

ANNUAL ACCOUNTABILITY STATEMENT 2025-2026

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1 College Purpose and Values

During 2024/25 the College reviewed its purpose and values. These new statements form part of the 2025–30 strategic plan and are as follows:

Purpose – To create a future that is uniquely yours

Values:

- Expanded Horizons – so you know you can achieve anything
- Real life learning – so you have the skills and knowledge to take on the world
- Connected community – so you feel valued and supported to grow

CCCG's current strategic objectives are as follows:

- To deliver a dynamic curriculum designed to maximise student outcomes
- To build financial resilience and sustainability
- To attract and retain a high performing, diverse workforce
- To be an exceptional college delivering excellence in all areas
- To ensure our colleges are at the heart of their communities and breaking down barriers

The College is in the process of refreshing its corporate plan for launch in autumn 2025.

The College prepares 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.

The College is currently reviewing its Curriculum Strategy to ensure alignment with key national and regional priorities. Following an in-depth review, the College has aligned its curriculum intentions with the strategic aims of *Grow London, Skills England, the new Industrial Strategy: Invest 2035*, and the *Labour Party's five missions*.

As a result of this alignment, CCCG has identified the following key sectors as priority areas for curriculum development and growth:

- Life Sciences
- Creative Industries
- Advanced Manufacturing
- Digital and Technologies
- Green Energy
- Health
- Construction
- Financial Services



- Professional and Business Services

These focus areas reflect the College's commitment to supporting future skills needs and driving inclusive economic growth.

The College aims to build on its existing strengths by developing specialist curriculum hubs in the following priority areas:

- Digital
- Life Sciences
- Health and Social Care
- Business and Professional Services

These hubs will have a strategic focus on:

- Expanding the delivery of Level 3 qualifications while maintaining a broad subject offer
- Scaling up T Level provision as a key pathway into technical careers
- Strengthening apprenticeship routes to better connect education with employment opportunities
- Expanding the offer of Level 4 and higher vocational, technical, and professional qualifications to support career progression and lifelong learning

This strategic development reflects the College's commitment to delivering high-quality, future-focused education that meets both learner needs and labour market demand.

As part of its annual business planning cycle, CCCG prepares detailed plans taking into consideration quality factors and the curriculum intent of sector areas CCCG has completed its review of its obligations under the Local Needs Duty. The resulting actions are contained within the college's Quality Improvement Plan (QIP).

2 Context and Place

The College

CCCG is one of the largest providers of Further Education in England, with a projected turnover of £136 million in 2024/25. CCCG has over 37,000 learners, 16,000 learners on adult learning programmes, 9,347 on education programmes for young people and around 1,530 on apprenticeships.

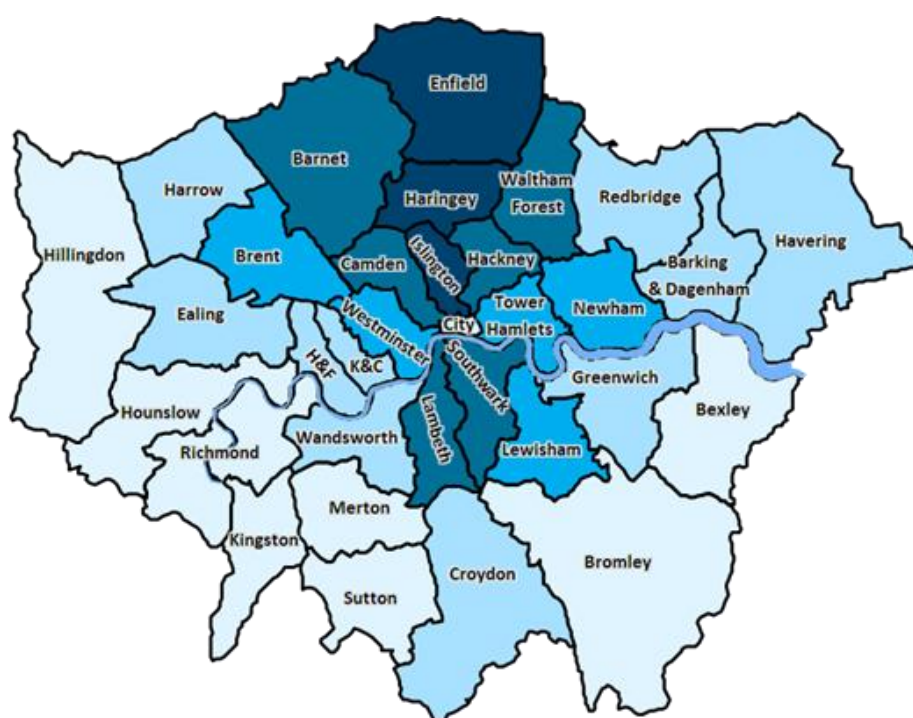
The Communities We Serve

CCCG has 12 sites across Central and North East London and into the Lee Valley, reaching from Enfield to Westminster. All sites are served well by public transport,



benefiting from access to major rail stations, underground stations and frequent bus services.

The College is representative of its local communities in the ethnicity of its learner population. 17% of the learners were White British (6,042) and 15% are Other White (5,272). 16% of the learners were African (5,829), 6% are Caribbean (2,305) and 6% are Other Black (2,057). 55% of learners were female. The College has enrolments emanating from all London boroughs although predominantly central and North London.



Strengths and Challenges of the Area

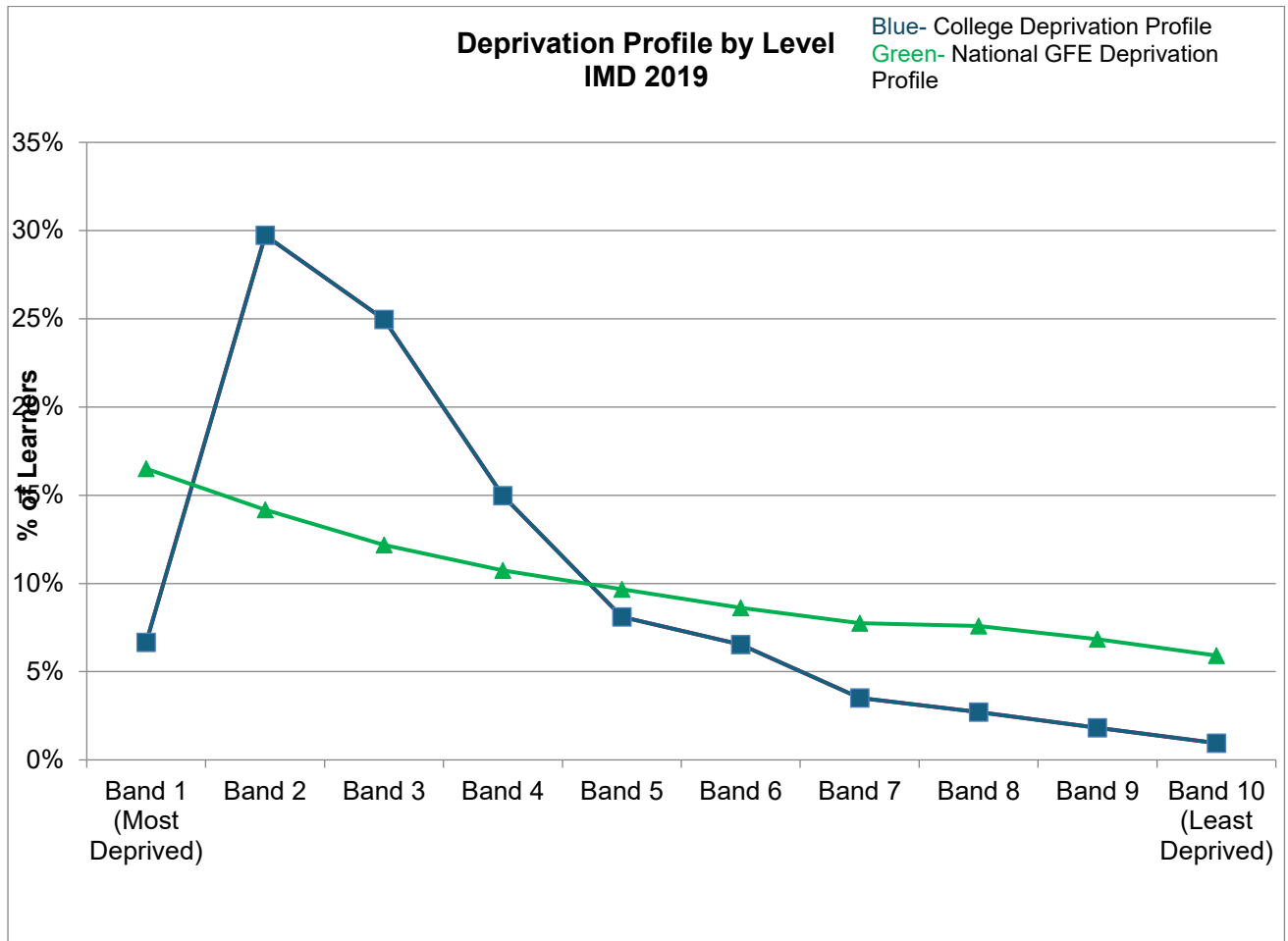
London is one of the most productive regions in Europe, supported by a highly skilled workforce. However, whilst all the boroughs CCCG serves have relatively affluent areas, it mainly serves some of London’s most diverse and deprived communities. 61% of learners come from the bottom 3 bands of social 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 been the slowest to recover from the pandemic with stubbornly high unemployment rates, high levels of personal debt and poor income stability.



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.



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 provides opportunities for the following main groups (2024-25 data):

- 16-18s: 20,806 expected leavers (9,347 learners), 12% on A Level and 88% on vocational study programmes. 36% (7,420) of expected leavers at Level 3.



- Adults: 35,315 adult enrolments to date (over 16,000 learners), the great majority on part-time and short courses up to level 2, although 1,820 adults are following Diploma courses, including 788 at level 3.
- Apprentices: 1,533 apprentices supported by the College across 46 Standards.
- Higher Education: 650 learners on a small number of HE courses including Higher National Certificates, Diplomas and Degrees (in university partnerships).
- Provision for Learners with High-Needs: 1,232 enrolments (505 learners) of which 213 were on supported learning programmes and 292 within mainstream provision.
- 14-16s: 216 young people, based on partnerships with local secondary schools and Pupil Referral Units (PRU's) in our local boroughs.

CCCG is a major anchor institution within its local boroughs. Through its strategic and curriculum plans, it makes a strong contribution to meeting the skills needs of employers and the local and regional economy, following consultation with employers, shareholders and the [London Local Skills Improvement Plan](#) (LSIP).

Key Stakeholders

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

In March 2025 the GLA published Grow London which is an initiative led by the Greater London Authority to drive inclusive and sustainable economic growth across the capital. It focuses on fostering innovation, attracting investment, and supporting businesses to scale, particularly in high-growth sectors like tech, life sciences, and the green economy. The strategy emphasizes skills development to ensure Londoners are equipped for the jobs of the future. It also aims to reduce inequality by promoting access to opportunities across all communities. Overall, Grow London positions the city as a global leader in sustainable, inclusive, and innovation-driven growth.

The GLA and London Boroughs co-founded the [London Partnership Board](#) in 2023, building on the work of the London Recovery Board in response to 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. It has set out nine missions, of which CCCG focuses on four:

- 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 who find it most difficult to enter or re-enter the workforce, including young people, newly



unemployed, people with caring responsibilities and people at risk of redundancy, 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.

As part of Helping Londoners into Good Work, the GLA launched a Mayor’s Academy Programme (MAP) to support Londoners to gain relevant skills and move into good work in sectors key to London’s recovery. Five sectors were targeted, Hospitality, Green, Digital, Creative and Health). CCCG bid for and was awarded MAP hubs in four of these sectors (Hospitality, Green, Digital and Creative). These have recently been extended to March 2026 and the college will continue to further develop these areas

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

The London [Local Skills Improvement Plan](#) (LSIP) was published in May 2023 by **BusinessLDN**, which leads a team of stakeholders including businesses, the GLA, London boroughs and skills providers. The LSIP identified four priority skills needs:

- Digital Skills
- Green Skills
- Transferable Skills
- Labour Market Inclusion

and four key sectors with substantial vacancies, identified skills needs at level 3 and below and the potential to improve diversity:

- Built Environment
- Creative
- Hospitality
- Health & Social Care

The proposed pan-London recommendations – what is required of business, providers and government – are set out under four interlocking action areas:

- Meeting London’s skills needs
- Supporting & galvanising business action
- Delivering a skills system that is fit-for-purpose
- Building an inclusive London workforce.



The London Growth Plan aims to improve the productivity of the capital and add £107bn to the London economy by 2035. Five broad sectors have been identified as the focus of growth and investment, as follows:

- Frontier Innovation: London's next superpower: Life Sciences, AI, green innovation
- Financial, professional and business: Law, consulting, Built environment, IT, cyber
- Creative Industries and technologies: Film, gaming, music
- Experience economy: culture, hospitality, events and attractions
- International education: developing the pipeline of international talent

CCCG is working to train young and adult Londoners in the priority skills needs by aligning the relevant parts of its curriculum and employer provision with the LSIP, working closely with the GLA and especially its Adults Skills Funding (ASF). In many cases there is already alignment, and the priority is to promote existing offers. CCCG is providing feedback to BusinessLDN on how it has responded to the LSIP, e.g. new courses added, existing courses changed, number of employer partnerships, number of learners in priority areas and challenges. CCCG is maintaining and building on its employer partnerships.

CCCG is also working as part of the sub-regional LSIF programmes led by Local London and Central London Forward. These programmes are aligned to the LSIP.

CCCG works closely with local partners, such as Local Authorities, NHS Trists and Job Centre Pluc (JCP) Vocational Employability is a very successful short course provision that offers high quality training to help unemployed learners develop sector-specific skills, improve their confidence, and progress into sustainable employment. The curriculum is designed to address local and regional labour market demands, providing licence to practice qualifications such as Construction skills (CSCS), Security industry (SIA & stewarding) and Logistics, forklift licences includes Counterbalance & Reach trucks . Most of our learners are referred by Jobcentre Plus or community partners, including RESTART providers, housing associations, libraries and community centres and come from diverse backgrounds ranging from long-term unemployment to career changers and those impacted by the economic climate.

Our courses are delivered across several London boroughs particularly Enfield, Haringey, Hackney, Camden, Islington, Waltham Forest, Lambeth, Barking & Dagenham, Havering, Redbridge, Newham and Southwark. All our centres have strong local & regional employer support to ensure we create excellent pathways into work. Capital City College is an active member of borough education boards, local authorities, and employment networks, ensuring our provision remains responsive and impactful. Employers have been involved in the development of our Sector-Based Work Academy Programmes (SWAPs) like Taylor Wimpey, Choice Teachers, Logistics people, the NHS,



TfL and Spurs FC offering learners real progression pathways into meaningful employment. Vocational Employability remains a core part of Capital City College's commitment to social mobility, bridging skills gaps and empowering individuals to transform their lives through employment-focused skills development.

CCCG is a 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. Significant engagement is linked to work experience opportunities, with over 1,300 employers, ranging from SMEs to multi-nationals, providing more than 424,000 hours of experience to over 6,100 of our students. Examples of Key interactions with employers include:

Grow London:

We are chosen provider for Grow London supporting London SME's and entrepreneurs with training via the Digital Academy, Visionaries and Apprenticeships we attend present at local networking events and provide paid support services from the 01 Founders students.

Dispensing Optical

We work with a wide range of optical employers, from small, family-run SMEs to national brands such as Specsavers and the Hakim Group.

Local Councils

CCC partners with more than 15 local authorities, including Tower Hamlets, Croydon, Enfield, Hammersmith & Fulham, Hackney, Waltham Forest, Camden, Hertfordshire, Luton, Nottingham City Council, and soon Birmingham. We support these councils with a range of apprenticeship programmes in Facilities Management, Accounting, Business Administration, Procurement, Customer Service, and Property Maintenance. Our services include recruitment, upskilling existing staff, supporting local residents via Section 106 agreements, and participating in community job fair events aimed at residents and employers.

Construction & Engineering

CCC supports major employers such as Balfour Beatty, Eurostar, Hitachi Rail, Wates Group, Morgan Sindall, HS2 Ltd, and Skanska, along with their subcontractors, with a broad range of apprenticeship needs. This includes fulfilling Section 106 obligations and delivering training in Surveying, Engineering, Rail, Carpentry, Electrical, Property



Maintenance, Business Administration, and Plumbing. We also contribute to employers' enrichment and social value initiatives by organising site visits, masterclasses, topping-out ceremonies, and collaborative events with organisations like Willmott Dixon, National Grid, and Multiplex Construction.

Lacoste

CCC partners with Lacoste to support recruitment across all London stores and coordinates their first mentorship programme in UK; the Little Crocodiles mentoring programme.

Additional Employers

We also deliver apprenticeships for leading organisations, including:

- Bank of England
- The National Theatre
- Chelsea FC
- Sadler's Wells
- Battersea Dogs & Cats Home
- Metropolitan Thames Valley
- Greggs
- Evergreen Marine
- Mitie

CCCG works with 3T Energy to run a unique collaborative wind farm operation training programme at Enfield, the first in the South-East. This has recently extended to offering Bootcamps in Entry to the Wind Industry and into Balde Repair.

In addition to the MAPs, CCCG has 4 other Skills Academies which are aligned to local employer needs - Accounting, London Rail, Enfield Construction, and the Fashion Academy .

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, Project Dharma and the Tottenham Spurs Foundation.

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 Local London's Green Jobs and Skills Partnership. This ties in closely with the Local London Mayor's Green & Digital Skills Academy Collaboration Partnership and CCCG's Green Skills Academy.



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 Universities: Canterbury Christ Church, City St George’s, and . Its HE provision focuses on specialist needs such as hospitality, tourism, accounting, culinary arts, digital, esports, engineering, teacher training and counselling. 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.

Summary of Sector Growth Priorities against National/Regional Alignment

CCCG has identified its growth priorities based on the national, regional and GLA priorities and senior managers have been identified to lead on and develop the themes. The table below provides an overview of the priorities.

	Invest 35: The UK’s Modern industrial strategy (Nov 2024)	London Growth Plan	CCC Strategic Plan	Example
Life sciences	Y	Y	Y	Barts @ Angel
Creative Industries	Y	Y	Y	Mayors Academy & Soho
Digital and Technologies	Y	Y	Y	Mayors Academy & OIFounders
Green Energy	Y	Y	Y	Mayors Academy & Wind
Advanced Manufacturing	Y	Y	Y	Rail
Financial Services	Y	Y	Y	AAT Finsbury Park
Professional and Business Services	Y	Y	Y	Business at Holloway
NHS		Y	Y	Apprenticeships / Supported internship
Construction		Y	Y	New provision at Holloway Road



3 Contribution to National, Regional & Local Priorities

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	Deadline	Review
1.	Ensure students on Study Programmes gain core transferable skills so they can progress to positive destinations.	Employers report that young people have the knowledge skills and behaviours needed to be well-prepared for work.	N	High quality careers and IAG delivered in line with Gatsby benchmarks.	Year on year improvement in progression to positive destinations	Ongoing	
2.	Ensure the College's T level and apprenticeship offer addresses local priority sector needs.	<ul style="list-style-type: none"> The first T Level rollout at CCCG began in September 2023. T-Levels will be offered in all priority areas from 2025-26. Priority local and national sectors are well-served by T levels and apprenticeship routes. Capital investment is targeted to provide high specification teaching and learning environments in priority sectors. 	N	67	25-26 allocation: 346	Sep 2026	Significantly under-recruited in 2024-25
3.	Establish a Digital and Creative Sector Hub at Soho and market dominant and sector leading over the next 3 years.	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 fully refurbished Soho Centre is now open and provides first class, industry standard facilities. A Sector Employer advisory group is	NRL	Rebuild complete	Hub fully operational at Soho	Jan 2026	Official launch in Autumn 25



		leading this development.					
4.	Skills in AI and automation.	AI, VR and AR facilities with VISR have been developed using a range of funding sources including LSIF		A number of curriculum areas are now using VR and AR technologies to enhance student learning. Two immersive classrooms built at the Kings Cross Centre and Enfield Centre.			
5.	Achieve the targets outlined in the Mayor's Academies for Green, Digital, Hospitality and Creative.	The Academies are priority areas for the GLA and focus on upskilling/reskilling adult learners supporting 'career changers' and in turn economic growth in the city.	RL	Academy funding extended due to success of the programme . Academies to continue at Enfield, Kings Cross, Soho and Victoria.	Target learners to end of programme: Creative 2,730 Digital 2,030 Hospitality 1,915 Green: 3,500	Mar 2026	Academies on programme to achieve targets
6.	Develop higher education courses linked to widening participation and economic need.	Review of current higher education offer to develop provision that focuses on vocational, technical and professional qualifications, is micro-credential based, in line with the Lifelong Learning Entitlement, and meets Higher Technical Qualification (HTQ) kitemarks.	NRL	650 HE enrolments	10% increase in HE enrolments	Oct 2025	HE enrols have remained between 500-600 in recent years
7.	Building learners' sector-specific skills to improve	Helping Londoners into Good Work is a GLA priority and	RL	All 16-18s receiving	Work experience offered to	Sep 2025	Sector-specific skill develop-



	<p>their employment prospects when competing in the highly competitive London labour market, including: industry and professional mentoring, work experience and sector-specific skills.</p>	<p>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 2025-26 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>		<p>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>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 2024</p>	<p>ment has been maintained</p>
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8.	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	515 starts to date in 2024-25, 57.5% of plan for the year.	932 new starts in 2025-26	Jul 2026	New apprentice starts have under-performed plans.
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4 Local Needs Duty

CCCG’s Board of Governors has carried out a review of its obligations under the Local Needs Duty, as set out in s52B of the Further and Higher Education Act 1992, as amended by the Skills and Post-16 Education Act 2022. It has concluded:

- That CCCG has a broad and deep engagement with local stakeholders, and in particular the GLA, the London LSIP, local authorities, employers, partners, other colleges and community organisations.
- That its delivery is already strongly aligned with the GLA and London LSIP.
- That the actions needed to improve its collaboration and better meet local needs through its curriculum offer are contained within its Quality Improvement Plan (QIP).
- That CCCG has no current proposals for structural changes to delivery within its local area, but will continue to review its curriculum to ensure that it aligns with the needs of Londoners and those living in the surrounding areas.

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, and fulfils the statutory Local Needs Duty.

The plan will be published on the college’s website within three months of the start of the new academic year.

Michael Davis
Chair of Governors

Angela Joyce
Chief Executive and Accounting Officer

Dated: 21 May 2025

