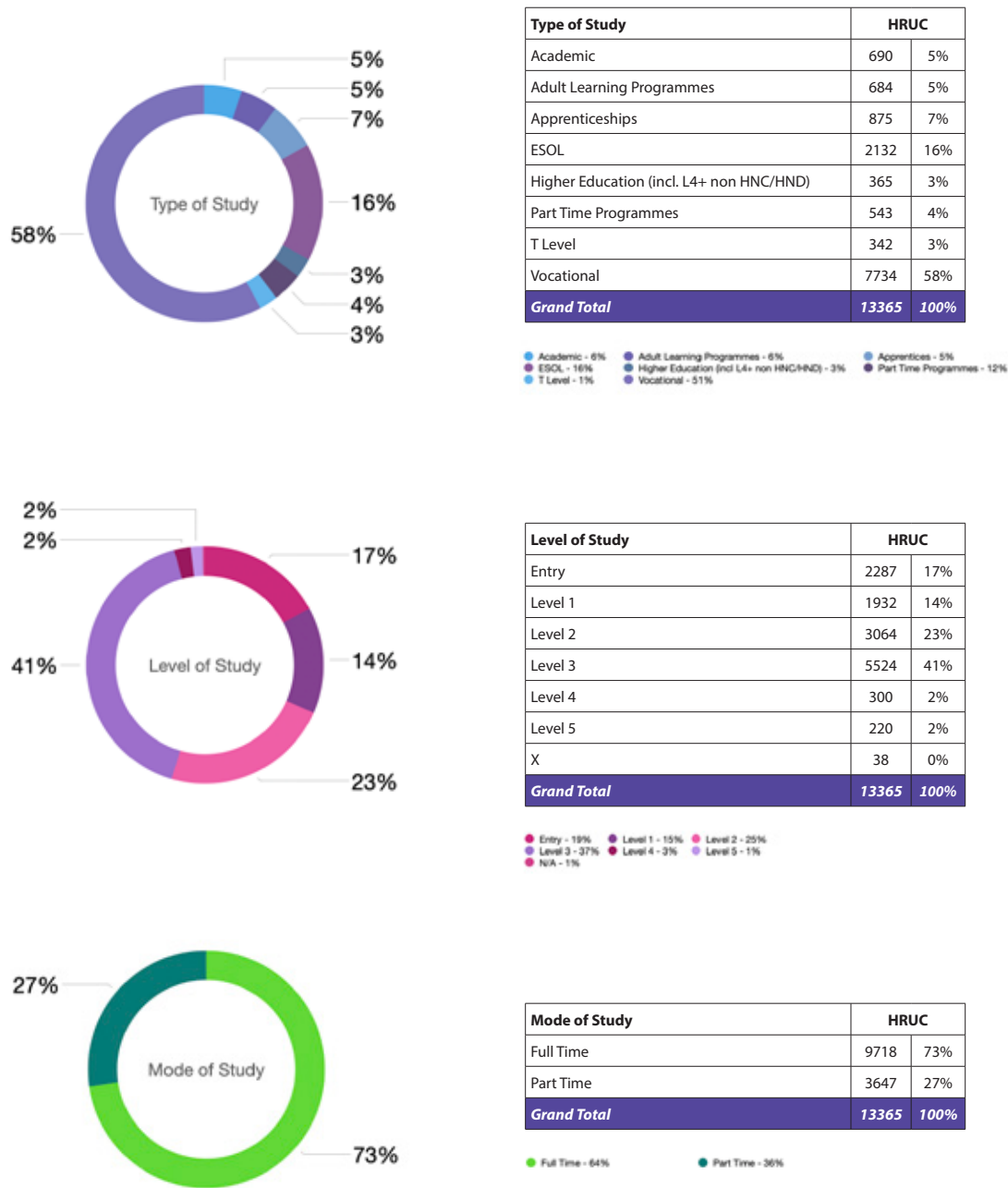


The following chart shows our main geographical area. HRUC comes under the auspices of the London LSIP.

We are part of the West London Alliance and also part of the South London Partnership (for Richmond upon Thames College.)

LEARNER PROFILES

Demographic by Study



Demographic by Student Profiles

Gender	Total Proportion %
Female	48%
Male	52%
Grand Total	100%

Age	Total Proportion %
16-18	69%
19+	31%
Grand Total	100%

Ethnicity	Total Proportion %
White British	26%
Black and Minority Ethnicities	74%
Grand Total	100%

Has Learning Difficulty/(Disability)	Total Proportion %
No	82%
Yes	18%
Grand Total	100%

Enrolment by Tier 2 Sector

* Priority sectors. Addressing declines in enrolments in priority sectors will be a focus in 2026/27

Enrolment by Sector		24/25			25/26			Difference		
Sector	Sector Tiers	Ap-pren-tice	16-18 Class	19+ Class	Ap-pren-tice	16-18 Class	19+ Class	Ap-pren-tice	16-18 Class	19+ Class
Health, Public Services and Care Total	Medicine and Dentistry	10	1	21	12		16	2	-1	-5
	Nursing and Subjects and Vocations Allied to Medicine		16	27		45	20	0	29	-7
	Health and Social Care	28	659	157	37	662	154	9	3	-3
	Public Services		139	26		141	18	0	2	-8
	Child Development and Well Being	29	95	149	37	115	78	8	20	-71
	Not Applicable		13			14		0	1	0
Health, Public Services and Care Total		67	1303	380	86	1263	286	19	-40	-94
Science and Mathematics Total	Science		1571	192		1524	197	0	-47	5
	Mathematics and Statistics		243	24		411	154	0	168	130
Science and Mathematics Total			2030	216		2286	351	0	256	135
Agriculture, Horticulture and Animal Care		18			22	1	0	4	1	
Agriculture, Horticulture and Animal Care Total		18			22	1	0	4	1	
Engineering and Manufacturing Technologies	Engineering	258	684	144	299	689	133	41	5	-11
	Manufacturing Technologies	13	9		20			7	-9	0
	Transportation Operations and Maintenance	56	336	40	67	356	89	11	20	49
	Not Applicable		17			18		0	1	0
Engineering and Manufacturing Technologies Total		327	1230	184	386	1285	222	59	55	38
Construction, Planning and the Built Environment	Building and Construction	75	745	162	66	783	132	-9	38	-30
Construction, Planning and the Built Environment Total		75	745	162	66	783	132	-9	38	-30
Digital Technology	Digital technology (practitioners)	19	676	189	11	601	185	-8	-75	-4
	Digital technology (users)		59	6		63	2	0	4	-4
	Not Applicable		35			33		0	-2	0
Digital Technology Total		19	965	195	11	884	187	-8	-81	-8
Retail and Commercial Enterprise	Retailing and Wholesaling		19	1		20		0	1	-1
	Service Enterprises	23	242	142	27	260	136	4	18	-6
	Hospitality and Catering	20	222	21	20	208	26	0	-14	5
Retail and Commercial Enterprise Total		43	647	164	47	650	162	4	3	-2
Leisure, Travel and Tourism	Sport, Leisure and Recreation		326	7		363	9	0	37	2
	Travel and Tourism		262	39		276	34	0	14	-5
Leisure, Travel and Tourism Total			634	46		682	43	0	48	-3

Enrolment by Sector		24/25			25/26			Difference		
Sector	Sector Tiers	Ap-pren-tice	16-18 Class	19+ Class	Ap-pren-tice	16-18 Class	19+ Class	Ap-pren-tice	16-18 Class	19+ Class
Arts, Media and Publishing	Performing Arts		209	11		225	15	0	16	
	Crafts, Creative Arts and Design		476	131		483	194	0	7	
	Media and Communication		483	23		468	16	0	-15	
Arts, Media and Publishing Total			1333	165		1401	225	0	68	
History, Philosophy and Theology	History		52			61	1	0	9	
	Theology and Religious Studies		27	1		36	1	0	9	
History, Philosophy and Theology Total			80	1		99	2	0	19	
Social Sciences	11.20 - Sociology and Social Policy		237	3		256	1	0	19	-2
	11.30 - Politics		46	1		45		0	-1	-1
	11.40 - Economics		60	2		65	3	0	5	1
Social Sciences Total			349	6		370	4	0	21	-2
Languages, Literature and Culture	Languages, Literature and Culture of the British Isles		92			272	103	0	180	103
Languages, Literature and Culture Total			92			375	103	0	283	103
Education and Training	Teaching and Lecturing	37		50	35		40	-2	0	-10
	Direct Learning Support	11	72	76	11	82	47	0	10	-29
	Not Applicable		16					0	-16	0
Education and Training Total		48	88	126	46	82	87	-2	-6	-39
Preparation for Life and Work	Foundations for Learning and Life		2156	4115		1421	4667	0	-735	552
	Preparation for Work		270	537		261	701	0	-9	164
Preparation for Life and Work Total			2426	4652		1682	5368	0	-744	716
Business, Administration and Law	Accounting and Finance	38	81		52	65		14	-16	0
	Administration	44	39	140	54	10	129	10	-29	-11
	Business Management	59	1166	150	137	1117	108	78	-49	-42
	Law and Legal Services		93			90		0	-3	0
Business, Administration and Law Total	Not Applicable		18			17		0	-1	0
		141	1397	290	243	1299	237	102	-98	-53
Not Applicable	Not Applicable		24	1		13	6	0	-11	5
Not Applicable Total			24	1		13	6	0	-11	5
Grand Total		720	12004	6588	885	11591	7416	165	-413	828

SPECIFIC ECONOMIC AND SOCIAL CHARACTERISTICS

(Data based on a 10 year period)

West London (For Harrow and Uxbridge Colleges)

West London boasts a proud history of being at the forefront of innovation, leading the way nationally in growth sectors, technology and the green economy.

As set out by recent Oxford Economics analysis, West London is a £70bn economy by annual economic output – the largest economic cluster in the UK after the London's Central Activity Zone. West London hosts key national and regional assets such as Heathrow Airport and Park Royal, and it will soon become HS2's gateway into London.

The area acts as London's manufacturing hub, an ecosystem for life sciences and the digital economy, a key support for logistics and exports, and a place of expertise in the screen production and post-production industries. West London is interconnected with the rest of the London economy, while also maintaining links to other economic clusters such as the M4 corridor, and it benefits from this position to attract high-skilled workers and residents, innovative and creative industries, and domestic and foreign investment.



Yet, West London's economy is punching below its weight. Since the Covid-19 pandemic, its growth has been sluggish, and its productivity has fallen below the London average.

Despite its size, its assets, and its geographical position, West London has been lagging behind, with a significant fall in productivity of 3.3% per year between 2019 and 2024.

The vast majority of West London's sectors experienced falls in productivity over the period, including some of the sectors which support the most jobs in West London, such as retail, logistics and health and social care.

Alongside the LSIP, actions within London's Inclusive Talent Strategy (ITS) and the capital's response to the Get Britain Working Plan together guide our response to this challenging context.

Source: West London Annex to the London LSIP – February 2026.

South London (For Richmond upon Thames College)

With a population of over 1.2 million people, the area nurtures a vibrant economy worth more than £30 billion, supporting over 550,000 jobs and home to a growing business base of over 55,000 companies. Our asset base is extensive and diverse, including global reach institutions at the forefront of research and innovation, such as the London Cancer Hub, Kew Royal Botanic Gardens, and the National Physical Laboratory, alongside our unique sporting, heritage, and cultural destinations. By working together, the SLP Boroughs champion and look to build on the strengths of South London as a place for people to live, study, work, invest, and thrive.

Richmond upon Thames – Economic & Business Overview (2025–2036)

Richmond upon Thames is a stable and affluent local economy, contributing approximately £3.2 billion in Gross Value Added (GVA) each year. While overall economic growth has been relatively modest—around 1.1% annually, slightly below the wider London average—the borough has set an ambitious trajectory through its Growth Plan to 2036.

This strategy aims to expand employment by roughly 20%, equivalent to around 18,000 new jobs, with a strong emphasis on knowledge-driven sectors such as research and development, technology, the creative industries, and the visitor economy. The borough supports a workforce of approximately 95,000 jobs, underpinned by a strong labour market. Employment rates are high at 78.5%, exceeding the London average, while unemployment stands at 4.5% and continues to improve. Economic inactivity is also declining, currently at 16.5%.



Richmond's employment base is heavily concentrated in service-led industries, particularly professional and technical services (around 22%), information and communication (13%), and real estate (11%). These sectors reflect the borough's broader economic character as a professional, knowledge-oriented economy. Sector trends highlight ongoing structural shifts. Growth is being driven by digital and information industries, professional and administrative services, real estate, and health and social care.

In contrast, more traditional sectors such as manufacturing, along with hospitality and accommodation, are in relative decline. This shift reinforces the borough's transition toward higher-value, service-based activities, although it also raises questions around inclusivity and sectoral balance. Richmond benefits from a highly skilled resident workforce, with around 78% of adults qualified to degree level or above—well above national averages.



However, this overall prosperity masks pockets of deprivation in areas such as Ham and Whitton, where economic challenges and inequalities remain more pronounced. The business landscape is dynamic and entrepreneurial, with around 12,000 businesses operating across the borough. The economy is dominated by micro-businesses, which account for approximately 92.5% of all firms. Start-up activity is strong, with roughly 4,000 new firms established over the past two years, although survival rates sit at around 45%.

Innovation is also emerging as a strength, with over 240 firms holding patents, supported by local initiatives such as StartUp Richmond and other business support programmes.

In terms of place and infrastructure, Richmond operates as part of a wider South London network of economic hubs. Its development priorities focus on town centre regeneration, investment in green infrastructure, and the protection and enhancement of its cultural and heritage assets—factors that contribute significantly to its attractiveness as both a business and residential location.

Despite these strengths, there are emerging pressures in key public service sectors. Adult social care employs around 5,300 people locally, with the majority working in the independent sector.

However, rising vacancies—estimated at around 600 roles—highlight significant workforce challenges and growing demand, pointing to an area of concern within an otherwise resilient local economy.

Harrow Labour Market Information

Apprenticeships

Top 5 apprenticeships:

- 1 Business & administration
- 2 Health & care
- 3 ICT
- 4 Engineering
- 5 Retail

Apprenticeship starts in 23/24

990



Employment



12,960

jobs posted
online in the last
12 months



£35,881
average annual
salary

Most jobs are in:

- Health
- Professional services
- Retail

Top 10 employers:



Harrow's updated data is from November 2025.

Hillingdon Labour Market Information

Apprenticeships

Top 5 apprenticeships:

- 1 Business, administration & law
- 2 Health, public services & care
- 3 ICT
- 4 Engineering & manufacturing
- 5 Retail & commercial enterprise

Apprenticeship starts in 23/24

1,390



Employment



13,834
jobs posted
online in the
last 12 months



£35,881
average
annual salary

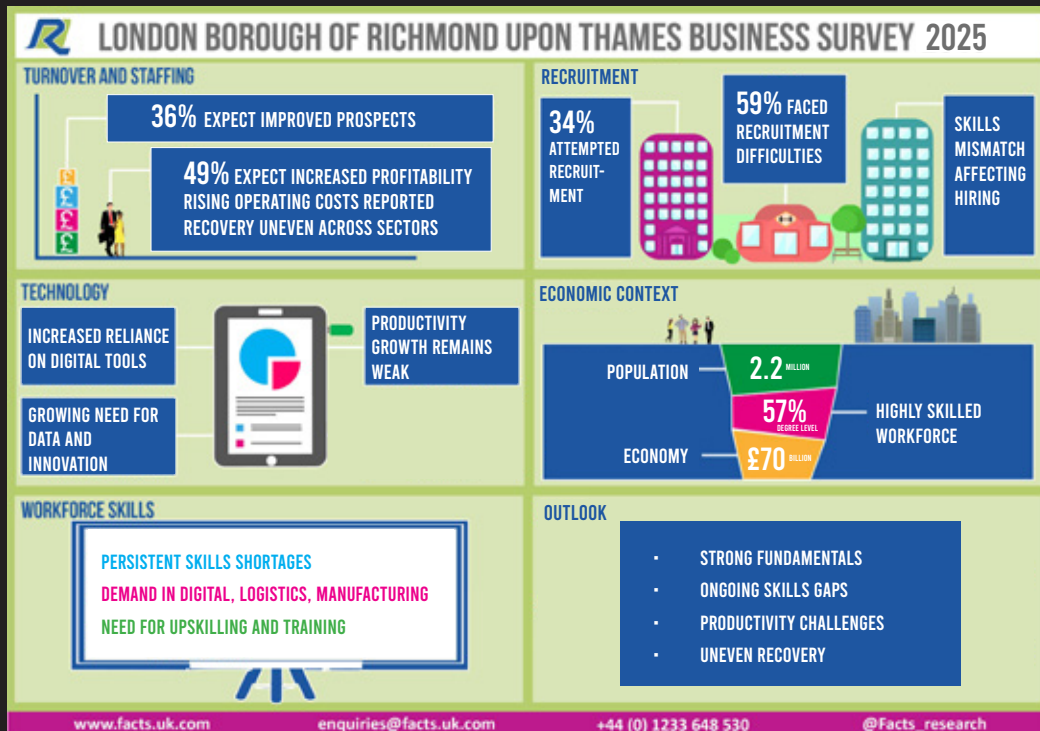
Most jobs are in:

- Transport & storage
- Business, admin & support services
- Accommodation & food services
- Health
- Education

Top 10 employers:



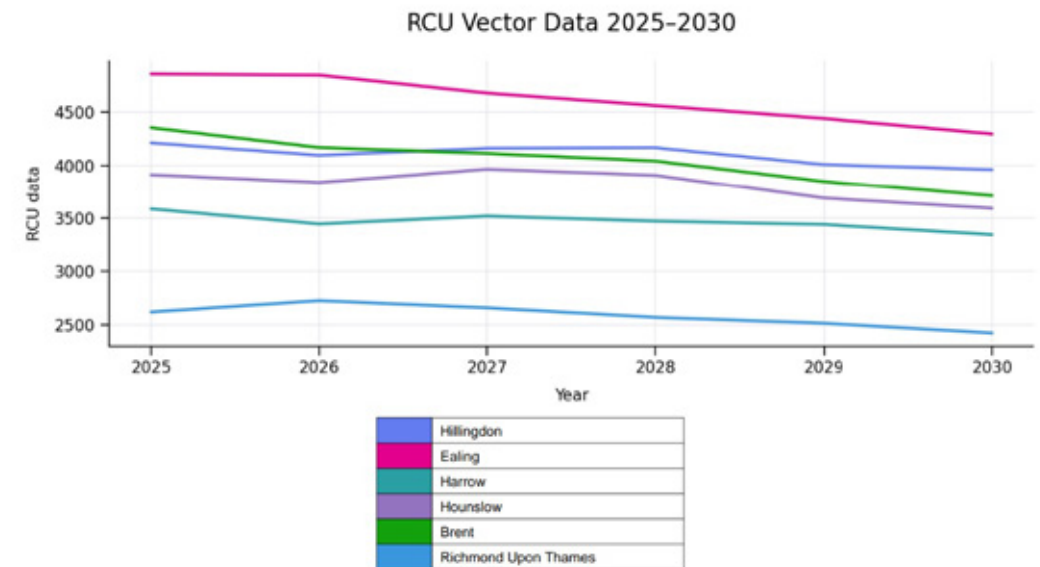
The data for Hillingdon was the same as previously, from September 2024 as this remains the most recent available.



2025-2030 16-18 Learner Projections

- Most boroughs show a downward trend over time, especially Ealing and Brent.
- Richmond Upon Thames is the only one with a temporary increase (2025 to 2026) before declining.
- The total line clearly trends downward from 23,542 to 21,327.

Reference HRUC 2025 Budget



Office for National Statistics (ONS) – Labour Market Statistics & Annual Population Survey
 Nomis (ONS) – Local Authority Labour Market Profiles
 Richmond upon Thames Council – Growth Plan and Local Plan
 Richmond DataRich – Borough Data Portal
 ONS Business Demography & UK Business Register (IDBR)
 Beahurst / UK enterprise and innovation datasets
 Skills for Care – Adult Social Care Workforce Data Set (ASC-WDS)
 UK Shared Prosperity Fund (UKSPF) – Richmond Evaluation Plan / Local Economic Evidence
 www.gov.uk

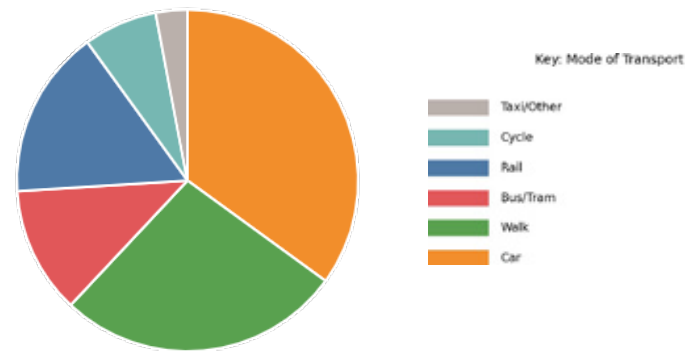


TRAVEL PATTERNS

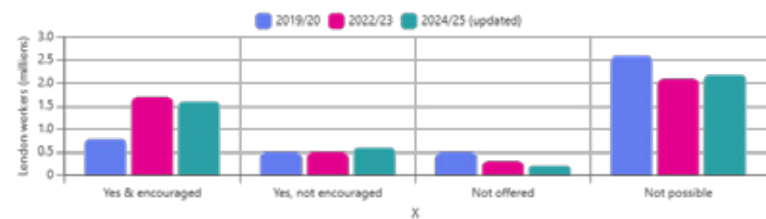
Recent data (2024–2025) shows that London’s travel patterns have largely stabilised following the pandemic. Sustainable modes—walking, cycling and public transport—account for around 63% of journeys, although overall trip levels remain slightly below pre 2019.

Hybrid working has become embedded, with around 40–45% of workers operating remotely at least some of the time, while full-time homeworking has declined. Travel to education continues to be shaped by access to local provision, with most learners studying within their home borough where possible but travelling further for specialist and SEND provision.

Mode Share of Daily Trips in London (2024/25 updated)



London resident workers by ability to work from home (updated to 2024/25)



Top five feeder borough data

Harrow									
Borough	E	1	2	3	4	5	X	Total	% of Total
Harrow	759	276	287	291	4	3	23	1643	43%
Brent	315	142	206	286	2	2	2	955	25%
Ealing	170	76	99	138		3	3	489	13%
Hillingdon	101	59	73	77			2	312	8%
Barnet	43	18	28	48		1	1	139	4%
Other	90	39	49	94	2	2	7	283	7%
Grand Total	1478	610	742	934	8	11	38	3821	

Richmond upon Thames									
Borough	E	1	2	3	4	5	X	Total	% of Total
Hounslow	28	160	285	653	5	11		1142	44%
Richmond upon Thames	17	95	99	225	2	4		442	17%
Ealing	4	18	43	160	3	1		229	9%
Spelthorne		34	39	131	3	1		208	8%
Kingston upon Thames	4	16	28	57	3	1		109	4%
Other	3	52	95	314	11	6		481	18%
Grand Total	56	375	589	1540	27	24		2611	

Uxbridge									
Borough	E	1	2	3	4	5	X	Total	% of Total
Hillingdon	532	508	810	1226	72	53		3201	46%
Ealing	116	189	342	575	49	16		1287	19%
Slough	17	59	118	222	9	8		433	6%
Harrow	17	38	95	212	25	14		401	6%
Hounslow	26	49	98	184	21	22		400	6%
Other	45	104	270	631	89	72		1211	17%
Total	753	947	1733	3050	265	185		6933	

APPROACH TO DEVELOPING THE ACCOUNTABILITY AGREEMENT

Our Stakeholders



Employers

HRUC is proud to be awarded Strong for Skills by Ofsted in our November 2024 inspection.

In 2025/26, we have broadened and deepened our relationships with employers through our Industry Advisors across 15 sectors, whilst progressing to more strategic partnerships with larger employers through a new employer offer linked to our priority sectors. Expanding partnerships in our priority sectors will be a core objective in 2026/27.

With a 30 strong employer-facing team across the organisation, there is a strong interface directly with industry, business and Employer Representative Bodies (ERBs) (West London Business, West London Alliance and South London Partnership) including regional Chambers of Commerce.

These partnerships all aim to promote the Mayor's Inclusive Talent Strategy and is reflected in our engagements with employers.

We are members of the Skills Boards for Hillingdon and London Chambers of Commerce and an active sponsor for the annual Hillingdon Business Expo and awards.

We engage with over 3000 employers either through apprenticeship delivery (circa 500 employers), or the co-delivery/design of the full-time (FT) programs, through work experience, industry placements, masterclasses and employer set projects.

Strengthening strategic partnerships in priority sectors, we are established as the lead for the West London Construction

Technical Excellence Colleges. Aligning this with the WL Construction Advisory Board and HS2 Skills Board, and we continue to play an active role on the Heathrow Growth Taskforce Steering Group. We have furthered a partnership with the NHS developing a West London Institute of Health Technology with the NHS which has led to a transformational step change in workforce development and student opportunity.

Partnering with Amazon, we have designed the first HE qualification for Data Centre Engineers, fully sponsored by AWS. And pleased to be partnering on the London Digital TEC with CCCG.

Internationally, we are thrilled to continue our partnership, as the first FE college, with Massachusetts Institute of Technology's (MIT) Industry Liaison Program (ILP) for the wider benefit of all our partners.

We continue to have excellent relationships with all three local authorities, namely the London Boroughs of Harrow, Hillingdon and Richmond upon Thames.





Industry advisory sectors:



SEND is incorporated within all boards

Some of the many employers we work with:



Governors

Governors have been, and continue to be, actively involved in shaping the strategy and monitoring activity both through the Board and the Curriculum Strategy and Quality Enhancement and Strategic Transformation Committees.

Learners

Through our Student Governors, our Presidents and our Student Council, the HRUC student voice plays a vital role in the college, ensuring that our learners have their say in shaping their educational experience.

Our students are empowered to share their perspectives, contribute to decision-making, and influence policies and practices that affect their learning and well-being. By actively listening to and acting on our student feedback, we create an inclusive, responsive, and engaging environment that supports our student success and continuous improvement through our Student Services teams, we are continue to develop the impact of the Student Voice at Board level.



Communities

Working with our community groups and charities is integral to our mission, core values and purpose.

We engage with a range of charities and communities to support community groups both through staff and student volunteering opportunities and through training programmes targeted at micro-community level for a specific purpose. Our stakeholders include community groups and charities such as Ignite.

Enhanced collaboration with Job Centre Plus and partner agencies through the new Youth Employment Hub in Uxbridge College enables us to expand high quality pre employment programmes including Sector Based Work Academies aligned with current regional growth priorities and national employability objectives.

HRUC will continue to align its adult education provision with the needs of local community groups and the priorities set out in the Greater London Authority Education Skills Roadmap for the devolved Adult Education Budget.

Additionally, our local community and civic groups play an important role in the services they offer to support our students. To include but not exclusively, the West and South London Career's hubs, aligning with the Gatsby Benchmarks bridging the gap between the college and education. Engagement with Safeguarding and Safety teams and the local police community ensure the safety of our students.

Other Providers – Schools, Further Education and Higher Education

Schools

HRUC collaborates extensively with our local schools (circa 50) in various engagement activities e.g. Girls Tech Day, to ensure effective transition agreements are in place and HRUC is making a positive contribution to our local young people with their career choices.

In Hillingdon Borough, Uxbridge College the innovative schools event led by the college and LA with local Headteachers to develop a 14-19 strategy has resulted in a multiple tier approach across with the LA Schools and the colleges.

Richmond upon Thames College (RuTC) has developed a unique partnership with Richmond upon Thames secondary school, partnering with the on delivery with their 6th form. Harrow College is a member of the Headteacher group with the Principal of Harrow College being a governor on the Management Committee at a local secondary school.

Further Education Providers

HRUC works very closely with our local FE providers and collaborates with these partners on a range of curriculum initiatives and partnerships. The West London Principals' group is particularly active and in partnership with SLP have formed the South London Colleges & Universities Partnership to strengthen collaboration.

Active partnerships formed through the LSIF engagement continue; notably in Health and Social Care and food and drink manufacturing through the Skills and Innovation Hub. We are developing a new collaboration with CCCG to expand our engagement in the aviation industries.

Our new role as WLCTEC lead will engage with the 5 WL colleges whilst in south London, Richmond College is part of the SLCTEC collaboration led by STCG.

Higher Education Providers

This joined up approach to supporting our skills needs includes working with our west London HE providers and enhanced in SL with the new the South London Colleges & Universities Partnership

We are thrilled to have enhanced our partnership with BuL through a joint delivery on their Nursing degree setting out a pathway to gain University Centre status in the future, whilst continuing to expand top up programmes in engineering and computing. Through the Food and Drink Innovation and Skills Hub, the UoWL will be supporting our new Food Science T level.

Various engagement activities with UoR continue to expand providing benefits to both college and university students.



CONTRIBUTION TO NATIONAL, REGIONAL AND SECTOR PRIORITIES

We will outline our objectives on how we are meeting the significant national, regional and local priorities. Information from the LSIPs and from the needs is outlined below:

National Priorities

This Accountability Agreement will ensure HRUC supports overall national priority sectors set out in the Industrial Strategy. These include: clean energy, creative, digital technologies, life sciences, professional and business services.

Fastest Growing Industries	
Tech / AI	Digital transformation
Green energy	Net zero targets
Healthcare	Demographics + innovation
Fintech	Financial digitisation
E-commerce	Online consumption
Creative industries	Content demand
Manufacturing	Automation + decarbonisation
Construction	Infrastructure + housing
EdTech	Skills demand
Professional services	Knowledge economy



Fastest Growing Industries



Healthcare



Fintech



Tech / AI



Green Energy



Construction



Professional Services



Creative Industries



E-commerce



Manufacturing

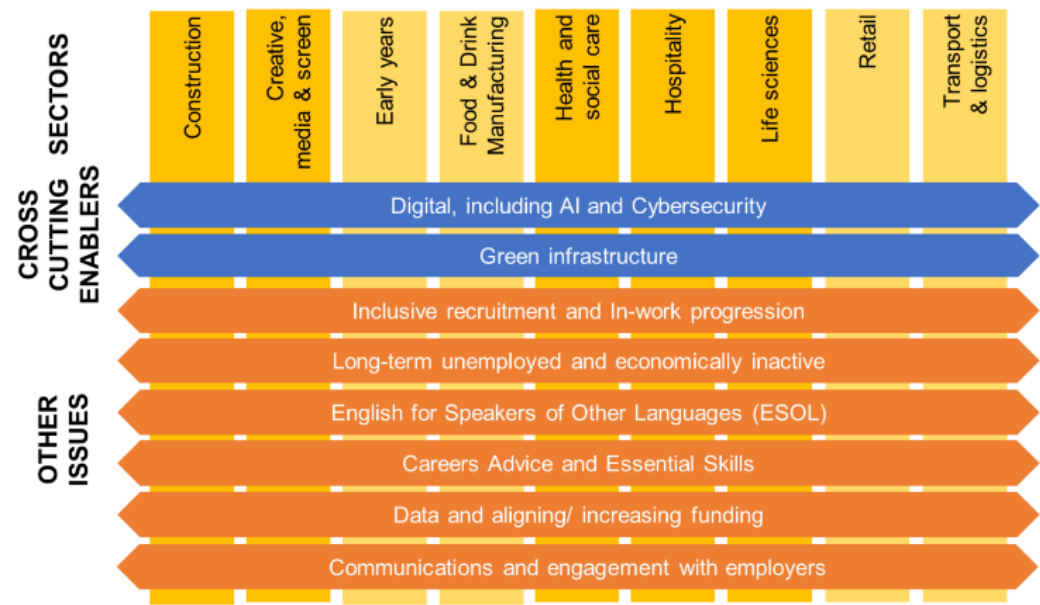


EdTech

Regional Priorities (LSIPs 2025)* these are subject to final report publication end of June 2026

The key findings of the LSIP2 aligned with the London Mayoral priorities.

West London “LSIP Annex” themes



South London “LSIP Annex” themes

The priority sectors identified for the South London Partnership area include:	The South London annex to the London LSIP defines clear cross cutting actionable priorities for implementation over the next three years
- Health, Care and Life Science - Visitor Economy: Retail and Hospitality - Creative and Digital - Education - Construction, engineering and the built environment: Nature and net zero.	- Youth and young people - Experiences of work - Inclusive workforce - Employer engagement and enablement - Future ready: Workforce security and opportunity

Pan London 2026 “LSIP Annex” Priorities

- Strengthening transferable, digital & AI, and green skills.
- Building clear, inclusive pathways into priority sectors.
- Expanding modular, stackable, and flexible training.
- Improving employer engagement, especially for Small and Medium-sized Businesses (SMEs).
- Increasing access to work experience and employability support.
- Enhancing strategic coordination and harnessing of labour market insights.

Further Education Sector Priorities

Our Accountability Agreement aligns with the ongoing reforms to the post 16 skills system, placing employers and labour market demand at the core of delivery.

Key priorities include:

- High quality, coherent technical Education that enables learners to progress into sustained employment, apprenticeships or higher level study, and supports national skills reform.
- Employer led provision, ensuring curriculum design and delivery respond directly to workforce needs. Strengthening priority sector partnerships
- A coherent technical education system, ensuring high quality provision aligned to employer standards.
- Deliver high outcomes for learners including targeted cohorts; achievement rates, increased progression and improved destinations

In summary the current technical education landscape reflects:

- Growth of Higher Technical Qualifications (HTQs)
- Continued rollout of T Levels
- Apprenticeships as a core
- Implementation of the Lifelong Learning Entitlement (LLE)
- Alignment with the current Ofsted Inspection Framework, with a focus on quality, outcomes and impact



Our LSIP Journey

Our collaboration and engagement with the regional priority sectors to address and deliver their skills needs, has been supported through various initiatives.

As the GLA funding for the Mayoral Skills Academies ends, we are building on the success of the Green Skills Academy specifically through the WLCTEC as lead and SLCTEC as a partner.

Benefiting from new immersive hubs, specialist resources, newly designed curriculum and the creation of the Health, Care and Life Sciences Skills and Workforce Development Forum, comprising of the

North West London Integrated Care Board (NWLICB), various care partners, wider NHS partners, seven colleges and universities has led to a number of initiatives in the sector.

Furthering a partnership with the NHS developing a West London Institute of Health Technology has led to a transformational step change in workforce development and student opportunity at Harrow College and resulted in the development of a Nursing degree with BuL.



Our engagement with the food and drink manufacturing industries remains positive with the partners in the Innovation and Skills Hub supporting this valuable industry. The Skills Conference highlighted further key skills gaps from employers resulting in HRUC launching an onsite vocational ESOL program to upskill in work operatives. WLA No Wrong Door Deep Dive was positive in understanding the employment opportunities in the industry.

Building on the Employability and Jobs hub we have partnered with the DWP to set up our first Youth Employment Hub at the Uxbridge campus that will prioritise 18-24yr old students and non-students.

Heathrow plays a key role in the local economy. The Heathrow Inclusive Learning Partnership (which includes Heathrow's supply chain) developed in 2023 to create opportunities for SEND learners continues to build momentum. HRUC is the FE representative on the on the Heathrow Growth Taskforce Steering Group.

In response to WL LSIP 2, partnering with OPDC, and building on the new partnership with Amazon, we are engaging with the Data Centres to understand and support their skills needs



CORPORATION STATEMENT

On behalf of the HRUC Group, it is hereby confirmed that the plan as set out above reflects an agreed statement of purpose, aims and objectives as approved by the corporation at their meeting on 07/07/2026

The plan will be published on HRUC's website within three months of the start of the new academic year and can be accessed via www.hruc.ac.uk

Supporting Documentation

[Strategic Plan](#)

[Curriculum Strategy](#)

[London LSIP](#)

[South London LSIP](#)

[West London LSIP](#)

[Latest HRUC Ofsted Report](#)

[HRUC Financial Statement 2024/2025](#)



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