

ANNUAL ACCOUNTABILITY STATEMENT 2023-2024

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| Author: | Director of Business Intelligence & Planning | Approved by: | Corporation |
| Version: | Final | Date of approval: | 25 th May 2023 |
| Equality Impact Assessed | | Review date: | May 2024 |

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1. College Mission and Purpose

Capital City College Group (CCCG) CCCG has a Strategic Plan for 2020-23 which states that our Strategic Vision is to “Transform lives through exceptional education and training.” Its Mission is “To inspire London’s students and businesses with outstanding further and higher education and training which ensures their social and economic success”.

The Mission and Vision will be achieved through preparing students with the skills to be successful in the future workforce. We aim to provide learners with a high quality education which develops the relevant set of skills, knowledge and behaviours leading to sustained positive destinations and improved life chances. We recognise that London is a truly international City where our learners compete on the world stage for employment and progression.

CCCG has two main strategy documents. The **Corporate Strategy 2020-23** was updated in 2021 and set out seven Strategic Priorities grouped within three Themes:

Strategic Theme 1: Our Learners

- Priority 1a: For our learners to be engaged, motivated and experience consistently high-quality education.
Learners across CCCG will enjoy a consistent and high quality of education which challenges them to realise their potential. We will stretch those curricular areas which are already strong to excel and set the standard for these industries. We will ensure all learners can thrive and that we do not leave anyone behind by placing inclusion as a central theme in developing our curriculum. We will seek to innovate in delivering our curriculum, listen to and act on learner feedback, and ensure we always have good facilities for our learners and teachers to deliver high-quality education, whether in the classroom or remotely.
- Priority 1b: For our learners to compete effectively in London’s workplace and meet the needs of London’s employers.
Learners will build the knowledge, skills and behaviours to develop successfully their careers and lives during and after their time at CCCG. Our learners will have the capabilities, resilience and soft skills to thrive in the Fourth Industrial Revolution, where employment forms vary, and new industries develop swiftly. We will support our learners to explore entrepreneurship opportunities and setting up their own enterprises. Learners will be supported to compete in London’s – and any - international labour market by developing an international perspective to our curriculum. We shall also form close partnerships with key employers and sectors in our curriculum development to ensure an effective link between industry need and trends and our core education provision.

Strategic Theme 2: Our College

- Priority 2a: To be a financially sustainable organisation
Learners will enjoy an excellent learner journey and education experience as we have a healthy financial position and can invest over and above our government funding into curriculum delivery. This will provide greater operational stability for colleagues and better long term forecasting of capital spend to ensure learners and staff members have good quality equipment and infrastructure.
- Priority 2b: To become sector leading in environmental sustainability

Learners and colleagues will feel part of a college community that understands and cares about the planet, the environment and their future livelihoods and health. We will invest and innovate in our infrastructure to create healthier, greener and safer facilities and processes which our stakeholders recognise as exemplary.

- Priority 2c: To be a cohesive Group with effective and efficient systems
Learners will have more opportunities and a richer experience through a single approach to accessing all faculties, systems and resources across the Group, no matter their home campus. Learners will also enjoy accessible and more personalised student support and admissions functions that help them thrive and succeed during their application and time with CCCG. Corporate support teams and systems will be fully integrated, providing effective and responsive services through a single Group approach. The Group will also have a coherent branding architecture – both internally and externally – to ensure effective communication of our Group identity to all our stakeholders.

Strategic Theme 3: Our Colleagues

- Priority 3a: To have a high performing and skilled staff team
Learners will be taught by inspiring curriculum staff with a passion for their subject, teaching and their learners. Corporate service teams will have a proactive approach and resolve issues swiftly and fully for both learners and other colleagues. Colleagues will be supported to develop themselves and their career in order to achieve their best.
- Priority 3b: To ensure all staff feel included, supported and engaged
Staff will feel valued and engaged in their role at CCCG, aware of the Group's direction and priorities and how they contribute to them. The Group will have a leading approach to Equality Diversity & Inclusion, which enables better decision making through a broader range of experiences and a leadership team that is more reflective of our communities. All staff will feel confident that the management team hears their views and that their wellbeing is actively supported by the Group.

The CCCG Board has commenced the development of a new Corporate Strategy 2023-28 which will be completed in Autumn 2023.

The **Curriculum Strategy 2020-25** is updated annually and sets out CCCG's response to the future context, considering local, regional and national economic and skills requirements. It contains twelve Curriculum Strategic Drivers that impact on the curriculum and have long term implications for CCCG. In its annual business planning cycle, CCCG prepares detailed plans taking into consideration quality factors and the curriculum intent of sector areas:

1. Educational Revolution 4.0 which responds to the 4th Industrial Revolution
2. Labour Market Conditions- Accessing Education and Employment
3. Higher Education
4. National and Regional Policy
5. Young people 16-18 at Level 3
6. Essential Digital Skills
7. Meeting employer skills needs and setting the standards for industry
8. STEAM Strategy
9. Enterprise and Innovation
10. Unique and highly specialist provision
11. Support for learners with Special Educational Needs and Disabilities (SEND)
12. CCCG's Geographic Reach

2. Context and Place

The College Group

CCCG was formed in August 2016 bringing together City & Islington College and Westminster Kingsway College. In November 2017 the College of Haringey, Enfield and North East London also joined the Group. CCCG delivered post 16 education to over 28,000 learners in 2020/21 with a turnover greater than £109 million and is one of the largest providers of Further Education in England.

CCCG is made up of 3 significant College brands and a Training arm which are:

Westminster Kingsway College (WKC)

WKC has centres at King's Cross, Victoria, Soho and Regent's Park and attracts learners from a wide area of London, which is reflected in the diversity of its cohorts. The global Institute of Culinary Arts in Victoria is multiple award winning with a location which reflects the long standing traditions of the industry

City & Islington College (CIC)

City and Islington's specialist centres are in Holloway, Finsbury Park and the Angel, including London's largest 6th Form centre. It has a long and successful history serving its local communities, plus unique courses in Optics and Forensics attracting nationally.

The College of Haringey, Enfield & North East London (CONEL)

CONEL is a local College serving the two boroughs, with two large centres in Tottenham and Enfield, with specialisms in Accounting, Trade Union Education and Rail Engineering.

Capital City College Training (CCCT)

CCCT is a large FE provider of apprenticeships in London, delivering in 18 Tier 2 Sector Subject Areas. Increasingly these are large Apprenticeship Levy employers including NHS Hospitals and Local authorities.

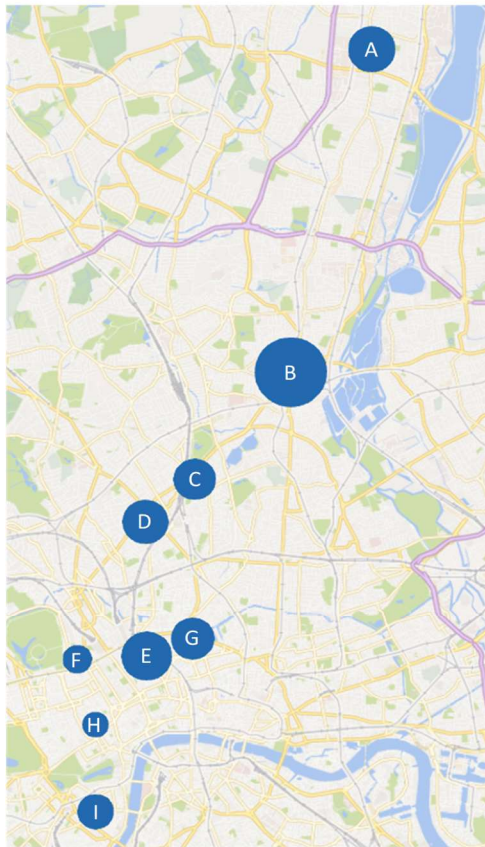
The College provides opportunities for the following main groups (2021-22 data):

- 16-18s: 16,550 leavers (8,876 learners), 20% on A Level and 80% on vocational study programmes. Almost 44% (7,390) of leavers completed at Level 3.
- Adults: 35,352 adult enrolments (21,600 learners), the great majority on part-time and short courses although 1,749 adults followed full time Diploma courses.
- Apprentices: 1,885 apprentices supported by the College across 70 Frameworks (7%) and Standards (93%).
- Higher Education: 350 learners on a small number of HE courses including Higher National Certificates, Diplomas and Degrees (in university partnerships).
- Provision for Learners with High-Needs: 920 enrolments (437 learners) of which 172 were on supported learning programmes and 265 within mainstream provision.
- 14-16s: 225 young people, based on partnerships with local secondary schools and Pupil Referral Units (PRU's) in our local boroughs

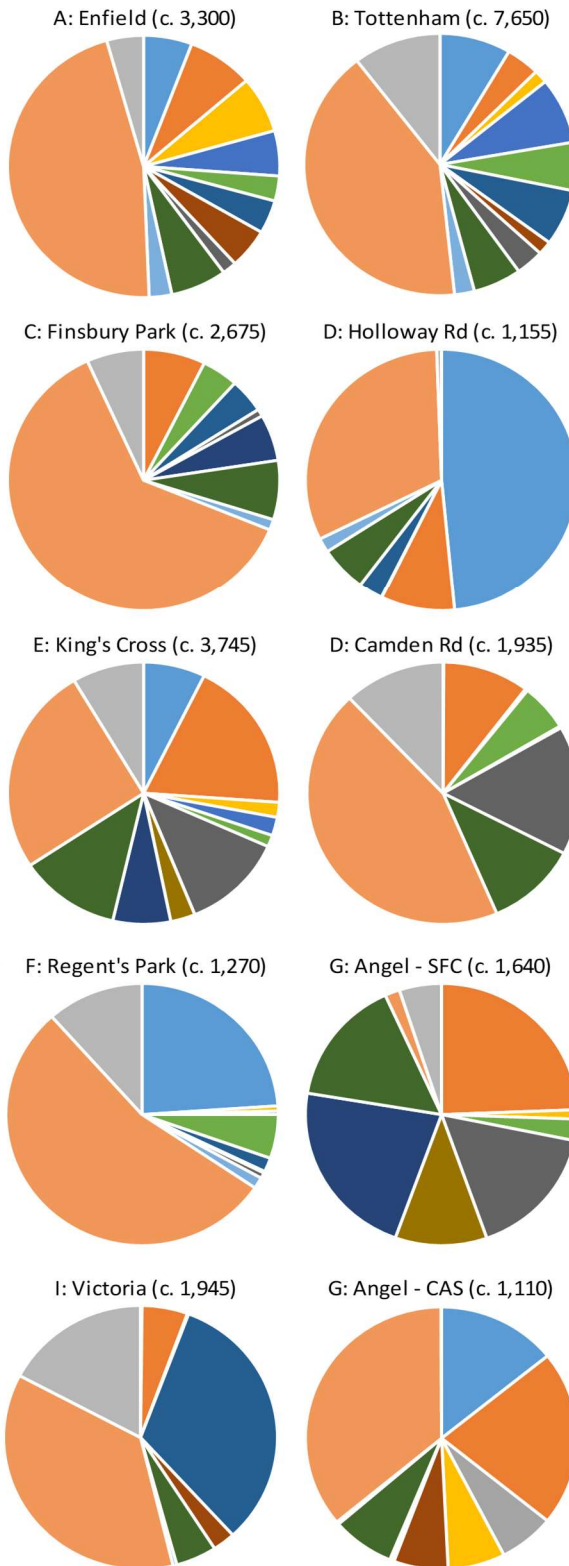
The Communities We Serve

CCCG has 10 centres across Central and North East London and into the Lee Valley, reaching from Enfield to Victoria. All sites are served well by public transport, benefiting from access to major rail stations, underground stations and very frequent bus services.

Capital City College Group 'Curriculum Forest' - Relative Volumes of Learners by SSA, by Site



- Health, Public Services & Care
- Science & Maths
- Agriculture, Horticulture & Animal Care
- Engineering & Manufacturing Technologies
- Construction, Planning & the Built Environment
- Information & Communication Technology
- Retail & Commercial Enterprise
- Leisure, Travel & Tourism
- Arts, Media & Publishing
- History, Philosophy & Theology
- Social Sciences
- Languages, Literature & Culture
- Education & Training
- Preparation for Life & Work
- Business, Administration & Law



Location markers on the map indicate the relative size of each site in terms of learner numbers.



CCCG offers courses in all 15 subject sector areas, with a strong focus on applied education, vocational specialisms and A levels at London's largest 6th form at Angel in Islington. The College provides courses across an extensive range of subjects which are closely aligned to the national and regional skills needs.

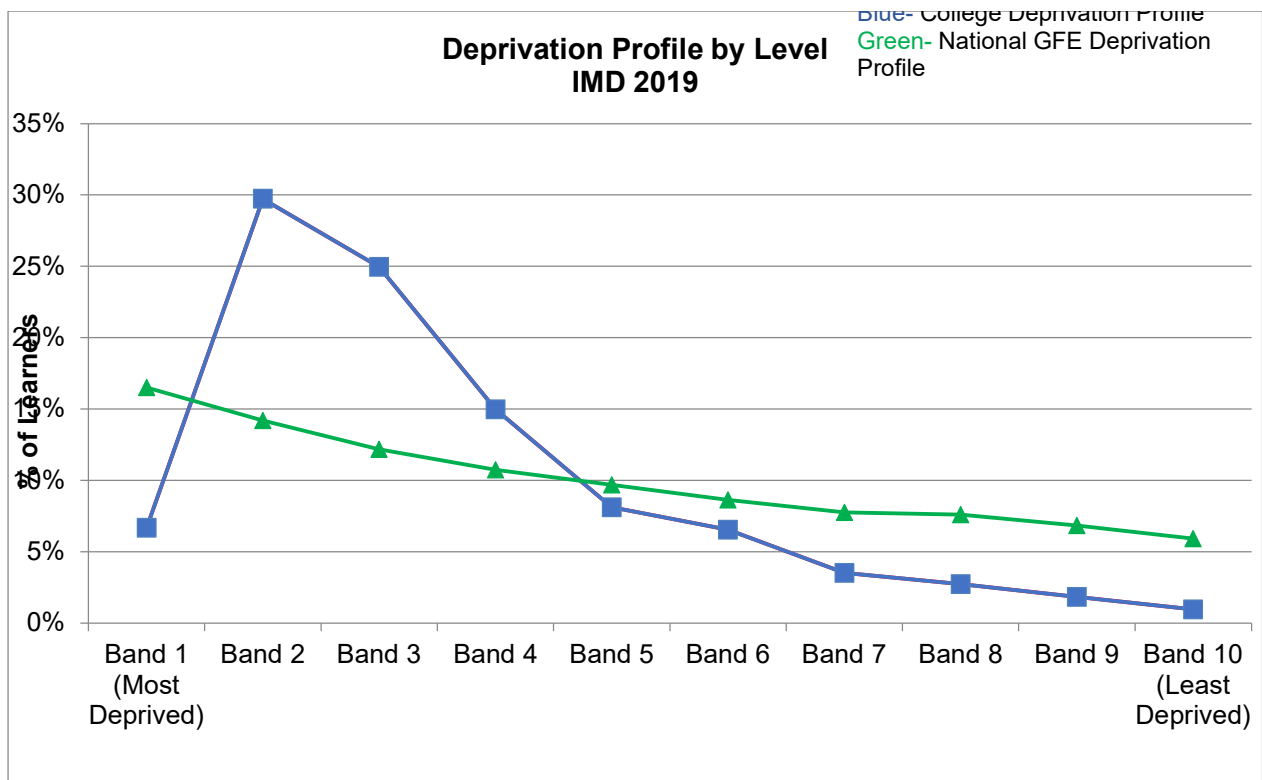
The College is representative of its local communities in the ethnicity of its learner population. 17% of the learners were White British (5,964) and 16% are Other White (5,584). 17% of the learners were African (5,827), 7% are Caribbean (2,373) and 6% are Other Black (2,170). Nearly 3 in every 5 (56%) of the learners were female. The College has enrolments emanating from all London boroughs although predominantly central and North London.



Strengths and Challenges of the Area

London is one of the most productive regions in Europe, supported by a highly skilled workforce. However, whilst all the boroughs CCCG serves have relatively affluent areas, it mainly serves some of London's most diverse and deprived communities. 61% of learners come from the bottom 3 bands of social deprivation. This compares to 43% for General FE nationally.

Over one third of the College's learners live in wards which are amongst the 20% most deprived in England, with transient communities, multiple levels of deprivation, high levels of unemployment and often low levels of job security and income stability. These communities have also been disproportionately affected by the pandemic with the highest loss of income per household, highest levels of furlough and highest loss of employment. They have been equally slowest to recover with stubbornly high unemployment rates, high levels of personal debt and poor income stability. Haringey, in particular, is one of the top 3 boroughs for unemployment rates in London.



However, our learners are full of ambition, aspiration and energy. Many who are recent migrants come with significant skills and work experience from their countries of origin and most embrace education enthusiastically as a route to future prosperity.

This highlights the barriers many learners face, even before they embark on a course at college. It also underlines the challenges the College faces in helping individuals to raise skill levels and improve their life chances.

3. Approach to developing the Annual Accountability Statement

CCCG is a major anchor institution within its local boroughs. It has a profound impact within the communities it serves and makes a significant contribution to regional skills needs. It is in regular discussion with its key stakeholders, and this informs the development of its strategic and curriculum plans.

Key Stakeholders

CCCG works in close partnership with the **Greater London Authority (GLA)** which has devolved responsibility for the London Adult Education Budget (AEB) in both setting spending priorities and the allocations made to providers. CCCG is currently responsible for approximately 10% of the GLA AEB spend each year.

The GLA has set out a London Skills Strategy which is: *'A City for all Londoners - making sure Londoners, employers and businesses get the skills they need to succeed in a fair, inclusive society and thriving economy.'* There are three key priorities at the heart of the Strategy:

1. Empower all Londoners to access the education and skills to participate in society and progress in education and work.
2. Meet the needs of London's economy and employers now and in the future.

3. Deliver a strategic city-wide technical skills and adult education offer.

CCCG focuses on four of the mayor's nine missions:

- A New Deal for Young People – to help Londoners aged 19 to 24 access the skills they need to succeed;
- Helping Londoners into Good Work – to support Londoners hardest hit by the pandemic including young people, newly unemployed, people with caring responsibilities and people at risk of redundancy into good work, while ensuring that Londoners with the most complex needs are not left behind.
- Mental Health and Well-Being – to support Londoners with a quarter of a million wellbeing ambassadors.
- Digital Access for All – to provide funding for community learning including English to Speakers of Other Languages (ESOL), as well as for Londoners with low or no qualifications to gain basic digital skills.

CCCG holds four London Mayor's Skills Academies (Hospitality, Green, Digital and Creative) aimed at Helping Londoners into Good Work.

The college remains directly aligned to the GLA's priorities for AEB spending in London, as a key priority for its curriculum development over the next 5 years.

The **London Partnership Board** was established in March 2023. It evolved from the work of the London Recovery Board, established during the COVID-19 pandemic. It helps co-ordinate London's response to its challenges, fostering collaboration between the city's partners at local, sub regional and city level to achieve shared goals.

The GLA and London Recovery Board have agreed to focus on the following sectors within the Helping Londoners into Good Work mission:

1. Digital
2. Health & social care
3. Green
4. Creative industries
5. Hospitality

CCCG is working with BusinessLDN which has been tasked by the DfE to work with business, the GLA and London boroughs to produce the **London Local Skills Improvement Plan (LSIP)**. Draft findings have now been published and are being consulted on. The proposed pan-London recommendations - what is required of business, providers and government – are set out under four interlocking action areas:

1. Meeting London's skills needs – employers' current and future skills needs, including transferable, digital and green skills, and delivering them.
2. Supporting & galvanising business action – getting employers more engaged with the skills system, and ensuring they have a better understanding of how to interact with it, and appeal to prospective new talent.
3. Delivering a skills system that is fit-for-purpose – making the system more responsive, including more employer-provider partnerships, faster qualification development, and more flexible, locally tailored delivery.
4. Building an inclusive London workforce – local government, businesses and the third sector working together to increase access to training and employment for Londoners furthest from the labour market.

The draft LSIP has identified skills priorities in line with the GLA (see 1-5 above), plus Construction and the built environment, transferable skills and labour market inclusion.

CCCG works closely with local partners, such as **Local Authorities**, **NHS Trusts** and **Jobcentre Plus (JCP)**. This highly responsive provision operates across all the London boroughs, although predominantly Enfield, Haringey, Hackney, Camden, Islington, Waltham Forest, Lambeth and Southwark. CCCG is a member of the Haringey and Islington Education Boards, the Schools Forum for Haringey and Enfield Boroughs, the Haringey and Camden Secondary Heads, Westminster Business Council, the Linking London Board and the London Chamber of Commerce, among many others.

The College leads on two ESF Projects, *Supporting NEETs* across 12 London boroughs, where the project aim is to support NEET participants into a sustained progression into employment, education, apprenticeships or traineeships; and *Care For Your Future* which supports any age individual into working in the Health Care industry across London, notably the North London Consortium which covers 5 boroughs.

Vocational Employability courses are a key focus for the College. It provides short intensive training and Sector-Based Work Academy Programmes (SWAPs) to adult learners referred from JCP, from all of the London boroughs although predominantly Enfield, Haringey, Hackney, Camden, Islington, Waltham Forest, Lambeth and Southwark.

CCCG is a significant provider of Key Stage 4 alternative provision across North London with over 200 14-16 learners attending specialist provision. These are close collaborations with Local Authorities, PRU's and schools in providing good quality pre-NEET provision with very high progression rates to education (nearly 100%).

CCCG engages with a wide range of **Employers** at multiple levels. The employers range from SMEs to National with every industry represented. Some examples are: CBRE (project management), Alstom Rail (rail engineering), Ardmere (construction), 12 NHS Trusts (apprenticeships), Film London (creative) and LB Camden (apprenticeships). It is a major provider of Trade Union education in the workplace, has world renowned Hospitality provision and is the location of London's only specialist Rail Training Academy in conjunction with the National Training Academy for Rail (NTAR). Significant engagement is also linked to work experience opportunities, with over 1,300 employers providing more than 424,000 hours of experience to over 6,100 of our students.

CCCG is extensively integrated into its local **Communities**, with a long history of support for projects to meet local community needs, for example: *Local Village Network* at the Islington Business Design Centre, *Arsenal In The Community*, *London School of Basketball* and the *Tottenham Spurs Foundation*.

CCCG is the only College in London to offer all adults free education up to level 2. This has a significant impact on the community the College serves, of which over 80% have annual incomes below the London Living Wage and home postcodes normally within a 2.5 mile radius of the College centre they attend.

Engagement with Other Local Providers

CCCG is an active collaborative member of two of the four LSIP geographical areas: **Local London** and **Central London Forward**. It is a partner in the two active Strategic Development Fund projects within these areas. These are both green skills projects: Local London's *Green Academy Partnership* and Central London Forward's *Fusion Skills* for ESD-2. These tie in closely with the Local London Mayor's Green & Digital Skills Academy Collaboration Partnership and CCCG's Green Skills Academy.

CCCG collaborates with other **FE Colleges** in supporting the skills needs of the region and beyond. For example, in 21/22 CCCG partnered with Waltham Forest College in successfully delivering the ETF/DfE FE professional development grant project (FEPDG). This project provided 160 specialist teachers industry placement upskilling of 4 days during the academic year, delivered joint teacher CPD and sharing good practice activities.

CCCG has a number of highly developed **SEND collaborations** and partnerships, including a long standing partnership with West Lea Special School in Enfield, the Ambitious About Autism school integrated into the Tottenham Centre and the Alexandra Centre for young people aged 16 to 25 with profound and multiple learning difficulties, which it runs on behalf of LB Camden. It also operates localised SEND provision in many of its centres and Supported Internships in conjunction with North Middlesex Hospital and Moorfield's Eye Hospital.

CCCG has partnerships with five **Universities**: Middlesex, Canterbury Christ Church, City, Staffordshire and Roehampton. Its HE provision focuses on specialist needs such as hospitality, culinary arts, tourism, counselling, digital, esports, engineering and teacher training. These partnerships allow CCCG to meet the specialist local needs of very specific sectors with both prescribed validated qualifications and micro-credentials, for example introduction to big data, data analytics and Film and TV. The college is also working with London South Bank University on an ESF funded project to deliver prescribed units of Level 4 qualifications in areas such as Health and Social Care, Media and Construction.

4. Contribution to National, Regional & Local Priorities

CCCG has a total of 13,873 learners studying in one of the National Priority sectors (Construction, Manufacturing, Digital & Technology, Health & Social Care, Haulage & Logistics, Engineering, Science & Mathematics) in 2022-23, 39% of its total.

In 2023-24 this is planned to grow by 5.8% to 14,671, 39.5% of the total. The largest sectors are Science & Mathematics, Digital & Technology, Health & Social Care and Construction.

The table below sets out CCCG's Strategic Aims and Objectives and how they contribute to National, Regional & Local Priorities.

| No. | College Strategic Aims and Objectives | How Aims and Objectives Contribute to National, Regional & Local Priorities | Priority N, R, L | Current | Target | Dead-line |
|-----|---|---|------------------|----------------------------------|----------------------------------|-----------|
| 1. | To deliver T Level programmes in selected subject areas from September 2023 and transition from Applied General Qualifications to Technical Qualifications wherever possible. | T Levels are a National Priority. The introduction of Level 3 T Level qualifications nationally from 2020/21 which are a 3 A Level equivalent will significantly change the technical qualification landscape at Level 3 and converting to this new suite of qualifications over the next 5 years will be a significant curriculum development across CCCG. The first T Level rollout at CCCG begins in September 2023. | N | 0 | 23-24 allocation: 195 | Sep 2023 |
| 2. | Establish a Digital and Creative Sector Hub at Soho and market dominant and sector leading over the next 3 years. Include Essential Digital Skills Qualifications (EDSQs) within all courses along with a wider digital skills development offer to adults. | Digital is a National Priority and an LSIP Priority. The Digital Hub is one of 4 London Mayor's Skills Academies awarded to CCCG. Our Soho Centre is to be fully refurbished in the 2022/23 academic year to provide first class, industry standard facilities. A Sector Employer advisory group is leading this development. | N R L | Rebuild underway | Hub fully operational at Soho | Sep 2024 |
| 3. | Develop the Mayor's Green Skills Academy with a specific focus on | Construction is a National Priority and Green Skills is a GLA and LSIP Priority. The Green Hub is one of 4 London Mayor's Skills Academies awarded to | N R L | Green Skills Academy established | All Mayor's Green Skills Academy | Sep 2024 |

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| | Homes and Building and the Power Industry. | <p>CCCG. It is based at our Tottenham Centre which is to be fully refurbished in the 2023/24 academic year to provide first class, industry standard facilities for this emerging industry.</p> <p>The Academy will also have a delivery centre at the Meridian Water Enfield Construction Skills Centre.</p> | | | targets achieved | |
| 4. | Develop short courses to help remove the barriers to accessing education for all, including free education building provision for the local community and supporting those with low prior attainment or who have had a previously poor experience of education. | <p>Community Learning is a priority for the GLA and London boroughs. The GLA has pioneered AEB funding flexibility for innovative curriculum offers, in order to address this priority. Short courses take advantage of that funding to bring hard-to-reach learners back into education. It is a key feature of our Mayor's Skills Academy (MSA)-related provision. At level 4, microcredentials delivery for adults is a development priority.</p> | R L | Over 2600 enrolments on free short courses through the MSA | 3500 enrolments | Sep 2024 |
| 5. | Employer Engagement Strategy and development plan to align provision more closely to the needs of employers | <p>Better employer-provider partnerships is a key priority of the draft London LSIP.</p> <p>The Employer Engagement Strategy is backed up by 9 Sectorial engagement groups to engage employers, 5 of which are in National Priority areas, 5 of which are in GLA London Priority areas and 5 of which are in LSIP Priority areas:</p> <ul style="list-style-type: none"> • Hospitality and Culinary Arts (GLAP, LSIP) • Creative Industries (GLAP, LSIP) • Digital Technology (NP, GLAP, LSIP) • Engineering Green Skills (NP, GLAP, LSIP) • Science (NP) | N R L | CCCG's recent Ofsted report (December 2022) graded the college as making "a strong contribution to meeting skills needs". | All sectorial groups active and developing new curriculum pathways for 2023-24 | Sep 2023 |

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| | | <ul style="list-style-type: none"> • Business and Finance • Healthcare (NP, GLAP, LSIP) • SEND • Logistics (NP) | | | | |
| 6. | Building learners' sector-specific skills to improve their employment prospects when competing in the highly competitive London labour market, including: industry and professional mentoring, work experience and sector-specific skills | <p>Helping Londoners into Good Work is a GLA priority and Labour Market Inclusion is an LSIP priority. Work experience placements have been slow to recover from the pandemic. CCCG is committed to offering all learners, including adults, significant work experience as part of their programme, plus industry mentoring and sector-specific skills training on all vocational courses .</p> <p>Live LMI is being used to plan the curriculum for 2023-24 in line with the London recovery plan and skills roadmap, supported by our Sectorial Groups.</p> <p>CCCG provides three Centres of Excellence (Hospitality, Rail Engineering & Ophthalmology) with a special internal status that ensures they are highly resourced to remain market dominant and sector leading. It also intends to target the Logistics sector with significant support in providing skills training. It is already a significant delivery centre for warehousing and forklift truck driving programmes leading to employment.</p> | R L | <p>All 16-18s receiving work experience</p> <p>1388 learners engaged in mentoring</p> <p>2 hours per week of sector-specific skills training on vocational courses</p> | <p>Work experience offered to 100% of learners.</p> <p>Industry mentor offered to 100% of learners under 25</p> <p>100% of vocational learners receiving sector-specific skills training</p> | <p>Sep 2023</p> <p>Sep 2023</p> <p>Sep 2023</p> |
| 7. | Develop the apprenticeship offer rapidly and flexibly to meet employer needs, using strategic industry specialists in key areas, LMI and employer input from Sector Boards. | Apprenticeships are a National Priority. CCCG recognises the impact of Apprenticeships and will continue to be a significant provider of Apprenticeships in London. | N | 1,900 apprentices but starts fell by 50% in 2021 | 1,000 new starts in 2023-24 | Sep 2024 |

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| 8. | Grow 16-18 especially at the Angel Campus – both Sixth Form and CAS. | Much of our 16-18 curriculum is in National Priority areas such as STEM. The Angel Campus has recovered well from the pandemic. Further expansion throughout the Angel campus is unable to be realised without additional classroom capacity. 3 successful estate development capital bids have been made to support curriculum expansion; at Angel, Holloway and Tottenham. | N | 4,679 new 16-18 starts in 2022-23. 1,400 16-18 learners at the Angel | 4,929 new 16-18 starts in 2023-24 | Dec 2023 |
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5. Corporation Statement

On behalf of the Capital City College Group Corporation, 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 its meeting on 25th of May 2023.

The plan will be published on the college's website within three months of the start of the new academic year and can be accessed from the link below:

Alastair da Costa

Pablo Lloyd

Chair of Governors

Chief Executive and Accounting Officer

Dated: 25th May 2023

6. Links & Supporting Documents

[Accountability Statement 2023-24](#)

[CCCG Ofsted Report December 2022 \(Good\)](#)

[CCCG Strategic Development Plan](#)

[CCCG Curriculum Strategy](#)

[GLA London Skills Strategy](#)

[London Draft LSIP](#)