



United  
Colleges  
Group



The background features a complex network of thick, colorful lines in shades of blue, orange, red, purple, green, and yellow. These lines are interconnected by small white circles with black outlines, resembling a stylized map or a data network. The overall aesthetic is modern and dynamic.



A photograph of a young woman with long dark hair, wearing a black jacket, looking down at a book she is holding. She is in a library or study area, with bookshelves and other students visible in the background. The photo is partially framed by the colorful lines of the background graphic.

# Accountability Agreement 23-24

# Purpose

United Colleges Group (UCG) is committed to providing outstanding world class education and skills. Our work towards delivering this mission for London and Londoners is built on four key areas of focus:

- Enhancing the Student Experience and Outcomes
- Our People, Culture and Growth
- Fit for Future Assets
- Robust Financial Health & Governance

All of which are underpinned by our 6 values





## Context and place

United Colleges Group is a large General Further Education College, formed in August 2017 by the merger of the College of North West London and City of Westminster College. With an annual turnover of over £50 million, we are one of the top 20 largest college groups in the UK.

We offer education and training in almost all vocational areas at a variety of levels for a wide range of learners, of all ages and starting points. In terms of subject sector areas, UCG offers routes in all subject skills areas, with the exception of agriculture, horticulture and animal care, manufacturing technologies and retail. UCG teaches a broad range of courses from entry level up to level 6. The largest subject areas in the college are English, mathematics and English for speakers of other languages (ESOL). Other large subject areas include Construction, Engineering, Health and Social Care, Business, and Information Communication and Technology Courses.

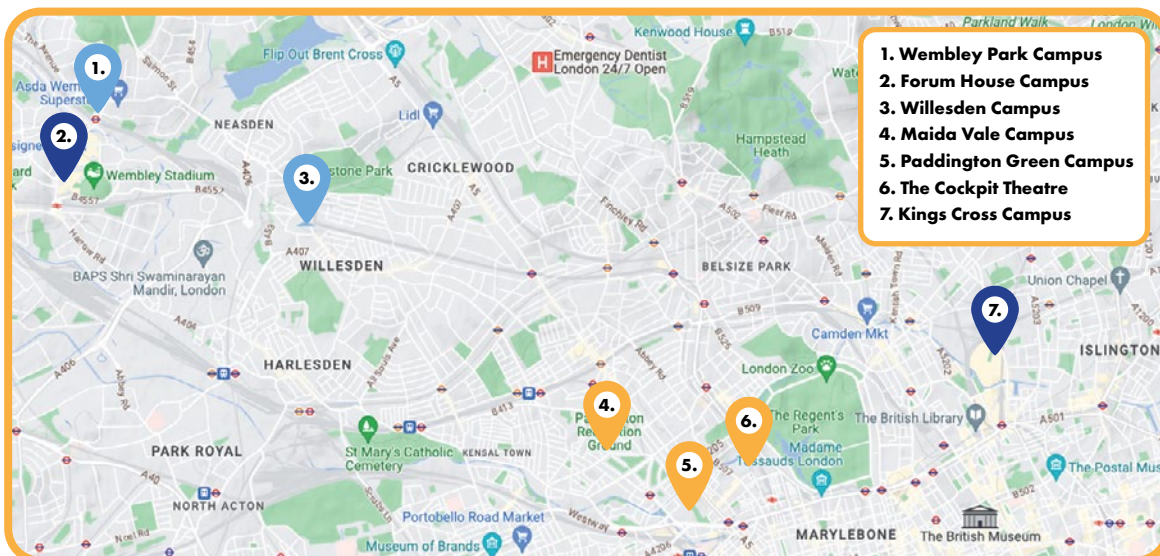


## Our Students

UCG attracts students from across London and beyond, with a significant number coming from the London Borough of Brent. Our students come from a diverse range of backgrounds. Annually we enrol around 12,000 learners across the group. As well as adult learners this includes circa 3,500 learners on education programmes for young people, 450 apprentices and around 170 learners on discrete supported learning programmes/ supported internships. In addition, we enrol around 250+ HE students. Many learners, including one third of young learners at the college, start at entry level or level 1 and come from vulnerable backgrounds.

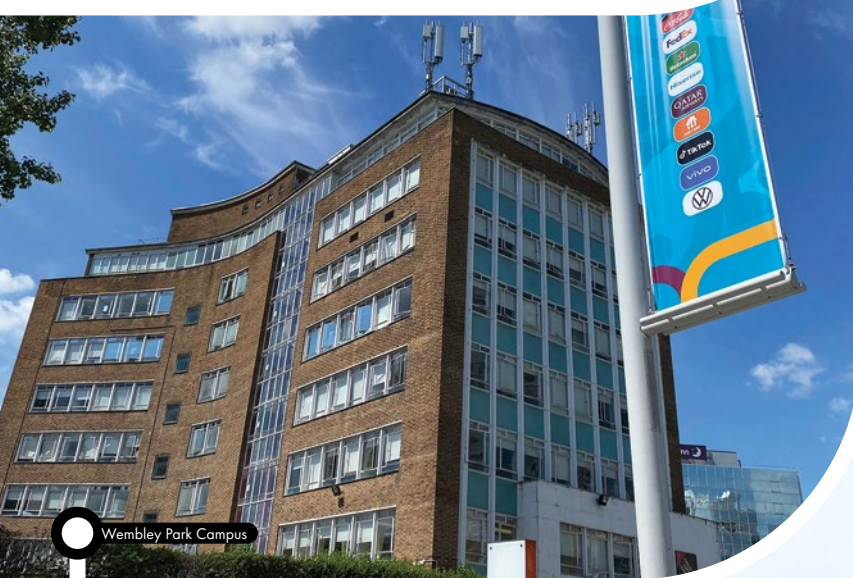
### UCG is comprised of two Colleges:

The group operates from six campuses across London. The largest campuses are in Paddington and Willesden. Other campuses are in Maida Vale and Wembley, there is a construction skill centre in King's Cross and additional localised delivery at Forum House in Wembley.





Willesden Campus



Wembley Park Campus



New Wembley Park Campus

### College of North West London

#### College of North West London

The College of North West London (CNWL) has two main campuses located in the London Borough of Brent, at Willesden (3) and Wembley Park (1). It also runs from the King's Cross Construction Skills Centre (7) in the neighbouring borough of Camden which will move to nearby Euston in 2023/24, in addition to Forum House (2) Wembley which currently supports our ESOL adult delivery.

The College's focus is on providing the skills for career success at a variety of levels to ensure all students have the opportunity to access learning. Teaching and support services are designed to help students develop a range of skills and offer progression routes either into employment or towards university-level study.

Offering a broad vocational curriculum to both adults and school leavers. Specialist subject areas include Construction and Engineering, Digital, Science, Care, Salon Services and ESOL. CNWL is also a major provider of apprenticeships in construction. CNWL also offers supported learning from its Willesden site.

Our Wembley Park campus (1) will largely be decanted to our Willesden site during 23/24 to enable plans to develop a future one site campus at Wembley Park

#### Wembley Park Campus

Earlier this year, we announced that we are going forward in our mission to deliver skills-based learning in Brent by creating a new world-class education facility for our community, based on the former site of the Olympic Office Centre in Wembley, our ambitious new building will offer classes in green skills, digital technology, computing, and health and social care subjects, in addition to continued core subjects such as ESOL.

Once it is completed, planned for 2026 our new facility will bring jobs to Wembley and the wider Brent area and will offer opportunities to young people and adults of all ages to improve their skills, advance their careers, and gain valuable experience.



Paddington Campus



Maida Vale Campus



Green Skills Hubs



### City of Westminster College

City of Westminster College is located in Central London with two campuses at Paddington Green (5) and Maida Vale (4). It offers over 200 courses across a wide range of both vocational and academic subjects. We have specialist facilities including, science labs, engineering and motor vehicle workshops, photography studios, a theatre and TV and Radio studios. Our Maida Vale site also offers extensive ESOL and supported learning provision.

### The Cockpit Theatre

The Cockpit Theatre (6) is a fringe theatre in Marylebone, London. It remains one of a handful of purpose-built theatre training venues in the capital and is still owned and operated by the City of Westminster College.

### Mayor's Construction Academy and Green Skills Hubs

A kitemarked Mayor's Construction Academy, UCG delivers skills and apprenticeship training for a host of significant national and south eastern based employers, as well as SME businesses and local authorities. As part of the West London Alliance we support Brent Borough with the strategic aims of improving the energy efficiency and carbon footprint of their housing stock with the contingent aims of promoting economic growth and supporting those most at risk of long-term unemployment. This has been realised in part with the creation of a Green Skills Hub at our Willesden Campus, supported by Brent Council. Our membership of the Central London Forward Group develops this work further, where the creation of a Green Skills Academy in our Camden Campus will train the sustainability workforce of the future, enhanced by an additional Green Skills Centre at Paddington, which will do the same in Westminster. The Kings Cross Construction Centre will move next to Euston station in 23/24 to continue to train the work force demanded for HS2. As well as working alongside the borough of Camden the new Euston Construction Centre will also house a Green Skills Academy.

# Our Context and Communities

## **The home borough of CNWL: Brent**

Brent is situated in North West London. It is the capital's seventh most populous borough, with a population of 329,800. Brent has a young population; the median age is 36, four years below the average for England; 24% of local people are under the age of 18. It is the second most ethnically diverse borough in London - 64% of the local population is from Black, Asian and other minority groups. Some 56% of Brent residents were born overseas.

Over 149 languages are spoken in the borough; 37% of residents do not have English as their main language – the second highest proportion in London. Most groups in Brent's working population have lower employment rates than in the rest of London. Economic activity is 72.5% in Brent compared to 78.1% in London.

## **The home borough of City of Westminster College: Westminster**

Stretching just over eight square miles, Westminster is one of London's largest central boroughs. Westminster is home to many of the landmarks synonymous with 'tourist London'. It has some of the most affluent residential areas in the country, but a diverse demographic means also some of the most deprived, with a population of 261,000 including 51,500 children. The population increases to 1.1 million workers with the influx of workers, shoppers and tourists in the day time. The average mean household income in Westminster is over £52,000, yet the median house price is over £1 million, nearly two times higher than London as a whole, and almost five times higher than that of the UK. There is high contrast in income between different wards with an average mean income in Knightsbridge and Belgravia, double that compared to Church Street (near the College's Paddington Green site).

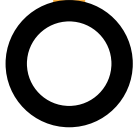
Westminster in particular is a major cultural hub. Westminster has 27% of all London's jobs in music and the performing and visual arts.<sup>1</sup> In 5 jobs in London's creative economy are in Soho.

## **The London LSIP and sub regional partnerships**

UCG crosses two neighbouring sub-regional partnerships

**Central London Forward:** covering the local authorities of Camden, the City of London, Hackney, Haringey, Islington, Kensington and Chelsea, Lambeth, Lewisham, Southwark, Tower Hamlets, Wandsworth and Westminster.

**West London Alliance** covering Brent, Barnet, Ealing, Hammersmith and Fulham, Harrow, Hillingdon, and Hounslow.



## Borough Strategic Sub-regional Partnerships



- **West London Alliance**  
 Barnet, Brent, Ealing , Hammersmith & Fulham, Harrow, Hillingdon, Hounslow
- **Central London Forward**  
 Camden, City, Islington, Kensington & Chelsea, Lambeth, Southwark, Wandsworth, Westminster +Hackney, Haringey, Tower Hamlets and Lewisham for employment devolution
- **Local London**  
 Barking & Dagenham, Bexley, Enfield, Greenwich, Havering, Newham, Redbridge +Bromley for employment devolution
- **South London Partnership**  
 Croydon, Kingston upon Thames, Merton Richmond upon Thames, Sutton

### Central London Forward: The Central London context

The 12 central London boroughs host 2.3 million jobs – one in every 9 jobs across the UK. Central London is home to multiple worldleading clusters – from life sciences, digital tech and financial and professional services to creative industries and higher education. These sectors compete for investment internationally, and they are linked to similar clusters across the UK.

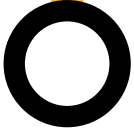
Alongside the wealth and opportunity in the city, central London has long suffered from high levels of poverty. Most of the 12 central London boroughs are in the most deprived 20% of local authorities nationally, and poverty and child poverty are far higher than the national average.

While the capital is home to great wealth and a strong economy, many Londoners struggle to access the opportunities available on their doorstep. London has the highest levels of poverty of any region or nation of the UK, with three in ten Londoners living in poverty This is partly due to the high cost of living in the capital, but it is also due to the fact that London has both higher unemployment than the UK average, and a large number of Londoners in low paid work.

Most people in central London who are in poverty are in a household in which someone is in work. This is partly due to the prevalence of low pay; more than 300,000 employee jobs in central London are paid below the London Living Wage.

- Central London boroughs (CLF) had the highest unemployment rate in 2021 (4.4%),
- Westminster has the highest proportion (0.72%) of households in extreme deprivation





### West London Alliance

West London occupies a highly strategic location between Heathrow Airport and the City of London, and has a large base of over 100,000 businesses of all sizes. West London is home to the UK's largest business park and industrial estate, Park Royal. However, 15% of residents have low or no skills and 31% of 19 year olds leave full time education without a level 3 qualification. Intergenerational poverty in some areas remains entrenched and employers report a range of skills shortages that have potential to hinder West London's future growth prospects. West London's labour market comprises a working age population of 1.5 million people, which is projected to grow by 8% by 2025. Half a dozen industrial sectors account for about 60% of all employment in west London. These sectors are: Wholesale and Retail, Transportation, Logistics and Storage (Due to Heathrow in the far west of the area), Administrative and Support Services, Human Health and Social Work Activities, Professional, Scientific and Technical Activities, Construction and Engineering

- 73,180 people claimed out of work benefits in April 2022 – 30,845 more than pre-pandemic
- 5.4 % unemployment rate across West London in April 2022 (compared to 5.1% pan London and 4.0% nationally)
- 74,700 working age people with no qualifications
- 11 opportunity areas for regeneration in west London with potential for at least 143,500 new jobs and 108,000 new homes
- 64,000 jobs forecast in the green economy in west London by 2030 and growing to 122,000 in 2050 up from 32,000 in 2020

### Summary of key skills challenges for Londoners:

- Unemployment rates above the national average, with young people, disabled adults, black, Asian, and minority ethnic (BAME) groups and women disproportionately under-represented in the labour market, especially in higher-skilled, better-paid jobs.
- Unemployment was higher in London (4%) than England (3%) in 2021, and fell at a lower rate (1.1% vs 1.5%) than for England since 2011.
- Long-term unemployment (those who have never worked) was much higher in London in 2021 (35% of those unemployed compared with 26% in England). This was highest in central and west London.
- Wages struggling to keep pace with the rising costs of living, leaving one in five workers paid below the London Living Wage and the highest proportion of people in poverty of any UK region.
- A third of boroughs saw the proportion of the population with no qualifications increase since 2011, most notably in West London: the only sub-region to see an increase overall.
- Substantial variation in employment rates and incomes across London, meaning the capital is the most unequal region in the country.
- Low levels of qualifications and skills holding many Londoners back, particularly in literacy, English language, numeracy and digital. In 73% of London households all adults in the household have English as the main language compared with 89% in England
- While the capital has higher levels of qualifications overall, 1.7 million Londoners do not have a level 3 qualification, equivalent to A Levels. This puts these residents at a significant disadvantage in a highly competitive labour market; Londoners with lower levels of qualifications are far more likely to be unemployed or in low paid work

# ○ Approach to developing the annual accountability statement

## The London Context

- BusinessLDN is leading the Greater London LSIP in partnership with the Federation of Small Businesses London (FSB), London Chamber of Commerce and Industry (LCCI), and Confederation of British Industry London (CBI), with the backing of the Mayor of London and London government.
- At the London-wide level, BusinessLDN will produce the plan for the whole capital and has identified several target sectors for the LSIP, aligned with the Mayor's priorities: creative, tech, health and social care, hospitality, and construction. In addition, the LSIP will also focus on labour market inclusion, digital, and green skills as cross-cutting themes.
- BusinessLDN is also working closely with London's four sub-regional partnerships (SRPs) – groupings of London boroughs. Each SRP will produce an LSIP report for their local area based on their priorities under BusinessLDN's oversight.
- UCG as outlined above sits within two SRPs: Central London Forward (CLF) and West London Alliance (WLA). In terms of the production of this accountability agreement given the London Context and the geographical proximity of the Colleges, the cross-cutting themes of the LSIP apply to both Colleges and thus have been treated as a whole.

## Key Stakeholders

UCG works with a range of local, regional and national stakeholders in addition to our key relationships with our sub regional partnerships of WLA and CLF. We will consult strategic partners to ensure that our accountability agreement meets skills priorities and serves the needs of our students. We are an anchor institution, committed to meeting the needs of the local community and working with partners to meet their priorities.

We work with local London boroughs Brent, Westminster and Camden to ensure that our skills priorities are in key alignment with their plans and that we are able to utilise key synergies to mutual benefit for residents and students. In addition, as a key stakeholder we work with the Greater London Authority to deliver on meeting the needs of London.

Through organisations such as the AOC and Collab we work with local and national FE institutions to understand common challenges and solutions in the current and future upcoming educational landscape. Collaboration with our West London Universities Partnership (which convenes Vice-chancellors) and West London FE College Principals Group is strong. Since 2021 WLA and WLB have supported the two groups coming together to establish four FE/HE working groups and three Mayoral Skills Academy Hubs in the priority sectors of Health and Social Care, Green, and Creative (Film/Screen) skills. This building of sector-based skills networks has allowed significantly increased strategic collaboration between local authorities/intermediaries and training providers. This has enabled us to work on a combination of longer-term systemic change (e.g. improved curricula), more immediate outcomes (e.g. short, sector-focused pre-employment training leading directly to work, a West London Progression Agreement, sharing best-practice across sectors), and successful funding bids e.g. Strategic Development Fund (SDF) bid focused on Green Skills.

We are a member of Business London and Westminster Business Council to enable us to understand emerging local and pan London business and sectoral landscapes. In addition, we work with trade bodies representing industry sectors to support their training needs, helping build a safe, professional and fully qualified workforce. We work with a wide range of national, regional and local employers who share opportunities, knowledge and expertise, support the development of curricula and our understanding of priority emerging skills needs and emerging technologies and practices.

# UCG – Contribution to Meeting National, Regional and Local Priorities 2023/24

## College Aims and Objectives

### Engineering, Construction and the Built Environment and Green skills

Develop new skills areas will meet local and national skills demands and aim to bridge the gap in skills deficit.

Ensuring a valid and meaningful but futureproof curriculum offer meets the needs of the landscape.

## Contribution to Local, Regional and National Priorities

Green skills jobs are increasing nationally and in particular green skills jobs in London are expected to double this decade. Two sectors – Power and Homes and Buildings account for just under 50% of this expected increase. Policies to transition to a net zero economy will further increase demand and employment. There is demand for skilled craft workers but also to replace those who are leaving the employment market. The drive for decarbonisation will impact on carbon intensive sectors which locally represent a higher proportion in West London than the London average. Skills provision needs to be shaped to equip London's future green workforce to deliver the pipeline of skilled individuals and the specific skillsets that are needed for developing green technology

## Key Intended outcomes 2023 2024

UCG will offer a range of qualifications from Levels 1 to 4 meeting and providing pathways to existing and emerging skills needs of London's engineering, construction and building services sector

### These include

- Level 4 HNC Construction/ Civil engineering
- Level 4 HNC Building Services Engineering
- L3 Diploma / Extended Diploma in Civil Engineering
- L3 Diploma in Building Services Engineering
- L3 National Foundation Diploma in Engineering
- L3 National Extended Diploma in Mechanical Engineering/ Electrical and Electronic Engineering
- L1 and 2 Diploma in Construction Skills / Plumbing Studies/ Electrical Installations

T levels in electrotechnical engineering and civil engineering pathways

UCG will offer broader skilled trades roles with links related to heritage retrofit including

- Electricians and electrical fitters
- Plumbers, heating & ventilating installers
  - Carpenters and joiners

### In addition, UCG will

- Develop relationships with the Local Authority to support upskilling requirements within current workforce, providing training options to support bridging the gap between LA and Industry Requirements.
  - Develop Links with Local Authority to help the unemployed re-engage through offering Sector Based Work Academies. Closely working with large contractors offering Section 106 responsibilities, and utilising links with JCP.
  - Develop opportunities for Women in Construction by offering training, skills and SWAP's with a Green Skills specific focus,
    - Enhance ECBE Students' knowledge and skills in carbon/ climate literacy, sustainable construction and renewable energies by undertaking skills sessions/bolt ons- enhancing the learning experience for full time programme students, areas to include Air Source Heat Pumps, EV Charging, Solar thermal and Photo voltaic energy, Infrared Heating study elements.
    - Formalise a UCG ECBE/ Green skills specific industry/ employer forum to develop and build upon Employer Contribution and sector curriculum Involvement to enhance business development opportunities and links. Ensuring curriculum meets skills needs within sector and aligns training with Industry Expectations. To support the depth of curriculum delivery and build a meaningful and 'in demand' provision.

# UCG – Contribution to Meeting National, Regional and Local Priorities 2023/24

## College Aims and Objectives

**Support routes to employment for those with low levels of English literacy and language, numeracy and enable the unemployed to re or upskill to enter the labour market, meeting the needs of employers**

**Enhance existing and develop new Health and Social Care and technical medical routes to Higher education or directly to employment.**

## Contribution to Local, Regional and National Priorities

Basic English, ESOL and Maths are identified as cross cutting skills needed across sectors throughout London. London reports above average unemployment with substantial variation in employment rates, with both CLF and West London alliance having higher than London average unemployment rates. Brent as a borough has a high proportion of residents that do not speak English as their main language

There are widespread recruitment and employment challenges across both the health, technical medical and care sectors across London

In the Survation survey for the LSIP, 40% mentioned some gaps in skills and capacity for the existing workforce. The care sector faces the challenge of an ageing workforce, with older managers who are retiring not being replaced. Considerable upheaval exists amongst the existing care sector workforce with a 30% annual staff turnover, 60% moving around the sector and the number of employees in the care sector falling for the first-time last year.

## Key Intended outcomes 2023 2024

### ESOL

1. To use a focussed 20-28 GLH per ESOL course to strengthen the full range of support for employability skills for ESOL students
2. 1550 adults targeted for employability skills
3. 1750 Adult learners targeted for ESOL

### Multiply

Improve numeracy confidence and engagement with maths at entry, Level 1 and Level 2

- 685 expected number of participants across 5 interventions year 2
- 283 Expected number of people engaging with outreach focused provision in year 2

Sector or skills-based courses to re or upskill the unemployed via partnership with the DWP/ employers

- Short sector or skills specific courses delivered over 2, 5, 7 weeks.
- Courses are linked to licence linked employment
- All learners are provided robust funded employability wrap around course for the required sector and are fully licenced on successful completion.
- All courses are linked to employers who providing group interviews, employment advice and CPD expectations.
- 700 learners target for 23/24
- Levels 1 to 3 Extended Diploma CACHE Health and Social care qualifications targeted at 300 learners providing a progression route to professionals and further study at HE level, including nursing and ancillary professions.
- Revising the curriculum to add modules to support pathways to and understanding of Dementia care
- Development of Health Science and Social Care employer forum in 23/24 to ensure that UCG has a two-way forum to explore the curriculum and skills needs of employers to enhance the curriculum and delivery and ensure that students meet the skills needs of employers.
- T level: introduction of T level in Science – Technical Laboratory Science route offering vocational route to employment or higher-level technical science professions
- Routes from Level 1 Extended Certificate to Level 3 Foundation/ Extended Diploma in Science for over 400 learners providing routes to HE with particular progression to allied medical technical routes.

# UCG – Contribution to Meeting National, Regional and Local Priorities 2023/24

## College Aims and Objectives

**Meet the needs of local and regional employers by offering apprenticeship routes across key in-demand skills sectors**

## Contribution to Local, Regional and National Priorities

Apprenticeships are a key plank in the government's plans for developing the skills sector and ensuring a vocational skills workforce. They support business to future proof their workforces with a particular focus on sectors with existing and emerging skills needs allied to the government's national skills and local skills priorities.

## Key Intended outcomes 2023 2024

### The 23/24 apprenticeship offer

- Level 2 Accounts or Finance Assistant
- Level 3 Assistant Accountant
- Level 3 Business Administrator
- Level 2 Bricklayer
- Level 2 Carpentry & Joinery
- Level 2 Interior Systems Installer (Drylining)
- Level 2 Plasterer
- Level 2 Property Maintenance
- Level 2 General Welder (Arc Processes)
- Level 3 Civil Engineering Technician
- Level 3 Building Services Design Technician
- Level 3 Advanced Carpentry & Joinery
- Level 3 Gas Engineering Operative
- Level 3 Refrigeration Air Conditioning and Heat Pump Engineering Technician
- Level 3 Installation Electrician / Maintenance Electrician
- Level 3 Plumbing and Domestic Heating Technician
- Level 4 Construction Site Supervisor
- Level 4 Building Services Engineering Technician

### Additional information and developments

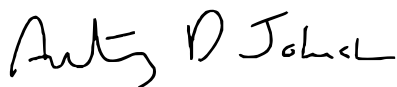
- Expected number of new apprenticeships starts to be 140 in the 23/24 academic year
- Target of Total of around 420 apprentices will be on programme during the year
- Reintroduce the L2 Property maintenance apprenticeship in collaboration with Brent and Camden Council. This programme will also have enhanced modules across the green skills agenda to support apprentices to retrofit properties with Green technologies, including Air source Heat Pumps, Solar PV and EV charging points
- Review the L3 Domestic Electrician apprenticeship to be introduced in 23/24, outlining the progression opportunities onto this apprenticeship from lower level courses. This will align to the Colleges green skills agenda as the intention of the apprenticeship is that: Domestic electricians will help make homes highly efficient and near-zero-carbon, in cooperation with other trades.
- Investigation of routes: Employers have shown interest in the L3 and L5 management apprenticeships, we are working with them to identify the opportunities and develop a delivery plan.

# UCG – Contribution to Meeting National, Regional and Local Priorities 2023/24

College Aims and Objectives	Contribution to Local, Regional and National Priorities	Key Intended outcomes 2023 2024
<p><b>Digital</b></p> <ul style="list-style-type: none"> <li>• <b>Develop routes to higher level qualifications to meet existing and emerging skills needs pan London across all sectors</b></li> <li>• <b>Reduce digital exclusion through basic digital skills</b></li> </ul>	<p>Creative industries are a key skills sector for London and particularly for the sub regional partnerships of Central London Forward and West London Alliance. Skills in demand are typically those allied to technical/ production and skilled trade occupations</p>	<p>UCG through its Creative will offer 16-18-year olds performing arts and music production training through the following courses:</p> <ul style="list-style-type: none"> <li>• L2 and L3 Diploma/Extended Diploma in Performance and Production Arts</li> <li>• L2 and L3 Diploma/ Extended Diploma in Music Performance and Production</li> </ul> <p>Within Media and Art &amp; design, pathways in TV production, Audio production and Photography allow for individuals to develop the technical skills needed to meet the skills gap in London:</p> <ul style="list-style-type: none"> <li>• L2 and L3 Diploma/ extended Diploma in Media Production</li> <li>• L2 Diploma in Art &amp; Design</li> <li>• L3 Applied General Diploma/ Extended Diploma in Art &amp; Design (Photography Pathway)</li> </ul> <p>Embedding Progression agreements between UCG and Universities to HE for creative technical routes - Brunel, Middlesex, Fourth Monkey HE, University of the Arts London</p> <p>Supporting the entry of diverse learners to HE working with WLA to actively promote entry to HE institutions to those from backgrounds with less participation</p>

# Corporation Statement

On behalf of the United Colleges Group Corporation it is hereby confirmed that the College plan as set out above reflects agreed statement of purpose, aims and objectives as approved by the Corporation at their meeting on 5th July 2023.



Chair of Governors  
Dated: 05 July 2023



Principal/Chief executive and accounting officer

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

## 6. Hyperlink

[https://cwcwebsite.blob.core.windows.net/sitefinityassets/docs/default-source/default-library/ucg-accountability-agreement-2324.docx?sfvrsn=ae99246d\\_4](https://cwcwebsite.blob.core.windows.net/sitefinityassets/docs/default-source/default-library/ucg-accountability-agreement-2324.docx?sfvrsn=ae99246d_4)

## 7. Supporting Documentation

### Key documentation

[Helping Londoners into Good Work | London City Hall](#)

[Skills Road Map – GLA](#)

[Home - Central London Forward](#)

[West London Alliance Annual Report 2021 2022 \(adobe.com\)](#)

[WLASkillsandProductivityStrategyDIGITAL.pdf](#)

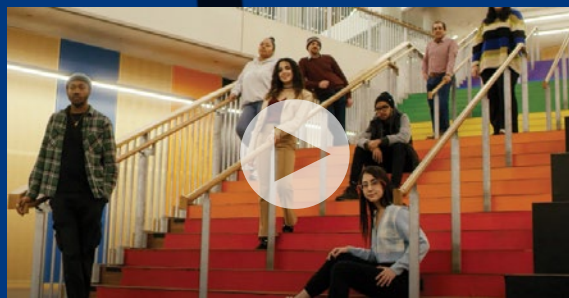
[City Plan 2019 - 2040: previous stages | Westminster City Council](#)

[www.westminster.gov.uk/cultural-strategy](http://www.westminster.gov.uk/cultural-strategy)

[Camden 2025 and Our Camden Plan - Camden Council](#)

[Brent Borough Plan 2023 - 2027 | Brent Council](#)

Watch our UCG video:



Search 'United Colleges Group' on YouTube



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Elgin Avenue  
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(off Dudden Hill Lane)  
London NW10 2XD  
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147A Wembley Park Drive  
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Kings Cross Campus  
College of North West London  
Kings Cross Construction Skills  
Centre  
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