

Accountability Statement from South Thames Colleges Group (STCG) 2026-27

1) Process for finalisation and completion

The timelines for finalisation of the Group's Accountability Statement during the academic year 2025/26 include a series of key milestones:

14 th November 2025	Governors review Local Needs Duty at Corporate Strategy Day
20 th November 2025	SLP/STCG sub-regional conference to review LSIP and begin consultation of refreshed London LSIP with Business LDN
21 st January 2026	Business LDN event to consult delivery partners on priorities for refreshed London LSIP
18 th June 2026	Strategic Review for STCG Board to interrogate 2023-26 Accountability Statement Review, 2026-27 Accountability Statement and plan next steps in its Duty to Review
19 th June 2026	London South Education Group convenes to undertake collaborative review of Accountability Statements
30 th June 2026	Launch of refreshed London LSIP and South London annex by Business LDN and
2 nd July 2026	Corporation approves final draft of Accountability Statement 2026-27 and Accountability Statement Review 2023-26
31 st July 2026	Accountability Statement and Accountability Statement Review to be published

2) Review status and update

STCG is compliant with its three-year duty to review its contribution to local skills needs. It completed a high level strategic review in 2023 in preparation for the Local Skills Improvement Fund investment and led sub-regional skills planning through a series of collaborative provider forums and internal review processes highlighting the need for enhanced curriculum development and planning strategies and robust sub-regional integration.

In Summer 2026, STCG completed a second high-level review of its contribution to meeting local skills needs and assessed its impact in delivering its duties over the three years since 2023. The STCG Accountability Statement Review is published separately.

The Review identifies that many of the priorities established originally in 2023 have now been delivered through partnership activity and stronger interaction between providers, underpinned by significant investment through the LSIF process. New sub-regional partnership bodies have been established, led by STCG and the South London Partnership. Collaboration with referral agencies and delivery partners has focused on the development of new pipeline arrangements. Although the number of people seeking work in South London remains low, there is an ongoing increase of

concerning magnitude in the numbers of young people Not in Employment, Education or Training (NEET).

Ongoing business partnership work with employers has used feedback to enhance course content and inform the development of new facilities and the establishment of this team in 2023 through LSIF investment has been continued from that time with STCG's own funds sustaining this work.

3) Vision and delivery

As previously stated, South Thames Colleges Group welcomes the development of a structured and strategic approach to skills development and workforce capacity-building and has worked with key stakeholders during the whole 2023-26 period to lead and deliver a meaningful response in South London.

In December 2024, STCG's Board approved a new four-year strategic plan, committing the Group, spelling out a strategic approach founded on the skills needs of the region and the aspirations of our South London communities:



Our new Strategic Plan builds further on our history of success. We have become a foundation for the communities of South London, an engine of growth and inclusion.

We have made outcomes for staff and students more equal, become a trusted partner to many stakeholders, raised quality to new heights and shown how a whole organization can generate such concerted support and ambition that students are genuinely defined by their potential here.

We will continue this approach into the future and strengthen it. We will do this through our actions:

- *Bonding our new curriculum strategy to the skills needs of the region, using evidence of demand to drive change while securing a coherent and efficient curriculum offer*
- *Strengthening our response to our students' expectations, meeting their needs and upholding their ambitions for the future*
- *Innovating through technology and partnership to lead key regional initiatives*
- *Raising standards of teaching and learning further still to achieve excellence for all of our provision and supporting our colleagues to grow their skills and knowledge*
- *Unifying and enhancing our extensive wellbeing strategies to promote resilience, happiness and inspiration through our culture, services and programmes for students' development*
- *Setting new ambitious equalities targets to respond to emerging priorities, improve the diversity of our leadership and close the gender pay gap further*

STCG continues to be recognised as a key strategic partner in the sub-regional skills infrastructure. STCG has effectively used its convening and co-ordinating powers to deliver a set of successful LSIF outputs and move towards better integration of skills provision against local need within a diverse set of provider partners, although this work is not yet complete and further opportunities to harness the potential of this initial set of collaborations will be necessary. Growth in these critical priority sectors has not proved consistently straightforward to deliver and the Accountability Statement Review highlights those areas where changes in participation have been positive and those where there has been less uptake of relevant learning opportunities.

STCG is helping to expand these by investing in its curriculum offer and focusing it on key sectors through both capital investments and capacity-building within its teaching workforce in line with its longer-term curriculum strategy. These efforts are supported by curriculum development and targeted activities to promote access for key cohorts of people under-represented in the South London workforce. STCG continues to build substantial long-term relationships with significant numbers of sub-regional employers to ensure its curriculum delivery successfully reflects the realities of the workplace.

However, employment market dynamics will not be solely influenced by the work of STCG, but there is a firm commitment to contribute significantly to changes in employment patterns over time on the part of STCG. The Group is firmly committed to the GLA's strategic vision for growth, including an explicit Inclusive Talent Strategy and fully expects to translate the practical implications of these expectations into its curriculum delivery, with the Accountability Statement action plan already encompassing these kinds of development. The Group recognises that it is likely to need to diversify its mission to include job placements, brokerage and progression management and its ability to deliver job outcomes is already a Key Performance Indicator. The Group is already involved in related activities and has begun delivery of a sub-regional Youth Guarantee Trailblazer incorporating new job progression capabilities.

The Group's internal mechanics continue to reflect its historic origin as a set of separate institutions and it will need to strengthen its ability to integrate and co-ordinate its curriculum response at whole-organisation level. Common resourcing and employer engagement models remain a medium-term strategic action for the Group to be able to deliver more change to its offer more responsively and holistically.

On this basis, STCG has for some time recognised that its conventional curriculum development and planning processes do not fully draw on demand-side factors and will enhance its internal processes in Autumn 2026 to ensure that they are more clearly driven by analysis of demand and key market factors.

4) Scope

STCG is applying the principles governing these developments to all of its provision, regardless of the devolved or national status of its different funding streams and is working with key stakeholders to integrate its strategic curriculum planning across its different funding bodies and employer clients.

5) Context and Place

London has a diverse and complex set of skills needs, as well as a mobile workforce with a broad range of qualification levels. In terms of strategic planning for growth and a responsive curriculum offer, the interactions between national and devolved regional policy have proven to show positive signs of integration although the national Industrial Strategy identifies some priority sectors such as defence and business and professional that are different from those in the London LSIP. Some risk of fragmentation has been partially overcome through better integration of planning and strategy between the GLA and the DfE in the past year, but Local Authorities in South London continue to take an active interest in the delivery of growth and development leading to varied borough-based skills and employment strategies. The SLP and the South London Employment and Skills Alliance are working on the co-ordination and integration of these approaches as well as better collaboration between providers, strongly supported by STCG.

The economy in South London is relatively successful, with low unemployment rates and a good diversity across business sectors. In South London, the largest sectors of the economy are:

- Hospitality and Retail
- Health and Social Care
- Education
- Construction

Employment is projected to increase in future years, with Construction, Hospitality and Retail and Arts and Entertainment sectors showing the most significant forecast growth levels, although recent changes to the economic dynamics of the region may change the outlook for growth in these sectors for the future. While unemployment for adults over the age of 24 remains relatively low and largely unchanged, young people in the 18-24 age range are seeing significant increases in economic disengagement and the sub-regional claimant count is rising rapidly. The Group's early analysis of data gathered through the Youth Guarantee Trailblazer shows that these NEET young people are typically over the age of 18 and qualified to level 3 or above.

Skills levels across the population of South London are relatively well-developed and some of the South London Boroughs have the highest levels of graduate outcomes of any part of the UK. Many young people here aspire to University education and the Colleges in South Thames Colleges Group offer significant rates of HE progression for their students as a priority. As less skilled jobs are becoming more scarce, Job Centre Plus and other job brokerage partners report challenges in building opportunities for qualified people who are currently first-rung roles. These changes in the regional jobs market are driven by economic slowdown, caution on the part of employers in hiring into new vacancies and the availability of artificial intelligence to carry out some key commercial tasks. Lower rates of investment in skills and innovation have historically suppressed the productivity growth in South London's economy and it continues to under-perform against the other sub-regions of London. This is compounded by its status as a base for high numbers of SMEs, the prevalence of dormitory and commuter suburbs and limited housing development with both affordability and transport braking its potential for faster growth.

Businesses in South London are active partners, however, and take their wider civic and social roles seriously, providing good levels of work experience placement, educational inputs and collaborative activities as well as contributing to formal membership groups, such as the Chambers of Commerce and Business Improvement Districts. South London is largely seen as an investable location for business activity and several significant developments have taken place or are underway, such as the new national headquarters for Lidl in Tolworth, the new European headquarters for Unilever in Kingston and the development of the London Cancer Hub in Sutton as well as the high-profile redevelopment of Battersea Power Station.

Critical interventions in these current labour market conditions require both a sectoral and a population focus; this approach from STCG is set out below, but it is clear that better IAG, improved attraction for more challenging sectors such as Hospitality and Retail, Health and Care and Construction and more targeted sector-based training will be required. Engagement by employers from these priority sectors is generally good, but efforts to promote the desirability of these jobs have proved mixed and progression into these sectors is patchy.

Alongside these delivery interventions, measures to promote participation among under-represented groups, such as returners, second language speakers and those with learning difficulties and disabilities to improve the supply of people into the workforce continue to be needed and STCG is fully committed to these learner cohorts, with a track record of growth and curriculum development evident for these students over the first three years of the London LSIP. STCG has been an emphatic advocate for inclusion to help promote the interests of disadvantaged people at the fringes of the economy and has long argued for a comprehensive, multi-agency approach to this. STCG welcomes the concept of an Inclusive Talent Strategy for London and is seeking to engage with its roll-out, although it did not receive any additional funding following its bid for the Inclusive Talent Trailblazer in June 2026.

6) Partnership

Collaboration and development activity across the South London area are actively supported through numerous initiatives:

- Local Authority skills and employment boards are active to varying degrees across the sub-region and bring providers together with employers to ensure effective dialogue, skills planning and the delivery of events
- Chambers of Commerce contribute significantly to the development of the skills infrastructure and host conferences on the local economy, drive partnership and promote business interests
- Business Improvement Districts have led place-based initiatives to sustain town centre and high street appeal, with Kingston First and Love Wimbledon especially active in the sub-region
- Other partnerships such as BIG South London support business innovation, training and supply chain development
- The SLP has been instrumental in establishing a sub-regional forum to support skills and growth and founded the South London Employment and Skills Alliance in January 2025, with strong support and participation from STCG
- Most recently, the SLP has led the formation of the South London Colleges and Universities Partnership in order to promote better interaction and collaborative development between FE and HE providers

STCG is involved in all of these initiatives and partners these activities at Borough and sub-regional levels. STCG has contributed significantly to the formation of the sub-regional skills governance and delivery infrastructure and has established a number of effective strategic groups to support the planning and roll-out of new employer-facing initiatives. Its student body has been actively engaged across the sub-region and has been involved in a large number of work placements and other experiences of employment.

In South London a wider provider base has developed over time, although the range of providers in evidence is not so great that an effective strategic overview is especially challenging, so the sub-region has developed a co-ordinated approach to the LSIP based on collaboration through another provider group formed to support the new South London Employment and Skills Alliance. Providers and other partners include:

- The SLP
- Four General Further Education Colleges (including South Thames Colleges Group and Richmond-upon-Thames College which is part of the Harrow Richmond and Uxbridge College Group)
- Discrete Adult Education Services in the Royal Borough of Kingston and the London Boroughs of Sutton and Croydon
- A small number of Private Training Providers
- Other Borough Services and Children's Services organisations
- Three Universities

South Thames Colleges Group chairs and convenes this group and will now be funded by the SLP to continue to do so.

There is some risk that the range of different strategies and development plans circulating to support growth and skills lack meaningful vertical integration and the Group remains firmly sighted on its statutory obligations to deliver the priorities identified with the LSIP. Beyond this, the Group has developed an overview of its context and is working within a number of different approaches at various levels of Government to establish a robust, widely-informed view of its duties, aligning its

mission to the broad expectations of the strategic environment and taking account of the varying levels of strategic leadership influencing this landscape.

7) South Thames Colleges Group context and its approach to developing its Annual Accountability Statement

STCG is a large General Further Education College operating in four South London Boroughs, Kingston, Merton, Sutton and Wandsworth. STCG was formed in 2017 as a merger between three pre-existing Colleges, some of which were founded in the 19th century and all have long histories of service to their communities.

STCG offers learning across a full range of sector subject areas, although it does not provide land-based subjects. It was graded 'good' with 'outstanding' features by Ofsted in 2024. Its Apprenticeship provision, however, required improvement and the Group was judged only to make a reasonable contribution to the needs of the local economy. However, inspectors commented:

'Leaders are at the forefront of skills development work in south west London. They work closely with key strategic bodies, employers and other stakeholders such as the South London Partnership, the Central London Partnership and sector bodies such as the Construction Industry Training Board (CITB) to share labour market intelligence and plan for skills needs. They lead and collaborate with stakeholders to use the local skills improvement fund to develop programmes which meet the needs of key priority areas such as construction, health and social care and green skills.'

Since then, The Group has focused on the rapid improvement of its Apprenticeship provision and delivered progress in the quality of this area of work, which was graded 'good' at its self-assessment in Autumn 2025.

STCG attracts students from across London and counties fringing the south-western borders of London. Its current students across its different funding streams is:

Funding stream	Approximate numbers in 2025/26
Young People	6270
Of which High Needs Students	870
Adult students	8150
Higher Education Students	220
Apprenticeships	450

STCG has already demonstrated a significant and active approach to many of the South London and wider London LSIP priorities, its delivery characterised by significant volumes of study within key target sectors including ESOL. Nearly 70% of the Group's students were enrolled on courses within the following occupational groupings in 2024-25, which represent key priorities in the South London LSIP:

Creative Industries	15%
Construction and Engineering	17%
Health and Care	13%

ESOL	25%
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STCG has embraced the duties set out in the Skills for Jobs Act 2022 and assessed its existing practice in designing and delivering a curriculum relevant to its region and its economy. The Group has identified significant examples of good practice throughout the different levels and sectors of its curriculum and has been able to recognise a number of areas where more progress is needed, set out in the medium-term priorities in section 8 below and also captured in the Group's Accountability Statement 3-year review. The Group is very active or leading in sub-regional initiatives, such as Green Skills, Employment and Skills planning with Local Authorities and tackling unemployment while consulting closely with employers at both Group and course level to ensure strategy and teaching content reflect the needs of the Group's stakeholders. The Group is committed to strengthening its contribution to the regional economy, and is currently working with over one thousand employers to gather market intelligence and develop its strategic position successfully.

The Group is providing significant input in securing major changes to the system infrastructure needed to improve engagement rates for NEET Young People, delivering the sub-region's Youth Guarantee Trailblazer and contributing heavily to the forthcoming Youth Strategy for South London, due for publication later in 2026.

STCG has a track record of commitment to partnership, economic engagement and employer focus, exemplified in its most recent strategic plan, 'Achieving Ambitions Together', set in December 2024:

<https://stcg.ac.uk/about/policies-and-procedures/supporting-documentation/997-stcg-strategic-plan-1/file>

There is an extensive set of examples of the Group's active role in supporting workforce development and direct economic engagement for its students, including

- Sub-regional leadership of the LSIF process, culminating in a successful bid to the DfE and delivery of fourteen separate sub-projects, co-ordinated across a wide-ranging partner base
- Leadership by the Group's Principal/CEO of the Skills and Employment Board for the Royal Borough of Kingston
- Successful completion of the three-year national CDF initiative to develop enhanced Industrial Placements for students on level three courses with local employers
- Establishment of an Employability team across the Group for its Colleges working locally with employers to develop extensive employment-related activity, work experience placements and employer feedback opportunities
- Curriculum initiatives to develop responsive programmes of study incorporating employer needs within the Group's suite of courses, with new provision such as Green Skills, CSCS cards for the Construction sector and additional provision for the Care sector based in the new facilities at Kingston College
- The development of Supported Internships to enhance progression of Foundation Learning students into employment and to offer valuable real workplace experience to students furthest from inclusion in the workforce
- The establishment of an Employer Advisory Group to support STCG in its strategic decision-making and provide an additional line of accountability for its delivery

- Partnership with employer-focused bodies, such as Chambers of Commerce, Business Improvement Districts, Job Centre Plus and BIG South London to help sustain ongoing dialogue with employers
- New HE/FE partnership arrangements supported by the SLP to enhance cross-sector collaboration

STCG is committed to implementing a reframed strategic curriculum planning process, using Labour Market Intelligence, patterns of demand, feedback from students and employers and collaboration with other organisations to improve its responsiveness. Its primary objective in its strategic plan is to grow its provision on this basis and to take account of a number of factors such as qualifications, level, modes and timing of delivery, student cohorts, location and planned impact to enhance its ability to meet local skills needs. The implementation of this new process will be a core action for 2026-27, as captured in section 9 below. This action rolls over from 2025-26 as it has not yet been successfully completed.

Leaders and Governors at STCG have been aware of the priorities identified in the LSIP for some time, actively working with London's Employer Representative Body, Business LDN, throughout the period of the development of the LSIP for London. STCG has also worked in close partnership with the sub-regional body responsible for the South London LSIP annex, the South London Partnership, as well as other employer bodies and Local Authorities to ensure its understanding is well-developed and priorities aligned. This dialogue is ongoing and tangible and specific partnership activities continue to feature prominently in the collaborative work led by STCG in the sub-region.

Through the SDF and LSIF processes, STCG has led a South London collaborative group of providers to establish effective partnership arrangements and successful project delivery activities to promote the availability and take-up of learning across a number of key sectors, including Construction, Green Skills and Health and Care.

In shaping this approach to the review of the Annual Accountability Statement, the leadership team and Governors at STCG have used the LSIP and other industry data to:

- Become familiar with the detail of the priorities highlighted in the LSIP
- Convene several internal forums to review the LSIP and determine potential actions for the Group
- Convene external collaborative forums to set a partnership strategy and oversee the successful delivery of the Local Skills Improvement Fund
- Convene working groups and other interactions with employers and employer bodies in South London to inform curriculum planning and delivery and support the Group's strategy-setting
- Consult on the content and planning for the delivery and annual review of the Group's Accountability Statement
- Work with Business LDN and the South London Partnership on priorities and planning for the delivery of the Group's Accountability Statement and wider strategic priorities for skills in the sub-region
- Consult with Local Authorities and other partners
- Consult, in the Royal Borough of Kingston, with the Local Authority's Employability and Skills Partnership

- Reorganise its internal structures and staffing capacity to focus its developmental work on skills, employability, partnership activity, employer engagement and demand-led curriculum innovation
- Complete work on a new Strategic Plan for the Group focused on skills, growth and inclusion using the curriculum as a vehicle to deliver better outcomes for students and employers
- Use external reference sources, such as inspection reports and the FE provider data dashboard to provide indicators of its performance against sector benchmarks

8) Use of Inclusive Mainstream Fund resources

The organisation is committed to ensuring that the Inclusive Mainstream Fund (IMF) is used effectively, transparently, and in alignment with national expectations and institutional priorities. Funding will be directed towards strengthening inclusive practice, reducing barriers to participation, and improving outcomes for learners from vulnerable and underrepresented groups.

Investment decisions have been guided by a clear strategic framework focusing on improving access and participation, raising achievement, strengthening inclusive teaching practice, enhancing specialist support, and ensuring long-term, sustainable impact.

The organisation ensures accountability through:

- **Targeted Investment:** Funding will be allocated to high-impact areas, including staff development in inclusive pedagogy and trauma-informed practice, specialist support interventions, and enhanced pastoral provision.
- **Workforce Capacity Building:** Strategic roles and professional development programmes will be used to embed inclusive approaches across teaching, particularly in English and maths and support services, ensuring consistency and sustainability.
- **Focus on Priority Learner Groups:** Resources will be directed towards learners facing barriers to success, including those with SEND, disadvantaged backgrounds, mental health needs, and those at risk of disengagement.
- **Clear Performance Measures:** Impact will be monitored through key performance indicators, including improvements in retention, achievement, attendance, progression, and reductions in achievement gaps and behavioural incidents.

Robust monitoring and evaluation processes will ensure that the impact of IMF investment is regularly reviewed, with adjustments made to maximise effectiveness and value for money. This includes tracking learner outcomes, reviewing staff capability development, and evaluating the effectiveness of interventions.

Through this approach, the organisation will ensure that IMF funding not only addresses immediate learner needs but also builds long-term capacity to deliver inclusive, high-quality education. This supports the organisation's Inclusion and Progression Strategies and reinforces its commitment to equity, high standards, and positive learner destinations.

9) The Duty to Review provision at STCG and the extent to which it meets local skills needs

Governors and leaders at STCG are fully committed to improving the integration of curriculum delivery with the needs of the local economy. The ongoing process of review has included a number of components:

- Regular strategic updates for Governors and leaders at Strategic Review days and Committee meetings, considering, among other things:
 - Student recruitment by College, subject and funding stream
 - Detailed reviews by leaders of the curriculum planning process and its suitability in gearing curriculum planning to Labour Market Intelligence and other factors
 - The content and delivery of the London and South London LSIPs, including input from Business LDN representatives
 - Engagement with employers in key emerging markets, such as Green Skills
 - The extent and impact of partnership activity with a range of stakeholders
 - Updates on the progress and impact of LSIF investments
- Direct interaction with students, employers and other stakeholders, allowing Governors and leaders to engage partners to assess the responsiveness of STCG's curriculum and steer future developments
- Attendance at regional and sub-regional conferences and events highlighting sectoral priorities and assessing potential solutions and developments for providers to adopt
- Availability of publications and other outputs from Business LDN and the SLP to inform Governors' and leaders' judgements
- An Ofsted inspection in May 2024, grading STCG's contribution to local skills needs at 'reasonable', but highlighting numerous examples of good practice and strong relationships with many key stakeholders
- The use of the pilot FE Providers' Dashboard that show the Group's curriculum delivering above benchmark for National Skills Priorities and the national Skills Measure
- Concerted attention on the Apprenticeship provision at the Group which was graded as 'Requiring Improvement' at inspection in 2024 and which was the subject of a year-long intervention process to bring its quality up to an acceptable standard

The process of review is now an established part of the Group's leadership and Governance activities and is embedded in its strategic commitments, embraced by the whole of the STCG community as a fundamental element of its core mission.

On this basis, Governors have effectively discharged their Duty to Review the curriculum provision at STCG and the extent to which it meets local skills needs for the year 2025-26. Actions identified for the year 2025-26 are set out in the table below and provide sub-regional, whole-Group and sectoral priorities for STCG to deliver:

Action	Impact measure(s)	SLT Lead
<u>Whole organisation</u> WO1 Respond in detail and adopt where relevant the priorities identified in the SLP's LSIP action plan when it is available in final draft	Defined, measurable responsibilities assigned within STCG for South London annex of London LSIP when it is published	PM-S
<u>Whole organisation</u> WO2 Redesign and deliver an integrated curriculum review process designed to rationalise and enhance provision at the Group and support better alignment to the regional priorities	Sector-based curriculum planning, strategic overview and integration achieved in all subjects	PM-S
<u>Whole organisation</u> WO3 Work with SLP and providers in South London to further develop the collaborative infrastructure for partnership working and ensure Governors and leaders from local providers can exercise an overview of curriculum delivery and skills needs	Sub-regional overview of curriculum delivery established with effective collaborative growth plans for priority sectors and cohorts in place	PM-S
<u>Whole organisation</u> WO4 Contribute to and support the roll-out of the SLP's Youth Strategy to address the numbers of Young People who are currently Not in Education, Employment or Training in South London	STCG is a named and active delivery partner in the SLP's Youth Strategy and is able to lead the implementation of key projects and activities in South London	PM-S
<u>Whole organisation</u> WO5 Develop, agree and implement a whole-organisation approach to the prevention and re-engagement of young people who are at risk of or who are NEET	Detailed KPIs in STCG's NEET and NEET prevention strategy are achieved	JP
<u>Whole organisation</u> WO6 Develop, publish and implement an organisational growth strategy to enhance recruitment in key funding streams, such as Apprenticeships, Adult and HNS	Apprenticeship and Adult numbers increase in line with the Group's strategic KPIs Numbers of HNS increase to 1000+ by December 2028 in partnership with Local Authorities in South London	JP/JO'S

<u>Whole organisation</u> WO7 Implement the Group's long-term approach to SEND reform and students with High Needs and deploy Inclusive Mainstream Fund resources as set out above to develop a whole-organisation approach to high-quality provision for all students with additional needs	• Deliver a compliant and effective programme of Inclusive Mainstream Fund developments during the lifetime of the Fund • Numbers of HNS increase to 1000+ by December 2028 in partnership with Local Authorities in South London	JP
<u>Whole organisation</u> WO8 Establish opportunities for further development of STCG's Destinations reporting, especially using a sectoral focus to analyse progression patterns and plan appropriate interventions as necessary	• Destinations reporting covers all enrolled students, including non-retained learners, and incorporates sectoral destinations • Progression rates into positive destinations increase in line with the Group's strategic KPIs	DCEO
<u>Whole organisation</u> WO9 Actively engage with regional skills infrastructure and governance arrangements, including sector talent boards with GLA	STCG is involved in all regional and sub-regional skills infrastructure and has access to all relevant funding opportunities	SMA
<u>Whole organisation</u> WO10 Drive interest and engagement in sectors less able to recruit new talent successfully where growth is most evident	• Deliver at least one focused and relevant employer/stakeholder/student event each year for each of the Construction, Care and Hospitality sectors • Increase overall student numbers in each of the target sectors identified	SMA
<u>Whole organisation</u> WO11 Improve internal curriculum collaboration to streamline, rationalise and enhance responsiveness in key curriculum sectors, building on the development of curriculum leadership across the Group	• Curriculum leadership is in place for all sector subject areas within the Group • Curriculum planning, development and investment are integrated across all sector subject areas	JP/JO'S

<u>Whole organisation</u> WO12 Establish and maintain Advisory Boards in key target subject sectors	Advisory Boards established in all priority sectors	SMA
<u>Whole organisation</u> WO13 Develop strategic relationships and strengthen integration with borough employment brokerage services to curate an effective and more efficient route for learners into employment, including the development of an STCG job brokerage and other progression services governed by a new Progression Strategy	• Develop, agree and implement a comprehensive Progression Strategy • Deliver an integrated and expanded employment support system across the Group and in partnership with relevant agencies across South London • Progression rates into positive destinations increase in line with the Group's strategic KPIs	JP
<u>Whole organisation</u> WO14 Develop the Group's bidding and opportunities management capacity to ensure successful engagement with new funding streams and engagement activities	Analyse and evaluate the Group's track record in securing bids for new funding and developments and plan and implement any changes needed to improve opportunity success rates	SMA
<u>Whole organisation</u> WO15 Develop consistent approach to Borough-level partnerships across all four home Boroughs for STCG	• Plan and deliver a partnership strategy across the Group's four home Local Authorities to strengthen collaboration across a number of outputs • Grow Adult and High Needs provision in line with the Group's Strategic KPIs	PM-S
<u>Whole organisation</u> WO16 Procure, instal and implement an effective Customer Relations Management System	The Group operates an integrated CRM System to ensure extensive and consistent contact across all stakeholders	SMA

<u>Construction</u> • Promotion of the sector as an attractive progression route for students, especially adults and Apprentices • Ongoing diversification of the curriculum to meet specialist employer needs more precisely, especially in areas such as green skills • Improved destinations reporting and guidance to raise progression rates		
<u>Digital and Creative</u> • Enhanced curriculum development to make a greater range of Digital qualifications available to adult students • Further engagement with employers in the sector to promote careers and opportunities • Improved destinations reporting and guidance to raise progression rates		
<u>Education (Childcare)</u> • Promotion of the sector as an attractive progression route for students, especially adults • Exploration of the market for Childcare Apprenticeships • Improved destinations reporting and guidance to raise progression rates		
<u>Health and Care</u> • Ongoing promotion of the sector as an attractive progression route for students, especially adults • Improved destinations reporting and guidance to raise progression rates for adults		

<u>Visitor Experience (Hospitality, Events and Retail)</u> • Ongoing promotion of the sector as an attractive progression route for students, especially adults • Improved destinations reporting and guidance to raise progression rates for adults		
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