



For London. For Londoners.

OUR COLLEGE PLAN 2024

Contents

Welcome Statements	4
Who We Are	7
About Us	8
Our Campuses	10
Our Partnerships	12
Pulling Out All the Stops - Equality and Diversity	14
Networking London - Curriculum Strategy	16
Meeting the Future - Green Skills	20
Creative Industries	22
The UCG Method	23
Switched On Systems - IT Strategy	24
Towards Net Zero - Sustainability	26
Making Connections - Building Strong Partnerships	28
Public Value - Financial Stability	32
Destination Success: Going Above and Beyond	34

Welcome



Welcome to the refreshed College Plan 2024 for United Colleges Group (UCG). UCG is one of the largest Further Education Institutions in London serving the communities of central and northwest London for over 130 years across five dedicated college campuses. We are ambitious for those communities and as we leave the wake of the coronavirus pandemic, the role of education is ever more integral to improving the life chances of everyone who engages with our colleges. United Colleges Group not only works with our students to make them successful, but we also want our students to leave more confident, taking more responsibility in their communities and as more effective individuals. These students will then have the skills and knowledge to positively impact society and that can only make our great city of London even better.

To that end, this College Plan lays out our refined strategic ambitions over the next two years and centres on our ambition to provide those communities with outstanding world class education and skills. We will deliver this ambition for our learners regardless of their ethnicity, age, gender, or sexual orientation. I can positively affirm that we are committed to creating an inclusive environment that welcomes all students, staff and stakeholders; developing policies, practices and programmes that account for multiple perspectives and recruiting and retaining a diverse professional staff, student staff, leaders and governors that represent our student body and local community.

In order to support these objectives, we have four key areas of focus. The first of these areas is our commitment to enhancing the student experience and improving every student's outcomes. We believe we can achieve this by being a value led organisation with a focus on our people, our culture and the growth of our colleges. However, to support that, we are committed to ensuring we have the very best assets, whether that is an estate or technical infrastructure that will be fit, not just for the duration of this College Plan but into the medium and longer term. We recognise our role as stewards of this organisation so we are always mindful that none of these ambitions can be achieved unless we are sound financially and we can demonstrate a college that has the underpinning of robust financial health.

This plan has been written within a backdrop of rising inflationary cost pressures across all aspects of our organisation. Whether it be rising energy costs or increased workforce costs, we know that we have a responsibility to continue to maximise as many "opportunities for learning" that ultimately translate into "opportunities for life" for the students at our college. This is also within the context of our need to deliver our contribution and to do so sustainably.

As you will see in this plan, we have significant stretch targets around ensuring we play our part in the reduction of the global carbon footprint whether that be through the modification of our existing asset base adopting new initiatives or through the design of any new projects we undertake.

I hope after reading our plan you will know United Colleges Group a little better and see that we have a sensible, coherent, and ambitious vision for our colleges for the future. One that delivers an inclusive and equitable quality of education for London and Londoners and promotes lifelong learning opportunities for all.

Stephen Davis
Group Principal and
Chief Executive Officer



Welcome

As the world finally emerged from the enormous challenges caused by the global pandemic, it was crucial the governing body of the United Colleges Groups reviewed its strategic plan. When we published our four-year strategy in early 2020, the full impact of COVID-19 was just beginning to emerge.

We were clear then that our ambition was to deliver outstanding, world-class education and skills. It is hard to believe that within weeks the entire group's campuses would be closed for months and we would be delivering all our courses entirely remotely. The fact our students and staff made that switch so successfully is a huge testament to their resilience and creativity.

As we relaunch the strategy, we have used the review to bring a revised focus to our aims

and objectives; to provide a more balanced approach to our sometimes-competing priorities and to be clearer in setting our objectives.

With a new Chief Executive Officer at the head of the organisation we are well placed to deliver the four strategic themes you will learn more about in this report. As governors, we are totally focused on improving the experience of all our students.

As we support the strategic leadership team and all our staff to deliver this plan, our commitment is to put our present and future learners' best interests at the heart of every decision we take.

Tony Johnston
Chair of the Corporation

Who We Are

Leveraging the power of our People, Culture and Growth for London & Londoners

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

- 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.



About Us

UCG provides education to over 11,000 learners a year, including 16–18-year-olds, adults, apprentices, and students with high needs. With an annual turnover of over £50m, 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.

Our students

UCG attracts students from across London and beyond. Our students come from a diverse range of backgrounds. In the academic year 2022-23, we enrolled more than 4000 full time 16-18 students, 5,600 adult learners and over 650 apprentices across our Group. UCG currently enrol 250+ HE students per year, across 4 campuses onto 12 courses from STEM subjects (Science, Construction, Engineering, and Computing) to Business, Sport, Music, and Professional Qualifications.

At a Glance Figures

	UCG
Number of students in paid employment	2545
Student demographic:	
Males (Him/He)	5402
Females (Her/She)	3964
16-18 students	4000
Adult Learners	5600
HE Students	250+
Apprenticeship	650

Our Campuses



College of North West London,
Wembley Park



College of North West London,
New Wembley Park Campus



The Cockpit Theatre,
Marylebone



City of Westminster College
Paddington Green

College of North West London

The College of North West London (CNWL) is part of the UCG with two campuses located in the London Borough of Brent, at Willesden and Wembley Park. It also runs the King's Cross Construction Skills Centre in the neighbouring borough of Camden.

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, Computing, Media,

Science, Care, Salon Services and ESOL. CNWL is also a major provider of apprenticeships in construction, business administration and media roles.

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 in 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.

Delivered in partnership with our local authority partners in Brent, we are proud to be working to make this exciting plan a reality.

Once it is complete, 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.

Our brand new, state of the art campus at Wembley Park will allow the College to continue to be at the forefront of educational innovation and allow us to help regenerate the Dollis Hill community by working in partnership with the Borough to provide much needed social and private housing right here on this site.

The Cockpit Theatre

The Cockpit Theatre is a fringe theatre in Marylebone, London. Designed by Edward Mendelsohn and built in 1969-70 by the Inner London Education Authority (ILEA)

as a community theatre, it is notable as London's first purpose-built Theatre in the round since the Great Fire of 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. www.thecockpit.org.uk

City of Westminster College

City of Westminster College is located in Central London with two campuses at Paddington Green and Maida Vale. It is currently the top college for apprenticeships in London and the Southeast. In addition, it offers over 200 courses across a wide range of both vocational and academic subjects. We have specialist facilities including, science labs, motor vehicle workshops, photography studios, a theatre and TV and Radio studios. We are proud to be the first choice for students across Greater London.

Our Partnerships

We pride ourselves on our partnership working within the London Borough of Brent and Westminster City Council and the wider region. We have extensive and meaningful links with business, industry and the community, always with a focus on establishing partnerships which benefit our learners, the community.

We have informal HE partnership arrangements in place with:

- **London Southbank Uni (for Construction and the built Environment (CBE), and Computing)**
- **University of Westminster (for Business and CBE)**
- **Coventry University (for Business)**
- **Bloomsbury Institute (for Business)**
- **Middlesex University (for Computing, Business, and Accounting)**

In terms of top-up agreements in place, the majority of these are automatic through Pearson's HN Degree Finder service: Degree Finder Higher Nationals .

We also subcontract University of Westminster's degree apprenticeship provision, and we're a part of Linking London, a network run by Birkbeck. We have other HE partnerships with Islington Music Workshop and (in progress) Fourth Monkey Actor Training Studio.



Achieved Valid Until June 2025

SUPPORTED BY
MAYOR OF LONDON



Brent

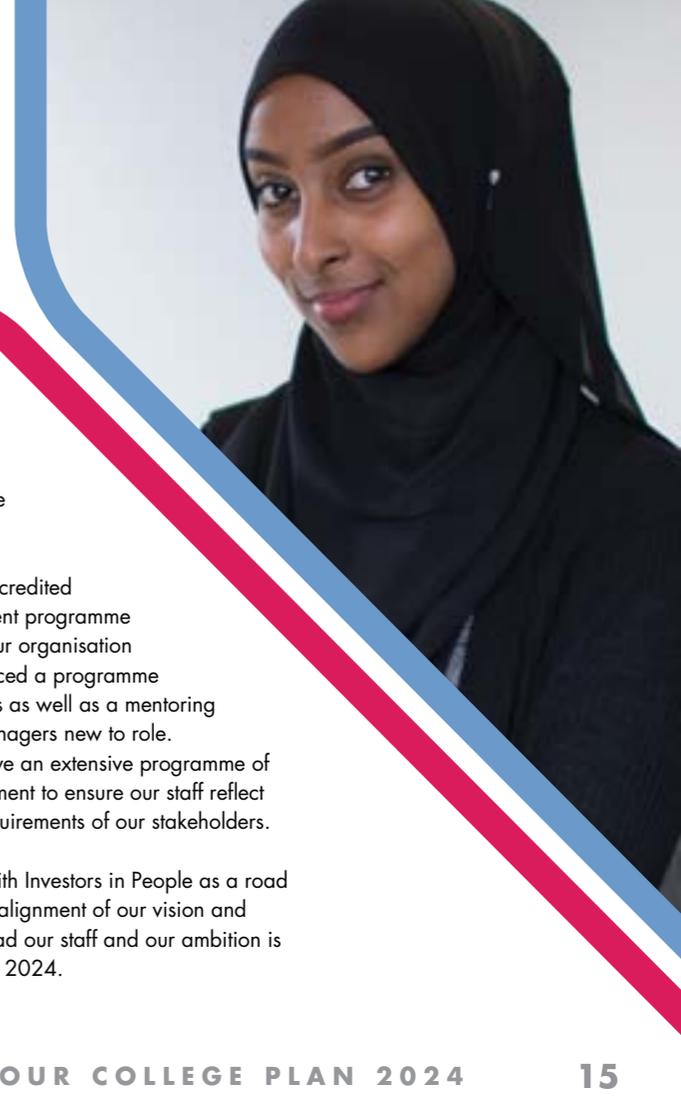


Camden





Pulling Out All the Stops



As an inner London College, we are proud of our diverse and multi-skilled workforce. Equality and Diversity is at the heart of everything we do and we have an ambitious Equality Action Plan which has contributed to us being awarded as an Investor in Diversity by the National Centre for Diversity. In terms of ethnicity, 51% of our teaching staff and 52% of our support staff are ethnically diverse and in the past two years we have moved from 16% ethnically diverse staff at management level to 34% in October 2022. Our commitment is to increase this to 40% by the end of 2024.

We believe that one of our greatest strengths as an organisation is the diversity in every sense of both our staff and students which is reflective of our communities and we are working hard to create opportunities to ensure that those diverse voices are heard and contribute towards improving the experience of all our stakeholders.

We have also collaborated with our staff in creating a great culture within our organisation which is firmly

rooted in our values. We have done this through agreeing a set of behaviours which reflect our values and have brought them to life through our Performance Review process. We have made great strides in improving staff engagement and satisfaction through listening more to what our staff are telling us is important to them. We have increased our staff survey to twice a year so we can measure in-year progress and we are being open and transparent with staff about the areas we still need to work on as well as the steady progress we have been making.

One of the reasons our culture is so important to us is the role it plays in our attraction and retention of skilled staff. We are serious about wanting to be seen as a great employer where staff are rewarded fairly for the great job they do and where they understand, no matter what role they do, the valuable contribution they are making to students achieving their potential. We want this to be a place of work where those who wish to be supported to progress in their careers and

with that in mind, we have introduced a "Grow your Own" initiative to encourage internal progression.

We support an ILM accredited Leadership Development programme which is bespoke to our organisation and have also introduced a programme for Aspiring Managers as well as a mentoring scheme to support managers new to role. Alongside this, we have an extensive programme of learning and development to ensure our staff reflect the changing skills requirements of our stakeholders.

We have signed up with Investors in People as a road map to improving the alignment of our vision and purpose to how we lead our staff and our ambition is to achieve IIP Gold by 2024.

Networking

Meeting the skills needs for London & Londoners

As we continue to develop our modern and flexible estate we will provide the canvas for significant development in three key strands of provision: academic, technical and apprenticeship provision for young people as well as higher level technical skills qualifications for adults. These strands will ensure that we are meeting the skills needs and ambition for London and Londoners

The UCG curriculum strategy aligns to both national and local skills priorities. It outlines how we will meet the challenges outlined in the government's Skills for Jobs as well as showing how UCG allies with the Mayor of London's Skills Roadmap for Londoners. We champion involvement with our many stakeholder employers to inform our curriculum, co-create and develop meaningful progression routes from our courses as routes to employment. We have extensive links with other pan London organisations as well as well-embedded links to the boroughs and communities that we serve. UCG's current 5 campuses cover Brent, Westminster as well as Camden and our curriculum strategy outlines how we will continue to ensure that our curriculum meets

the needs of Londoners of all ages and how we will support post Covid-19 recovery. It delivers for the London Industrial Strategy which identified inequalities and lower employment rates for women, non-white ethnic groups and disabled Londoners. Our Curriculum will be strategically placed to help these groups given the demographic profile in London.

Young People

Building on our current strengths, we will offer T levels in construction, digital, education and childcare and health and science routes from 2023/24 for 16-18-year olds, expanding the offer in the year after, providing young learners with opportunities to access high quality vocational and technical level 3 routes. We also recognise the need for progression and progression routes to level 3 for young people and will maintain relevant qualifications at level 1 and 2 across a full range of vocational areas that support progression to further education or employment. While UCG has a track record of delivery, we currently see many Brent younger learners travel out of the borough to seek a more modern

London

and connected learning environment. Our Wembley Park development will lead to more opportunities for younger learners to study nearer home and is also a key driver to support Brent's wider economic regeneration.

Inclusion

We will continue to develop and enhance our integrated and expanded Special Educational Needs and Disabilities (SEND) and Profound and Multiple Learning Disability (PMLD) provision, supporting both London borough and GLA priorities, with the ongoing meaningful development of employment and personal development and living skills alongside our continued evolution of supported internships with a range of public and high profile private sector partners leading to enhanced progression routes and life opportunities.

Meeting local and national skills needs for all ages

Local skills needs are at the heart of the United College Group's curriculum strategy as employers continue to face significant skills gaps moving into the future as a result of factors including Brexit and the pandemic.

350,000
young people
in West London
have no qualifications
or qualifications below
NVQ Level 2
(West London Alliance Skills,
Employment and Productivity
Strategy 2018-2023)

London's
unemployment
rate is
30%
above the
national average
(Skills Roadmap
for Londoners 2022)

22,000

West London employers report a skills shortage vacancy or skills gap, higher than for London as a whole

(West London Alliance Skills and Productivity Strategy 2018-2023)

18% of West London employees have only basic qualifications, or none at all

(West London Alliance Skills and Productivity Strategy 2018-2023)

27% of full time workers earn below the London living wage

(Brent Borough Plan 21-22)

37% of residents do not have English as their main language

(Brent Borough Plan 21-22)

We will ensure that our programmes are accessible to learners of all ages: UCG recognises the pivotal role of education in ensuring that Londoners with lower level skills can develop those skills to impact lives and move people out of insecure employment, upskilling and enabling progression to higher level occupations and greater job security. As we move out of the pandemic and its pernicious influence on our communities we will ensure that our adult programmes offer all Londoners real opportunity and will enable access to education using multiple entry and exit points which will allow adult learners the opportunity to “retrain and return” to the labour market quickly or progress to higher level qualifications, taking full advantage of lifelong loan entitlements as outlined in Skills for Jobs. We will offer routes from entry to Level 2 in English, maths, digital and ESOL alongside a broad vocational curriculum offer. We will utilise additional funding where available such as Multiply to ensure that we take advantage of flexibilities to ensure upskilling and accessibility for a wider community. We will also continue to offer short sector focused courses in tandem with our employer partners and JCP to deliver effective routes to employment and retraining. Our provision has routes for

all learners, including those with low-level skills, to progress onto high value technical/vocational qualifications and sustainable employment or onto HE/apprenticeships through construction/skilled trades, green technologies, Digital and Science, alongside routes in Accounting, Health and Social Care and Creative Industries enhancing employment options, improving salary levels and creating opportunities for digital inclusion.

We will work with borough and pan London organisations to ensure that our skills provision meets local skills priorities and the needs of employers as outlined in future Local Skills Improvement Plans (LSIPs). UCG will continue to expand and develop its advanced level 3 ‘free courses for jobs’ offer in line with identified national and local skills priorities making it easier for people to get the skills they need to secure well-paid jobs in industries with skills gaps, such as health and social care, engineering, construction and digital. Our existing expertise in these areas makes us exceptionally well placed to respond to a changing qualifications framework and ensure that higher technical qualifications will be part of our offer, leading to the upskilling of Londoners.

The portfolio of provision aligns with those areas that have been identified by the government including precision engineering, green technologies and the built environment as well as opportunities in practitioner qualifications in ICT, Science and Logistics, in particular allowing the full development of our existing high value provision across these areas leading to skills in high demand from employers, contributing to the levelling up agenda. The structure of the provision will allow Londoners to progress between levels and move across provision to related fields in a manner that allows them to fully utilise the government commitment of a Lifetime Skills Guarantee including Degree Apprenticeships. We will work in conjunction with our borough stakeholders as well as ensuring that we support developments such as the exciting work being carried out by the Old Oak and Park Royal Development Corporation regenerating a pivotal West London 650 hectare site and our liaison work with other West and Central London further and higher education groups to ensure effective joint working in the area of health and care, green skills, digital and creative fields to ensure that the Mayor’s vision for London and Londoners is achieved.



Meeting the Future

Engineering, construction and the Built Environment - Green Skills

A kitemarked Mayor's Construction Academy UCG delivers skills and apprenticeship training for a host of significant national and southeastern based employers, as well as SME businesses and local authorities. As part of the West London Alliance we support Brent Borough with 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 at our Camden Campus will train the sustainability workforce of the future, specifically in

the near future with the retro-fit of the Camden Council housing stock scheme, enhanced by an additional Green Skills Centre at Paddington, which will do the same in Westminster.

The College of North West London has been in partnership with the London borough of Camden for nearly 10 years. The Partnership started originally to support the development of the Kings Cross area, to train young and older people from the Camden area to develop the skills required to contribute to the significant work force demands of the project. This linked in with a number of other pan London projects, including the Mayor's Construction Academy scheme. Nearing the end of the Kings Cross development, the UCG and borough of Camden partnership now turns its attention

to the latest national scale construction project of HS2. The Kings Cross Construction Centre will move next to Euston station in the summer of 2023, to continue to train the work force demanded of this enormous scheme. As well as working alongside Camden and HS2s Mace Dragados, the new Euston Construction Centre will also house a Green Skills Academy, to cater for the other national project of retrofitting council housing stocks.

United Colleges Group will continue to pursue key initiatives to develop a demand led green skills agenda. This includes, for example, developing qualifications in infrared low carbon heating, modern methods of construction and developing partnerships with leading refrigeration and air conditioning (RAC) manufacturers

to inform curriculum regarding developments in air source heat pumps, developing and informing apprenticeship pathways and developing courses related to the Mayor's Academy Programmes (MAP) hubs to support the development of partnerships with employers, training partners, JCP and job brokerages. The College will also work with borough partners to ensure that those less likely to access employment or most at risk of long-term unemployment are supported to enter the sector.

The total number of green jobs in London is projected to more than double between 2020 and 2030 to just over

500,000

(Skills Roadmap for Londoners 2022)

Creative Industries

United Colleges Group also recognises the key benefits of culture and the pivotal importance of the world class cultural and creative sector in Westminster and in larger London, both in terms of the importance of cultural engagement and culture as a driver of innovation business and employment .

We will continue to grow and develop our creative industries provision, working with partners to add industry value working to deliver level 1 to level 5 provision across creative and performing industries from our Paddington Green site to the development of Creative provision in our new Wembley Park campus, offering state of the art facilities.

We recognise the role of digital within this sphere and look to develop the synergies at qualification and project level that enable this.

For every £1 of turnover that art and culture generates, 51p of gross value is added to the economy

Westminster City Council Cultural Strategy 2021 – 25

The UCG Method

United Colleges Group

The UCG Method is a framework for the way we approach student experience including our delivery of teaching, learning and assessment, to maximise and sustain student engagement, while ultimately enhancing attainment to secure further opportunities for our students. It addresses the way we establish and maintain relationships with our students from every aspect of the organisation, as well as agreeing systems to monitor and check the success and effectiveness of what we are doing. It consists of three agreements that we actively commit to, underpinned by our values of student focus, transparency, ambition, inclusiveness, respect and support..

Agreement 1: Teachers will continuously develop their art of teaching supported by the science of education. Providing an environment for innovation with minimal risk, devising a development infrastructure that allows staff to reflect on their own practice, look at their colleagues practice and take an active and action research approach to improvement

Agreement 2: All staff regardless of their role will work to create and support a compelling experience for our students. Exploring what can be done differently through our classroom delivery methods and infrastructures to provide a unique experience for our learners

Agreement 3: We will ensure that we make a difference to our students through evidence based judgements and impactful measures. We will develop a systematic and holistic framework of indicators that keep oversight of the quality of teaching while allowing for innovation.

Switched On Systems

Our IT strategy is intended to be a journey of continuous improvement for the benefit of our students and staff.

Our investment providing world class facilities and infrastructure for London & Londoners

As you have read in our welcome section, we set out our commitment to delivering world class education for all and the importance of investment in technologies and infrastructure which can enable this ambition over the medium to longer term, but particularly on our journey over the next 2 years.

From an Information Technology perspective, we face new and exciting challenges over the next 24 months as the journey takes on a new direction. Since the UCG merger, and, in particular over the last 2-3 years, substantial investment has been required to 'stabilise' IT, both in terms of replacing vital areas of core infrastructure along with a huge focus on replacing and modernising the desktop estate across all campuses for the benefit of both student

and staff alike. The continued commitment to invest in asset refresh programmes has resulted in positive tangible experiences for our students and staff and is consistent with our commitment as an organisation to match student and staff ambition through investment in our IT and Management Systems.

Our IT strategy is intended to be a journey of continuous improvement for the benefit of our students and staff. Looking forward, we plan to accelerate some of our previously stated central technology ambitions which include a more substantive move towards cloud-based hosting and development around our VDI desktop platform. In addition, however, we want to embrace those emerging technological innovations which will allow us to make the digital transformation which best represents the articulation of the vision of our 'future state'. The creation of an all-new, purpose-built College building at Wembley Park provides a perfect platform and timeline within which some of these technology innovations can be explored and realised.

As an organisation we intend to Think Big and Start Small all the while, making sure we are clearly aligned to the vision. What opportunities exist for us to adopt Agile Working methods, Hybrid Learning techniques and ensure Environmental Sustainability? A pragmatic exploration of Smart Campus collaborations and Metaverse solutions around virtual campus is our intended approach, alongside continued targeted investment in our existing estate to ensure we tailor our needs appropriately.

To deliver on these ambitions, Strategic Partnership is crucial. We recognise the importance in forging strong relationships with key strategic business partners, some new and some existing, who understand our business needs, can provide the specialist change and strategy expertise and who can work with us to enable delivery in a timely, innovative and cost-effective manner.

Our investment providing world class facilities and infrastructure for London & Londoners

As part of the growth of any organisation we are also mindful of our responsibility to do so sustainably in line with the UK Government's 2050 target for all organisations to reach net-zero emissions. The United Colleges Group has a multifactorial role in this target, internally; maximising net-zero operations and externally; promoting and training the next generation's understanding of environmental issues and empowering future change. UCG's Strategy document sets out our plan of action for the next three years in progressing environmental improvement within our spheres of influence. The fundamental structure of the United Colleges Group strategy is based upon the Climate Commission for UK Higher and Further Education's Climate Action Roadmap for FE Colleges

Adopting the "Climate Action Roadmap for FE Colleges" model, UCG will progress its environmental agenda. There are six key elements that the Group is working on relating to the climate action framework as described below.

Leadership and Governance focus on the Environment The Group's Sustainability Committee will workshop with Governors to set net zero targets. Activity addressing the gap between the current position and the targets will require long term planning for capital budgets and curriculum offers. Once agreed and costed the Group will publish its' medium term and long term net zero targets and incorporate net zero targets into the 2025 UCG strategic plan

Embedding Environmental focus in Teaching, Learning and Research Education of college staff and students of environmental issues improves carbon literacy within the populous as well as within the organisation. UCG has a strong tradition of teaching vocational subjects; pivoting to teach Green Skills supports the growing green technologies industry.

Undertaking operational and capital improvements to the existing carbon use in the Estate, the Group is committed to ensuring wide scale recycling options are available at all sites, including improving hard to recycle waste stream offers. The Estates team has begun auctioning redundant assets to fund refurbishment of furniture to

Towards Net Zero

The Group's Sustainability Committee will workshop with Governors to set net zero targets.

reduce consumption and waste. The Group is investing in energy efficiency measures to reduce Paddington Green Campuses energy consumption.

Embedding zero carbon measures in development of the organisation's Property Strategy. UCG has a substantial Property Strategy project underway to relocate the majority of the Brent facilities to a new, purpose built single building site in Wembley. This project gives the Group a transformational opportunity to incorporate many environmental benefits during design and construction.

Developing meaningful partnerships and engage in public commitment targets UCG has a substantial community role within the local and regional area. We already have strong partnerships with Green Technologies business partners in EV charging, solar PV and electric heat distribution.

Improving the data collection around carbon measurement and verification The Group published its carbon footprint for the first time in 2022 and will do so each year to provide transparency of progress.



Employment in the health sector is expected to increase the fastest, with around 369,000 new jobs by 2035.

The Skills Imperative 2035: Occupational Outlook, NFER

Making Connections

Key to our work is our understanding of the way in which we can work with others to meet the needs of London. Thus, UCG is pleased to work with key partners such as Business London, West London Alliance and Central London Forward to ensure our education and skills offer meets the needs of students, employers and other stakeholders.

In addition, UCG has many and varied partnerships with our borough and pan London partners. We work with an incredibly wide range of employers to provide clear routes to the world of work for our students, enhance the curriculum and skills that we offer and ensure that we meet and anticipate the needs of industry.

We work with other FE and HE colleges and universities to ensure collaboration and innovation to meet the skills needs and skills gaps of London and Londoners. We also ensure that we work with our local community in mind, so that we design programmes to support routes to work or progression for those who are less represented in the job market and that our curriculum meets local skills needs.

A taste of the work we do ...

UCG works in partnership with DWP/ JCP and Westminster City Council employment service (and others) to ensure the unemployed can access sector work-based specialist courses meeting the local employers' needs and a wide range of employment opportunities.

UCG works through the West London Alliance, partnering West London boroughs, HE and FE providers to deliver the skills the economy needs to grow and support people of all backgrounds into work. We do this through Health and Social Care, Creative and Construction academies and forums, providing progression routes to work for local residents and working with employers to understand the skills they need.

We also work with our central London borough, FE and HE partners via Central London Forward, utilising government initiatives such as the strategic development fund to ensure collaboration between FE and employers creating a host of green skills

initiatives, developing green skills and capacity building across this fast-developing area to equip the workforce with future skills.

We work with professional trade and organisational bodies such as the Chartered Institute of Building Surveyors, CITB, the British Association of Construction Heads and the Technical Apprenticeship Consortium

We work with the London Borough of Brent across numerous projects - from meeting the needs of first step to college learners to our Green Skills Hub at our Willesden Campus.

We hold strong partnerships with Camden Council via our King's Cross Construction Centre supporting key study programmes for Camden residents. Training ranges from core construction trades to high demand building services qualifications meeting local skills gaps for students from varying backgrounds, providing in addition sector-based training for key unemployed groups.





There will be 2.6 million new jobs by 2035, the majority of which will be taken by females.
The Skills Imperative 2035: Occupational Outlook, NFER

Almost all of the new jobs created by 2035 will be in professional and associate professional occupations.
The Skills Imperative 2035: Occupational Outlook, NFER

We work with our partners in Westminster via the Westminster Business Council to understand local business need and how UCG can play a role in supporting skills development.

We respond to emerging needs and support borough partners to ensure that education and progression is available to key groups – not only supporting groups furthest from employment but also most recently Ukrainian and Afghan recent arrivals.

Our employers are numerous – and the range of opportunities they offer is extensive. We work with long standing partners Wilmot Dixon to support our younger learners to engage in employer led talks,

work experience and industry site visits as well as providing employment opportunities on completion of appropriate courses.

Wates provide numerous opportunities for students to engage with contractors and gain first hand industry experience. Employers such as Redrow, Taylor Wimpey, Bouygues and Mace provide opportunities for students across multiple age ranges and disciplines, leading industry seminars and industry visits. British Gypsum and Weber work with UCG to support key specialist industry training.

We train apprentices from around 200 employers across the area of engineering, construction and the built environment.

We work with organisations such as the Security Institute, the International Drivers Association and the SIA forum to add value to our short sector focused courses.

We work with a range of public and private sector employers to a range of meaningful supported internships for SEND learners. These include LB Brent, Imperial Health Care Trust at Charing Cross Hospital, as well as Goldman Sachs.

We have a sector-based work academy programme partnership working between Brent, JCP and Wilmot Dixon to provide opportunities for the unemployed and ex-military residents.

We value real industry skills and work with employers to

ensure that these are reflected in all our curriculum and our students’ development of skills.

In Creative Industries, for example, our students work with organisations such as the RISE collective, a community-based project supporting students within the performing arts, with National Theatre Connections where students and staff have benefited from sessions with renowned playwrights, choreographers and industry appropriate skills have been developed.

Photography and media students have worked with live briefs from industry partners from national and global companies to produce work to develop and exhibit industry standard skills.



Public Value for London and Londoners



A key element for delivering the skills and knowledge for London and Londoners is always ensuring that UCG is a financially stable College. Over the years we have evidenced a track record for delivering surpluses and generating cash despite the challenges the FE sector has faced over recent years. These stable finances allow the College to deliver against all of its strategic objectives, improving the lives of Londoners by offering well-resourced and equipped provision in some of the best facilities available in the sector.



The aim of the College by 2024 is to retain an outstanding Financial Health rating. This is a rating used by the Education & Skills Funding Agency to measure key financial metrics of the College including profitability, gearing and liquidity. To achieve this the College will deliver against a number of Financial objectives:

1. Generate surpluses which produce sufficient cash to support the College's strategic objectives and provide financial stability to the college. This ensures that the College can meet its' liabilities, improve reserves and allow for continued investment in IT infrastructure, facilities and equipment for staff and students.

2. Prioritise a programme of Capital Development, identifying and utilising external sources of funding where available. The College has been successful in bidding for funding to support its ambitious property strategy as well as for embedding sustainable improvements within its estates.

3. Investing in staff and staff training and development while managing staff costs overall to remain within FE sector benchmarks.

4. Effectively report and communicate the College's financial performance both internally and externally maintaining the confidence and support of external stakeholders. This is particularly important as the College moves forward with the build of the new Wembley Park Campus which is supported by the LEP, the DofE and Brent Council.

5. Diversify and grow income. The College has an active strategy to grow 16-18 student numbers over the coming years to grow associated income and allow for continued investment. The College's commercial strategy is key to the diversification of income and will reduce the reliance of the College on government funding. The College has historically been flexible in reacting to changes in the funding landscape and will continue to be so with emphasis placed on

the development of programmes to deliver the skills required for London.

6. Operate effectively and efficiently in managing the costs of the College and delivering value for money. College spend is monitored and analysed closely and the College make effective use of purchasing consortiums.

7. To establish new strategic partnerships that will directly and positively impact on the range and quality of provision. UCG continues to build on the 'Flagship College' status awarded by Microsoft. During Covid the College maximised the use of the Microsoft suite of products to provide effective learning and communication between students and staff. Microsoft are currently collaborating on the design of the New Wembley Park Campus.



Destination: Success



Nora Holder



Ved Patel



Lillian Kalejaiye



Alexandra Ery Wernersbach Stein

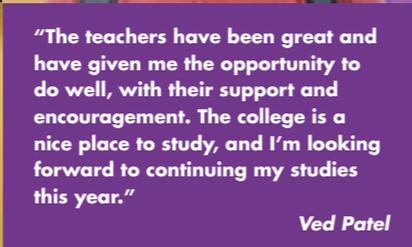


"I've had a lot of support from teachers and would definitely recommend City of Westminster College."

Alexandra Ery Wernersbach Stein
Next steps: BSC Psychology,
Birkbeck, University of London



Bilal Bobat



"The teachers have been great and have given me the opportunity to do well, with their support and encouragement. The college is a nice place to study, and I'm looking forward to continuing my studies this year."

Ved Patel



Zeinab Mohamed Ahmed



Fardus Ahmed



Leonardo Navarro Sanchez

Our students achieve success in all walks of life and include; professional footballers, poets, professors, actors, musicians and singers, film directors, screenwriters, and others. This is a selection of our students - and staff - that epitomise the ideal of going above and beyond.

Nora Holder

The learning coach's role is to act as a guide, an encourager, and a motivator. All these words sum up Nora Holder as a coach. She is a hands-on learning coach who strives to extract the best out of all the new teachers she is assigned to.

Bilal Bobat

Bilal's positive attitude is infectious. He has been supportive of the administrative tasks involved in running assessments beyond the call of duty. His collaborative approach to working is making very stressful exam weeks

a great deal easier. He has taken a holistic look at what needs doing and how, and has been most helpful in finding new and better ways of completing tasks by collaborating and helping each other as best as we can. With his positive and can-do attitude, he has greatly contributed to a more positive inter-departmental working environment.

Lillian Kalejaiye

Lillian goes above and beyond for the students she supports, she is hardworking, calm, understanding and resilient. This is recognised by the number of repeat

visits she has from students to see her especially. She really does deserve this award for her outstanding dedication and constant support.

Zeinab Mohamed Ahmed

Adult Learner Student of the Year
Zeinab is a mature and hard-working student who participates and contributes well to class activities and discussions. She is highly motivated and has a good rapport with her classmates and teachers. She is always ready to help her peers and staff whenever possible.

Fardus Ahmed

Outstanding Student of the Year
Fardus has an attendance record of 93% maintained throughout the academic year. Her coursework completion

has been to a high standard. She is positioned to progress onto Level 3 next academic year. Fardus conducts herself well in the classroom and around the College. She is very kind and helpful toward her peers and has been a crucial member of the tutor group.

Leonardo Navarro Sanchez

Adult Learner Student of the Year
Leonardo is a young man of no fixed abode for whom English is a second language. At the start of his course, he kept himself to himself - but developed to become animated and showed great enthusiasm. Leonardo is completing his CCTV course and is keen to secure a job in the security industry. He refuses to give up and capitalises on the opportunity to create a more promising and less challenging future for himself.

Click to watch our video:



www.youtube.com/watch?v=NspobPc1zvo



Paddington Green Campus
City of Westminster College
Paddington Green Campus
25 Paddington Green
London W2 1NB

020 7723 8826

Maida Vale Campus
City of Westminster College
Maida Vale Campus
Elgin Avenue
London W9 2NR

020 7723 8826

Willesden Campus
College of North West London
Willesden Centre
Entrance on Denzil Road
(off Dudden Hill Lane)
London NW10 2XD
020 8208 5000

Wembley Campus
College of North West London
Wembley Park Campus
147A Wembley Park Drive
Wembley
London HA9 8HQ
020 8208 5000

Kings Cross Campus
College of North West London
Kings Cross Construction Skills
Centre
1a York Way, Kings Cross
London N1C 4EB
020 8208 5000