

Accountability Statement from South Thames Colleges Group (STCG) 2025-26

1) Process for finalisation and completion

The timelines for finalisation of the Group's Accountability Statement during the academic year 2024/25 include a series of key milestones:

| | |
|-------------------------------|---|
| 7 th November 2024 | Governors review Local Needs Duty at Corporate Strategy Day with Chair of South London Employment and Skills Alliance (also CEO of Royal Borough of Kingston) |
| 8 th January 2025 | Skills Needs and Inclusive Talent development session led by Deputy Mayor for London hosted at STCG |
| 20 th March 2025 | Business LDN London LSIP Conference reviewing progress and implementation of London LSIP |
| 15 th May 2025 | Strategic Review for STCG Board to interrogate 2024-25 Accountability Statement, Strategic Objectives and plan next steps in its Duty to Review |
| 11 th June 2025 | Corporation approves final draft of Accountability Statement |
| June 30 th 2025 | Accountability Statement to be submitted to DfE |

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.

Many of the needs identified originally in 2023 have now been delivered through partnership activity and stronger interaction between providers, underpinned by the LSIF process. New sub-regional partnership bodies have been established, led by STCG and the South London Partnership. Collaboration with referral agencies and has focused on the development of new pipeline arrangements, although the number of people seeking work in South London remains low. Business partnership work with employers has used feedback to enhance course content and inform the development of new facilities.

STCG is due to undertake its next full-scale review of its skills duty in 2026.

3) Purpose, vision, process and scope

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 2024-25 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 is 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.

STCG is helping to deliver 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. 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 curriculum strategy already encompassing these kinds of development

STCG is applying these development principles 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.

STCG has also recognised that its conventional curriculum development and planning processes do not fully draw on demand-side factors and is undertaking a full-scale revision of its internal processes to ensure that they are more clearly driven by analysis of demand and key planning factors. Its new curriculum strategy is being launched in Spring 2025 and will orient the Group's planning and development processes much more closely to the evidenced needs of the sub-regional economy and the demands from various cohorts of people within the region we serve, especially those furthest from meaningful economic inclusion. This process will use comprehensive reviews of specific sectors to deliver revised planning assumptions for each sector subject over the course of the next two to three years. A pilot process is being run in Spring 2025 to assess the long-term strategy for Sports provision across the Group, for example.

4) 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 will be critical points to watch as both the GLA and the DfE seek to guide the development of responsive FE provision to meet workforce needs, either together or in competition. Some risk of fragmentation has been partially overcome through better integration of planning and strategy between the GLA and the DfE in recent months, 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 has begun work on the co-ordination and integration of these approaches, supported by STCG.

Emerging practice appears to show a collaborative approach and the London LSIP is reflected to some extent in the London Growth Plan, published by the GLA in February 2025. Further changes to skills policy and its translation into regional action are also under development and the Group

eagerly awaits the London Inclusive Talent Strategy and the National Skills Strategy over the coming months.

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.

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 a consequence, less skilled jobs are harder to recruit to and there are many vacancies in entry level or second-rung jobs with low application rates. Job Centre Plus and Workmatch partners report challenges in building opportunities for those people who are currently seeking work and these roles, with skills gaps in communication, digital and basic employability creating barriers to employment for this cohort of people. High vacancy rates and lower rates of investment in skills and innovation have suppressed the productivity growth in South London's economy and it under-performs 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.

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 and the new European headquarters for Unilever in Kingston as well as the high-profile redevelopment of Battersea Power Station. The London Borough of Wandsworth has been designated as Borough of Culture for 2025-26 and STCG will contribute fully to the planning and implementation of this prestigious activity.

These substantial investments carry risk for the sub-region as they may fail to recruit to capacity in an already hungry recruitment market; housing remains expensive for many households and, while largely effective, the area's transport system has seen little new capacity created recently. In addition, the high numbers of young people aspiring to University entrance at 18 reduces the rates of labour market entry of young people, again suppressing workforce supply.

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. Alongside these, 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 are needed and STCG is fully committed to these learner cohorts. 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 looks forward to its imminent publication, having contributed significantly to its development, hosting the Deputy Mayor for London at a regional forum for Colleges in January 2025.

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

- Local Authority 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
- Other partnerships such as BIG South London support business innovation, training and supply chain development
- Most recently, 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

STCG is involved in all of these initiatives and contributes significantly to 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 a sub-group formed to support the new South London Employment and Skills Alliance. Providers include:

- 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

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, using this chart to help guide its choices:

| | National Skills Strategy | London LSIP | London Growth Plan | South London LSIP | South London Local Authorities | South Thames Colleges Group Strategic Plan |
|------------------------|--|---|--|--|---|---|
| Status/currency | Under development, due Summer 2025 | Live, due for refresh in Autumn 2025 | Live, published February 2025 | Live, due for refresh following update to London LSIP | Various, different strategic approaches in place | Live, published December 2024 |
| Link | Invest 2035 And Skills England | London LSIP | London Growth Plan | South London LSIP | For example: RBK's Economic Development Strategy | Achieving Ambitions Together |
| Lead body | Skills England/DfE | Business LDN | GLA | SLP | Local Authorities | STCG |
| Key themes | TBC | <ul style="list-style-type: none"> • Transferable, Digital and Green Skills • Workforce inclusion • Small businesses • GLA Good Work Standard • Resilient, targeted funding • Modular training • Digital poverty • System rationalisation | <ul style="list-style-type: none"> • 'Reinvention' of London • Productivity improvements • Inclusion • Growth in green jobs and net zero • Grow service exports | <ul style="list-style-type: none"> • Reskilling existing employees with the workforce • Business innovation and growth • Sectoral academies and careers hub | <p>Various states of development across our different home boroughs, but these include:</p> <ul style="list-style-type: none"> • Place-based strategies • High street regeneration • Housing • Inclusion • Green economy | <ul style="list-style-type: none"> • Growth • Inclusion • Wellbeing • Responsive provision • Very high standards: quality of provision • Very high standards: employment practice |

| | National Skills Strategy | London LSIP | London Growth Plan | South London LSIP | South London Local Authorities | South Thames Colleges Group Strategic Plan |
|-------------------------|---|---|---|--|---|---|
| Priority sectors | <p>TBC</p> <ul style="list-style-type: none"> [advanced manufacturing clean energy industries creative industries defence digital and technologies financial services life sciences professional and business services]* <p>*From national Industrial Strategy, Invest 2035</p> | <ul style="list-style-type: none"> Construction Creative Health and Social Care Hospitality | <ul style="list-style-type: none"> Creative Experience economy Financial, professional and business services and technology International education | <ul style="list-style-type: none"> Construction Education Health and Social Care Hospitality and Retail Information and Communication | <p>Again, varied, but these include:</p> <ul style="list-style-type: none"> Construction (including green skills) Health and Care Hospitality and Retail | <ul style="list-style-type: none"> Construction Education Health and Social Care Hospitality and Retail Information and Communication <p>[Reflecting SLP LSIP]</p> <p>Also:</p> <ul style="list-style-type: none"> Creative |
| Priority cohorts | TBC | <ul style="list-style-type: none"> Black and minoritised communities | <ul style="list-style-type: none"> Inclusive talent Strategy being drafted for publication in Summer 2025 | <ul style="list-style-type: none"> SEND Mental health Non-native speakers of English Under represented groups in specific sectors (eg women in Construction) | <p>Varied, but these include:</p> <ul style="list-style-type: none"> SEND Over 50's Refugees and Asylum-seekers | <ul style="list-style-type: none"> SEND Black and minoritised communities Mental health Non-native speakers of English |

| | National Skills Strategy | London LSIP | London Growth Plan | South London LSIP | South London Local Authorities | South Thames Colleges Group Strategic Plan |
|----------------------|--------------------------|--|--|--|---|---|
| Other factors | TBC | <ul style="list-style-type: none"> • Collaboration • Employer-provider partnerships • Statutory | <ul style="list-style-type: none"> • Place-based perspective • South London version in draft for publication May 2025 • Also has focus on housing, health and environment/energy generation | <ul style="list-style-type: none"> • Employer-provider partnerships • Growth in Apprenticeships • Boosting learner demand for jobs in priority sectors • Diversity and inclusion • Entrepreneurialism | <ul style="list-style-type: none"> • Local partnerships • Employer-provider partnerships • ACL • Local job brokerage schemes • Inward investment | <ul style="list-style-type: none"> • Employer-provider partnerships • Character education • Excellence of provision • Net zero • Innovation and technology |

5) Ongoing delivery of LSIF activity

STCG has been instrumental in leading the delivery of the LSIF up to its conclusion in March 2025 and has worked closely with the SLP to bring the LSIP process to life in South London.

The set of projects commissioned through the LSIF process has been project managed and co-ordinated through STCG and has delivered significant additions to the available curriculum across South London, with investment in new facilities and new course designs targeting a number of sectors and student cohorts. The range of projects successfully provided new capacity in a wide spectrum of different areas and subjects as well as developing practice and facilities for under-represented students.

A total of ten providers contributed to the roll-out of the LSIF projects, tabulated below:

| Project Number | Project Sector | Lead Provider | Strand / ref | Provider |
|----------------|----------------|---|--------------|---|
| 1 | Construction | Harrow, Richmond and Uxbridge College | 1 | Croydon College |
| | | | 2 | East Surrey College |
| | | | 3 | Hruc |
| 2 | Health | South Thames Colleges Group | 4 | South Thames Colleges Group |
| 3 | Digital | Richmond And Hilcroft Adult And Community College | 5 | East Surrey College |
| | | | 6 | London Learning Consortium Community Interest Company |
| | | | 7 | Richmond And Hilcroft Adult And Community College |
| | | | 8 | Sutton College |
| 4 | Education | South Thames Colleges Group | 9 | Royal Borough Of Kingston Upon Thames |
| | | | 10 | London Learning Consortium Community Interest Company |
| 5 | SEND | South Thames Colleges Group | 11 | Croydon College |
| | | | 12 | Royal Borough Of Kingston Upon Thames |
| | | | 13 | South Thames Colleges Group |
| 6 | Cross-sector | South Thames Colleges Group | 14 | South Thames Colleges Group |

6) 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, requires 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.'

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 2024/25 |
|----------------------------------|---------------------------------------|
| Young People | 5900 |
| Of which High Needs Students | 810 |
| Adult students | 8000 |
| Higher Education Students | 320 |
| Apprenticeships | 420 |

STCG has already demonstrated a significant and active approach to many of the South London and wider London LSIP priorities, its delivery dominated by study within key target sectors including ESOL. Nearly 70% of our students are enrolled on course within the following occupational groupings, which represent key priorities in the South London LSIP:

| | |
|------------------------------|-----|
| Creative Industries | 15% |
| Construction and Engineering | 17% |
| Health and Care | 13% |
| ESOL | 25% |

STCG has embraced the Skills for Jobs duties 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 7 below. 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.

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 through the SDF process of an extensive and successful short-term project to enhance Green Skills training across a partnership of providers, now nominated for National Net Zero Awards by the AoC
- Sub-regional leadership of the LSIF process, culminating in a successful bid to the DfE and delivery of fourteen separate sub-project, 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 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

STCG is committed to 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 2025-26, as captured in section 7 below and currently being piloted as a review of Sport provision across the Group.

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

7) 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

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 2024-25. 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:

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| <p><u>Whole organisation</u> WO1 Further develop the capacity of the senior team with updated roles and responsibilities to deliver effective strategic response to LSIP, including specific sector skills responsibilities</p> |
| <p><u>Whole organisation</u> WO2 Complete review of curriculum planning at STCG to drive developments and priorities on a regional and Group wide basis which in turn drives CPD priorities and capital programme, guiding investment in critical capacity and aligning the Group's curriculum offer more fully to the priorities identified in the South London LSIP</p> |
| <p><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 further develop an overview of curriculum delivery and skills needs</p> |
| <p><u>Whole organisation</u> WO5 Improve Apprenticeship provision to ensure it contributes effectively to the local economy and meets employer demand</p> |
| <p><u>Whole organisation</u> WO6 Evaluate SLP/SLESA Actionable Priorities for 2024-25 and incorporate final actions into STCG planning for 2025-26</p> |
| <p><u>Whole organisation</u> WO7 Establish opportunities for further development of STCG's Destinations reporting, especially using a sectoral focus if feasible</p> |
| <p><u>Whole organisation (from SLESA)</u> WO10 Explore how to support the development of the Local Authority workforce and providing skills and training where there are skills gaps e.g. Planning, Building control, Licencing</p> |
| <p><u>Whole organisation (from SLESA)</u> WO11 Commitment to driving interest and engagement in sectors, where we know growth will be now and in the future where this links across to the work plans of STCG</p> |

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| <p><u>Whole organisation (from SLESA)</u> WO12 Developing the skills offer and the pathway to employment within key sectors identified in the Local Skills Improvement Plan – specifically health and social care and low carbon in construction and the built environment</p> |
| <p><u>Whole organisation (from SLESA)</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</p> |
| <p><u>Whole organisation (from SLESA)</u> WO14 Consider how we can best support opportunities for all residents, tackling inequity, and improving the diversification of the workforce by targeting and focusing training and support on specific groups</p> |
| <p><u>Whole organisation (from SLESA)</u> WO15 Creating pathways for all residents and strengthening partnerships between Community Learning and General FE, including Kingston Adult Education</p> |
| <p><u>Whole organisation</u> WO16 Develop consistent approach to Borough-level partnerships across all four home Boroughs for STCG</p> |
| <p><u>Whole organisation</u> WO17 Complete HE second stage review and identify key actions to grow HE provision in response to local need</p> |
| <p><u>Hospitality</u> H1 Add additional basic skills, ESOL and Digital courses to the existing Hospitality & Catering programmes, to ensure they are equipped with the skills employers have identified</p> |
| <p><u>Construction</u> C1 Green construction and cross-cutting green skills are areas to develop and embed in the curriculum and we need to develop a greater understanding of what is required and how our developing expertise and resources across our sites can best respond to the demand</p> |
| <p><u>Education</u> E1 Develop a clear strategy for our Early Years provision which will include apprenticeships and higher education</p> |
| <p><u>Education</u> E2 Test the need and viability of widening our own nursery and child care provision across the region to meet local childcare needs but also linked to work experience, T Levels, Traineeships and Apprenticeships</p> |
| <p><u>ESOL</u> ES1 Evaluate the delivery of more tailored ESOL + a Sector programmes to provide specific job entry routes for ESOL students into those priority sectors</p> |
| <p><u>Health and Care</u> HC1 Ensure that existing large-scale provision is directly responding to Care and Home Carers employment demand in South London, identify any gaps and plan the introduction of new provision to respond</p> |
| <p><u>Digital</u> D1 Consider whether/how to grow embedded digital skills in our curriculum, as opposed to our discreet Digital/ T provision</p> |