



**LEEDS CITY
COLLEGE**

2019-2021

LEEDS CITY COLLEGE STRATEGY

Leeds City College is the largest member of the Luminate Education Group and its vision, values and strategic objectives have been synonymous with it. Increasingly, however, as each group member forges its own identity and objectives, Leeds City College can stand as a distinct and successful college, making an important contribution to the group, the city of Leeds and the region more widely.

A section from the Luminate Education Group Strategy

The organisations (members) that are part of the Luminate Education Group believe that we will be 'always stronger together' supporting each other and creating a shared leadership and management culture.

The focus for the Group Executive Team and the Luminate Group Board is to ensure that each organisation (group member), and the group as a whole, is successful, reaching potential and achieving strategic objectives. We are obsessively focused on transforming lives by providing outstanding education, training and support for all of our students.

Group members support each other in order to secure greater long-term stability, strength and influence. In order to achieve success, all group members proactively help each other and share services for the benefit of all members and for all our students.

Foreword

The Leeds City College Strategy demonstrates how it, as an Inclusive Anchor Institution, will develop and improve provision and services so that it better meets the needs of the communities and people of Leeds and beyond. It will seek to play a vital role in meeting the skills needs that the city and region will need to thrive in a changing economy as part of its Inclusive Growth Strategy, the UK's Industrial Strategy and to ensure resilience to withstand ongoing uncertainties around Brexit.

Leeds City College's core purpose is to enable and improve social mobility. It will harness every resource available to accelerate progression, improve the achievements and destinations of our students and remove every possible barrier within our influence.

We recognise that too many communities in the city have not kept pace with the economic growth and increased wealth enjoyed by others. We will seek, therefore, to expand our provision in education and training in skills and qualities sought by employers. This will enable our students to access employment that is more skilled, better paid and more secure.

This means building and strengthening our relationships with employers and their representatives, communities in all parts of Leeds and beyond, local authorities, the Local Enterprise Partnerships, funding agencies, third sector organisations and other education providers.

Leeds City College is strongly committed to the government's Industrial Strategy, and its core aim of shaping a stronger, fairer economy through investment in infrastructure and skills. The Leeds Inclusive Growth Strategy objective to grow the Leeds economy ensuring that everyone in the city benefits from, and contributes to, growth is also our objective and central to our purpose. We will better align our curriculum to the Local Enterprise Partnership's priorities. In short, Leeds City College will play a full part in promoting a positive, outward image for Leeds on the global stage that increases inward investment, exports and tourism.

Leeds City College will also place environmental sustainability at the heart of all its activities and aim to reduce its own carbon footprint, impact on the environment, as well as raise awareness of the issues and teach global citizenship to its 20,000+ students.

The views of these students will be considered in all decisions made by the college and there will be a relentless drive to improve our teaching, learning and assessment, our services and our facilities based on the input of students and stakeholders.

Foreword

To be a central part of these agendas requires Leeds City College to offer high quality provision that is equal to the best in the school, further and higher education sectors.

This strategy will set the course for Leeds City College to build on its powerful and effective performance review and business planning processes that have teaching, learning and assessment at its core. In common with the other group members, our strong commitment to restorative practice will ensure we build and strengthen the relationships with students, staff, parents, employers and other key stakeholders.

This will be key to meeting our ambitious objective to play a full part in the city and region's future.

Tina Turnbull Chair of the Board,
Leeds City College

Bill Jones Group Deputy CEO
Curriculum and Quality
and lead for Leeds
City College



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Introduction

What is the purpose of this strategy?

This strategy sets out our ambition for Leeds City College and the contribution it can make to the city of Leeds and region. Education and skills are central to the future wellbeing and prosperity of Leeds and this outlines six key strategic priorities that build upon the considerable recent success of Leeds City College to maximise our contribution.

The staff, students and stakeholders at Leeds City College share the Luminate Education Group's purpose and believe that we are stronger working together and supporting each other.

We also believe that Leeds City College, as the largest group member, should forge its own identity and purpose within this group context and will focus on serving the requirements of Leeds. The strategy has evolved from considerable work with staff, students and board members and their views have informed its six central strategic priorities.

This strategy is designed to better communicate the Leeds City College purpose and priorities. It sends a clear message to Leeds that Leeds City College, as an Inclusive Anchor Institution, is a central partner in shaping the strategic direction of the city.

It will contribute to many of the 'twelve big ideas' outlined in the Leeds Inclusive Growth Strategy. It can also contribute to the opportunities offered by devolution and the Northern Powerhouse initiatives.

Leeds City College has played its part in creating growth (along with businesses, the council, schools and universities, entrepreneurs and innovators) and this is not always recognised. Central to the strategy is how we can work more closely with stakeholders and better communicate the remarkable potential of our students and staff.

We recognise that not everyone in the city has benefited equally from this increased prosperity and this strategy seeks to place developing skills of the existing and future Leeds workforce at its core. Education and skills are essential to raising the productivity and reducing inequality and poverty in Leeds; objectives that we are passionately committed to.

The strategy covers the period to 2021, although with the volatile political outlook and economic uncertainty, it will require regular review and will be updated annually.

‘Education and skills are central to the future wellbeing and prosperity of Leeds and the strategy outlines six key strategic priorities that build upon the considerable recent success of Leeds City College.’

Vision

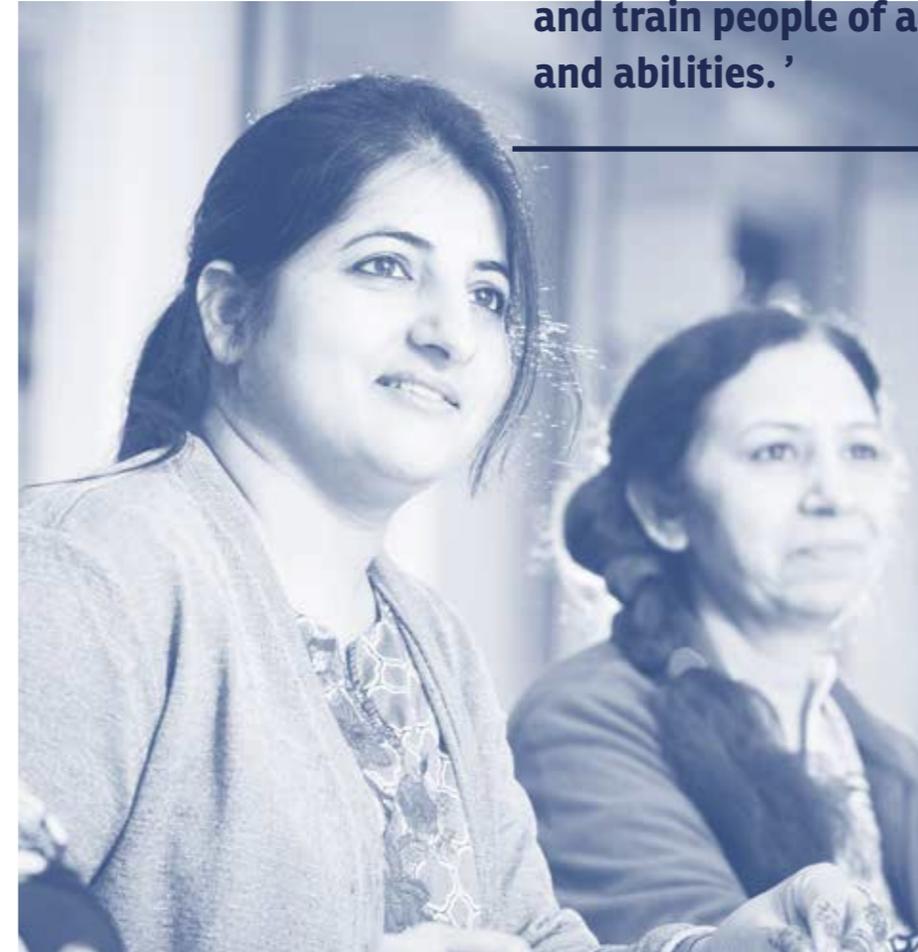
In 2021, Leeds City College will be recognised as the leading provider of education, training and skills in the Leeds City Region and beyond. It will be an equal partner with other key stakeholders who share our passion and ambition to deliver the Leeds Inclusive Growth Strategy.

Leeds City College will be a genuinely tertiary institution in that it will educate and train people of all backgrounds, ages and abilities. By 2021, it will have increased the proportion of students at Level 3 or higher and will have improved outcomes for these courses, particularly in A Levels. It will have established a successful Leeds Sixth Form, which by 2021 will have at least 800 students. Leeds City College will have several well-established T Level courses and most full time students will benefit from a meaningful work placement.

Apprenticeship provision will be recognised by employers and other stakeholders as being outstanding and responsive to the needs of employers and apprentices. There will be excellent links with partner employers and clear pathways to advanced and higher level apprenticeships, particularly in skills shortage areas as recognised by the LEP. Employers will increasingly be involved in the design, delivery and assessment of the curriculum. College and employers' staff will collaborate across many subject areas, with regular industrial updating of college staff the norm.

The vast majority of students and apprentices will progress to further / higher education or employment with training. There will be excellent information, advice and guidance for students to ensure positive destinations are maximised.

‘Leeds City College will be a genuinely tertiary institution - in that it will educate and train people of all backgrounds, ages and abilities.’



Vision

‘Our approach to developing a positive learning culture will set us apart; we will promote a growth mindset and work to build the confidence, self-esteem and resilience of each student...’



A well-established alumni scheme will provide support to the college, both financial and practical.

Higher education at Leeds City College will have expanded to over 1,500 students by 2021 and plans for this provision to become a separate Higher Education Institute (HEI) will be well advanced. Degree Awarding Powers will have been achieved and most Foundation Degree provision will be validated by Leeds City College itself.

Leeds City College will, by 2021, benefit from excellent teacher education, providing the group with a strong pipeline of excellent teaching staff, as well as contributing to outstanding professional development for all existing teaching staff. Leeds City College will be recognised, as part of the Luminate Education Group, as a leading player in education practice, pedagogy, research and scholarly activity, particularly around technical education.

Our curriculum will deliver the skills required by the current and future economy, the Leeds City Region and its communities. We will be increasingly expert and adept in accelerating social mobility and ensuring that those that are furthest from the labour market find sustainable, well-paid employment. The high skilled, highly paid and secure jobs that employers find difficult to fill, will be provided with a pipeline of talent sourced from local communities.

Our approach to developing a positive learning culture will set us apart; we will promote a growth mindset and work to build the confidence, self-esteem and resilience of each student, recognising that many will have had negative experiences and low expectations in the past. We will ensure all staff are committed to and skilled in restorative practice, with high challenge and high support being provided for all to reach their full potential.

Mission

Provision

- Provision will be outstanding and recognised as world class in education and training.

Teaching, Learning & Assessment

- Teaching, learning and assessment (TLA) will focus on evidence based practice and a growth mindset. We will ensure students make greater progress than might be expected based on their prior attainment.

Teachers

- Teachers will provide high quality teaching, learning, assessment and feedback.

Students

- Students will benefit from expert tuition, meaningful work experience, fulfilling and fun enrichment and excellent progression opportunities.
- Students will become responsible, engaged and productive citizens.

Staff

- Staff will be engaged and highly motivated. They will be involved at all levels in shaping the college's high performance culture and will be central to planning its expanding provision.
- Service users will provide critical feedback, which will be used to help improve services.

Employability, enterprise and enjoyment will be central to all we do. Making the communities of Leeds more prosperous and cohesive will be our relentless focus.

Values



These values will be underpinned by:

- High expectations
- Restorative Practice
- Inclusive Learning
- Growth mindset
- Trust and responsibility
- Autonomy and accountability
- Professional pride with a commitment to excellence

Leeds and the Leeds City Region

A market insight and intelligence platform has been developed for all group members to inform their curriculum planning.

The key messages to inform this strategy are:

1

Leeds is a diverse and increasingly prosperous city. It has a strong economy, accounting for nearly a third of the city region's output, and had the highest increase in employment rate of any core city from 2009 to 2017.

2

This prosperity is not evenly distributed, however, and inequality and poverty, whilst better than many areas in the North, remain higher than the national average. Leeds is a young city, where the proportion of 20-24 year olds is much higher than the national average.

3

Key employment sectors include the digital sector, which is worth over £1 billion, a growing financial technology (FinTech) sector, healthcare and medical technologies, and high tech manufacturing and engineering (with local employers gaining an increasingly global reputation for expertise in this field).

4

Outside of London, Leeds is the largest centre for financial and business services, digital, creative, publishing and broadcasting.

5

Nationally, technology is changing the workplace across the country and the Government's National Industrial Strategy white paper sets out how the UK might meet the increased demand for digital skills. Artificial intelligence, 'big data', clean technologies and transport & mobility technologies have been identified as national priorities.

6

The implementation of T Levels sits alongside a range of policies designed to improve vocational education so that it better meets the needs of employers through closer relationships between business and education providers.

Leeds and the Leeds City Region

7

Apprenticeship numbers are falling, with more and more private providers struggling to meet the standards set by government - but there's also an increasing number of providers competing for business that was once considered the realm of Further Education.

8

Funding pressures also remain an ever present threat for many FE colleges.

9

Meanwhile, Brexit presents a huge challenge, potentially creating skills shortages across many sectors - a full analysis of its impact on the labour market is not yet available (nor possible given the outstanding uncertainties surrounding this issue).

10

A recent analysis by the LEP shows that there is a strong link between skills deprivation and overall deprivation across the Leeds City Region - upskilling the population across the region doesn't just have a positive impact on our economy, but it also has the potential to positively impact on the poorest within our society.

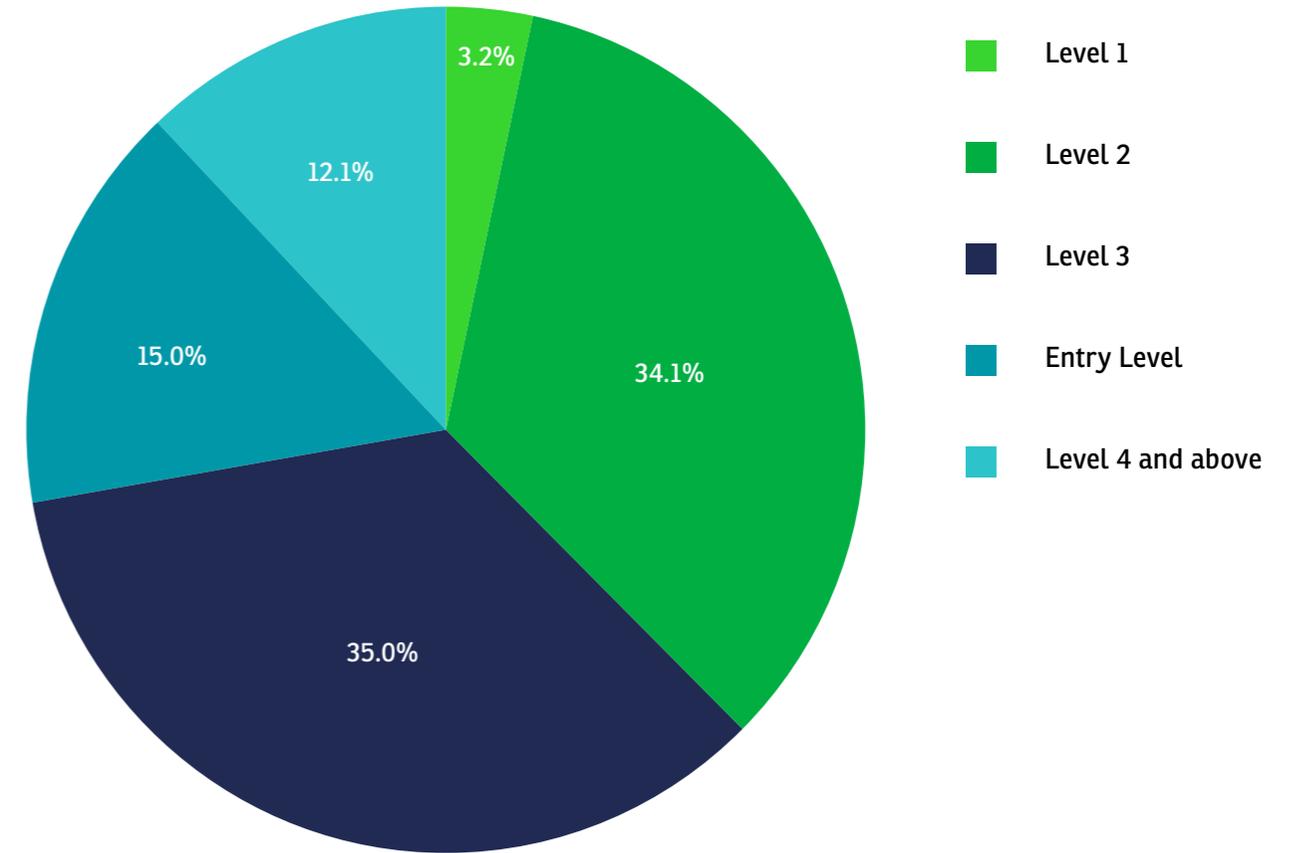
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The Leeds Inclusive Growth Strategy highlights the need for better relationships between employers and education providers to ensure that we are working in partnership to meet the skills demand in the local labour market. The strategy also emphasises the need for better transport links to the city centre, to help people living in deprived areas to access better paid employment opportunities. Investments in digital infrastructure and an increase in culture, arts and tourism are highlighted as other areas where the city's economy is set to grow. This growth should be inclusive, which the council defines as growth that 'benefits all our citizens and communities'.

The Current Curriculum

The Leeds City College curriculum is well-established and very successful in providing high quality education (with excellent outcomes) in a wide variety of settings, levels and subjects to over 20,000 students annually. To ensure its relevance and responsiveness, the curriculum is reviewed and adapted annually by Heads of Department through the group's Business Planning process and is owned by the curriculum experts. All members of their departments have the opportunity to contribute to the design of the curriculum and its delivery. This 'bottom up' approach is facilitated by the Group Executive Leadership Team to encourage innovation, efficiency and responsiveness.

As the Heads of Department are well-informed about national and local priorities, and have contributed to both the group and Leeds City College Strategic Priorities, this planning ensures the curriculum develops and grows responsively to student and employer demand, local and regional priorities, qualification reform and national policy. In specific cases where strategic priorities are not covered from Heads of Department business plans, resources and direction is provided by the Executive Leadership Team and a recent example includes the creation of a new Land-based department. A full curriculum strategy for the group FE colleges is being developed to guide curriculum development and business planning moving forward.



The Current Curriculum

‘The curriculum is reviewed and adapted annually by Heads of Department through the group’s Business Planning process and is owned by the curriculum experts.’



Leeds City College offers provision in 15 subject sector areas. The curriculum is broad and offers progression opportunities in most subjects at all levels. Many subjects have courses at Level 1 (and sometimes below) leading to progression to Level 2 (often the first level for many employment opportunities and equivalent to a good pass at GCSE). Students with good GCSE grades usually start programmes at Level 3 (equivalent to A level and the normal gateway to higher education progression). There are good progression opportunities internally to Leeds City College higher education and higher level apprentice programmes.

The Current Curriculum

Leeds City College has a disproportionate amount of its curriculum at Level 1 and Level 2. This is much higher than might be expected at a college in a genuinely tertiary system and reflects the high number of schools with sixth forms and their ability to retain their more able students. Leeds City College is absolutely committed to providing excellent progression pathways to students at Level 1 and Level 2, many of whom have not met their full potential at school and have the potential to achieve at technical and higher education levels. However, the learning environment and culture for all students is enhanced, with higher aspirations and better outcomes, when there is an improved balance of abilities.

For this reason, Leeds City College will seek to increase the proportion of its students at Level 3 by recruiting and retaining a larger share of students at this level. It will achieve this through:

- Improving the quality of the Leeds Sixth Form and allowing it to grow by a minimum of 800 students
- Increasing the number and size of courses at Level 3 (both through new recruitment at 16 and 17 and increased internal progression of 16 year olds to higher level courses at 17)
- Introducing T Level courses as they are developed
- Raising aspirations through work with alumni, HEIs, GoHigher West Yorkshire, etc.

Leeds City College has moved towards a campus based model with particular subjects at each campus (partly due to the way capital projects have been funded and in contrast to the traditional GFE model which often had parallel vocational provision in the same subject at different campuses). The opening of Quarry Hill in September 2019 will continue this trend.

Alternative provision is currently based at the Foundry, which is close to the Printworks Campus. As the demand for provision increases with limited capacity, a Property Strategy for Leeds City College will seek to establish a specialist Level 1/ alternative provision facility close to the Quarry Hill Campus which will enable students who

are not yet college ready to develop the necessary skills and learning behaviours whilst gradually being introduced to the specialist facilities.

There is a need to increase and improve community venues, particularly for English for Speakers of Other Languages (ESOL), where the existing Enfield Campus is very heavily utilised. Business Planning will encourage departments to make more efficient use of available space as well as source new accommodation where possible.

‘The college is absolutely committed to providing excellent progression pathways to students, many of whom have not reached their full potential at school and have the potential to achieve at technical and higher education levels.’

The seven sectors of the Leeds Inclusive Growth strategy

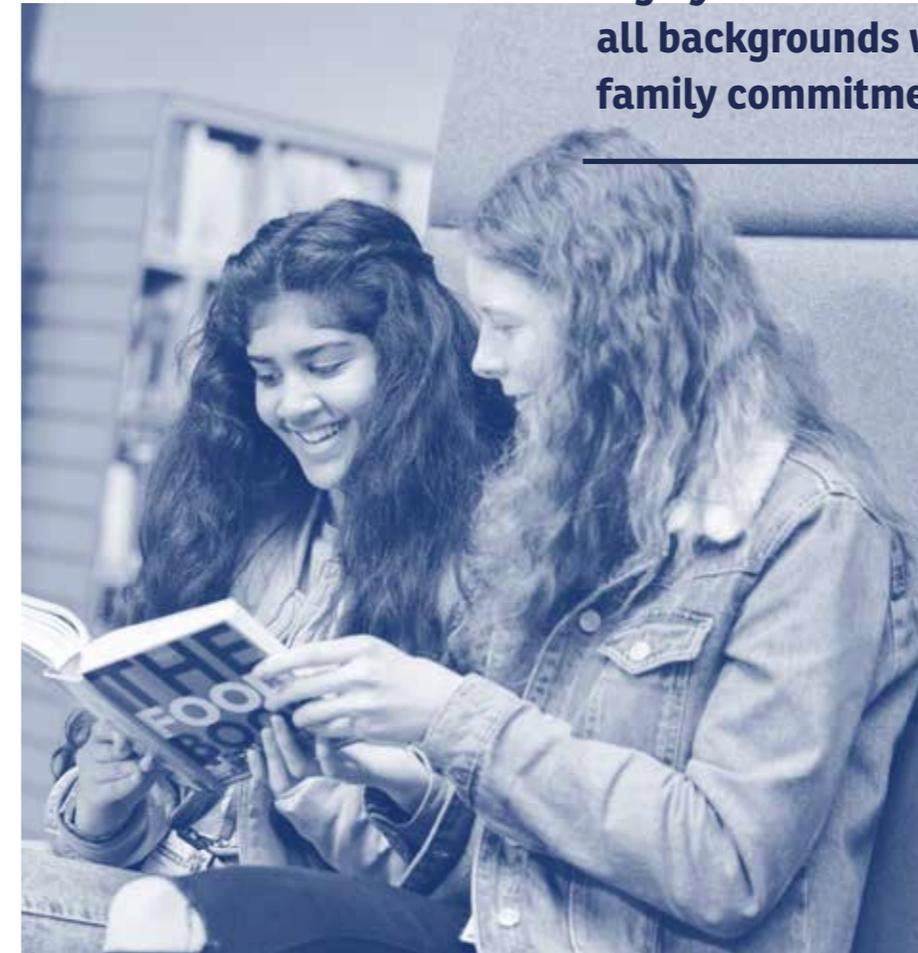
Health, Medical and the Ageing Population

There are a wide variety of courses at all levels in this sector at Leeds City College and managers are active participants in the Portfolio Advisory and Delivery Group for the Leeds Health & Care Academy and also the One Workforce Group. Leeds City College is also the main provider of clinical healthcare apprenticeships with Leeds Teaching Hospitals Trust and is now working with Leeds City Council to deliver care apprenticeships. Stakeholders in this sector have been invited to make comment on the provision and resources included in the Quarry Hill campus development to ensure it meets their needs now and in the future.

Provision is of a very high standard (outcomes are significantly above national rates) and highly flexible to allow students from all backgrounds who have work and family commitments to participate. Apprenticeship provision includes Care Traineeships (Step into Care), Adult Care Workers, Lead Adult Care Worker, Clinical Healthcare Support Workers, Senior Healthcare Support Workers and Leadership and Management at Level 5.

A wide variety of short courses are offered, including Common Healthcare Conditions, Safe Handling of Medication, Understanding Autism, Understanding Behaviour that Challenges, Stress Awareness, Assisting and Moving Individuals for Social Care Settings, Principles of End of Life Care, Principles of Dementia Care and Mental Health Awareness.

‘Provision is of a very high standard and highly flexible to allow students from all backgrounds who have work and family commitments to participate.’



The seven sectors of the Leeds Inclusive Growth strategy

‘There are good and improving employer links, including the recent development in partnership with the Managing Director of Pennington Court, to look at developing new courses for new models of care.’



There are specialist teaching and learning spaces designed for the delivery of the Health Science & Social Care curriculum including a practical care suite, science laboratory, creative activity/therapy room, nutrition room and outdoor wellbeing space. There is a highly experienced and qualified teaching team. There are good and improving employer links, including the recent partnership with the Managing Director of Pennington Court (first care home in Leeds to be awarded outstanding by CQC) to develop courses for new models of care. The college is working with the Leeds Care Academy to develop industrial placements for college staff to support their professional development and with Leeds City Council to deliver a Care Traineeship (Step into Care) specifically targeted a number of

specific groups including: Not in Education, Employment or Training, care leavers, those with health conditions or disabilities and black, Asian and minority ethnic (BAME). Apprenticeships are also delivered for York Hospital, Health Education England, GP practices and third sector providers.

Leeds City College is an endorsed provider for Skills for Care, is a member of the West Yorkshire and Harrogate Centre of Excellence, a member of the Training and Resources Operational Group Public Health Resource Centre and a member of the Workforce Workstream Programme Board.

The seven sectors of the Leeds Inclusive Growth strategy

Financial and Professional Services

Leeds City College has a wide-ranging offer, from Level 2 through to degree level programmes, that help to meet the skills needs of this sector and is developing additional programmes and growing its provision rapidly. Courses include the Foundation Degree in Leadership & Management and the BA (Hons) Leadership & Management Top-up, Foundation Degree in Business, Enterprise & Management and the BA (Hons) Business, Enterprise & Management level 6.

An apprenticeship at degree level - the Chartered Manager Degree Apprenticeship.

Plans for 2019/20 include a new Foundation Degree in Accountancy and a BA (Hons) Top-up.

In Law, the LLB (Hons) is run through well-established links with Oakwood solicitors. Employers provide talks, work experience as well as judge essay writing and 'mooting' competitions. The students on Level 6 LLB (Hons) have the opportunity to undertake the Chartered Institute of Legal Executives (Cilex) Graduate Fast Track Diploma qualification and the modules they study at Level 6 support this as the modules focus on practice as well as the academic.



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The seven sectors of the Leeds Inclusive Growth strategy

Creative and Digital

The college has recently introduced an Employer Engagement Group to support and influence the redesign of the Digital & IT curriculum offer. The group consists of key employer partners from across the sector who provide expertise and intelligence which informs future delivery plans and enhances the students' work readiness.

Furthermore, the college has introduced new apprenticeship standards in Digital Marketing, Digital Infrastructure, Network Engineering and Software Development, which support employers with future workforce developments.

In addition, bespoke training modules have been developed and delivered for employers wanting to upskill their current workforce through the LEP Skills Service. In July 2018 the college played a lead role and also hosted the very first Cyber Security summer school, attended by pupils from across the Leeds City Region. The week-long Cyber Defender programme introduced pupils to the constantly-evolving Cyber, Digital and IT fields.

In terms of the creative sector, key stakeholders have influenced the design of the new Quarry Hill Campus as well as the technology within it, which reflects industry standards ensuring that students on completion of their studies are work ready.

The Games Design team have established an independent Games company that students work for throughout their studies offering a unique opportunity to network and engage with professionals within the sector. In addition, the college secured funding for a 'Girls into Games' project promoting diversity within the industry.

All Creative Arts degrees are developed through consultation with Leeds industry and respond to the evolving digital landscape. Digital skills are embedded throughout all creative degree programmes to ensure that graduates are equipped with the necessary skills to enter the contemporary industry.

For example, the Film & Screen Media students produce moving image content for emerging technologies, and the Acting and Dance students work in interdisciplinary contexts to produce digital outcomes such as dialogue for Computer Games and motion capture for Animation.

‘Key stakeholders have influenced the design of the new Quarry Hill Campus as well as the technology within it, which reflects industry standards ensuring that students on completion of their studies are work ready.’

The seven sectors of the Leeds Inclusive Growth strategy

Construction and Infrastructure

Leeds City College doesn't currently deliver courses in construction (the Group's Keighley College does). There is a good relationship with Leeds College of Building and students are referred to and from there where appropriate to maximise progression. Vocational placements are offered to Leeds City College students from the Apprenticeship Academy and Alternative Provision courses. Leeds City College is the Strategic College Improvement Fund (SCIF) partner with Leeds College of Building, an initiative where Ofsted Good or Outstanding colleges are paired with colleges that are Requires Improvement to assist with their strategies to secure the better grade (Leeds City College is also paired with Manchester College and Croydon College).



‘Leeds City College could offer Foundation Level programmes in construction at its new Foundry campus and higher level courses and apprentices in civil engineering and architecture are also being considered as part of business planning.’

The seven sectors of the Leeds Inclusive Growth strategy

Manufacturing

Leeds City College provides employer responsive curriculum relating to the developing energy/power sector and engineering and strong links are being established with one of the leading companies, Green Frog, with the delivery of both apprenticeships and full cost courses. Currently in development are higher apprentices in Mechanical and Electrical/Electronic with both local businesses and Leeds University.

There is a new apprenticeship programme with Halfords and increasingly strong links with DePuy which provides work placement for students, industrial updating for our staff and new apprenticeship delivery.

The main full-time courses in manufacturing and engineering are in four pathways: Mechanical, Electrical/Electronic, Fabrication & Welding and Electrical Installation.

The department has plans from 2019 to:

- Upskill females in employment with courses in mechanical, fabrication & welding - working with women in science and engineering (WISE) for recruitment of students from local businesses
- Develop an Access course to increase opportunity of 19+ into Mechanical and Electrical/Electronic HE
- Develop further our link with Leeds University with their higher apprenticeships and full cost training in workshops for undergraduates

- Research into development of Rail Engineering and Architectural Engineering to complement the existing curriculum
- Hybrid diagnostic training.

Retail and the Visitor Economy

Ambition Leeds is an exciting new addition to the Leeds retail and hospitality sector. The new training centre based in City Exchange is a partnership with Leeds City College, Leeds Beckett University, The Source, Landsec, Leeds City Council and Leeds Bid.

The aim of Ambition Leeds is to:

- Work collaboratively to deliver education skills and training that meet the needs of retail and hospitality employers in Leeds
- Improve the standards within the professions
- Support the growth of the sectors across the city in line with the Leeds Talent and Skills Plan 2017 - 2021
- Significantly increase the number of apprentices within the sectors and assist the unemployed and those returning to work.

The seven sectors of the Leeds Inclusive Growth strategy

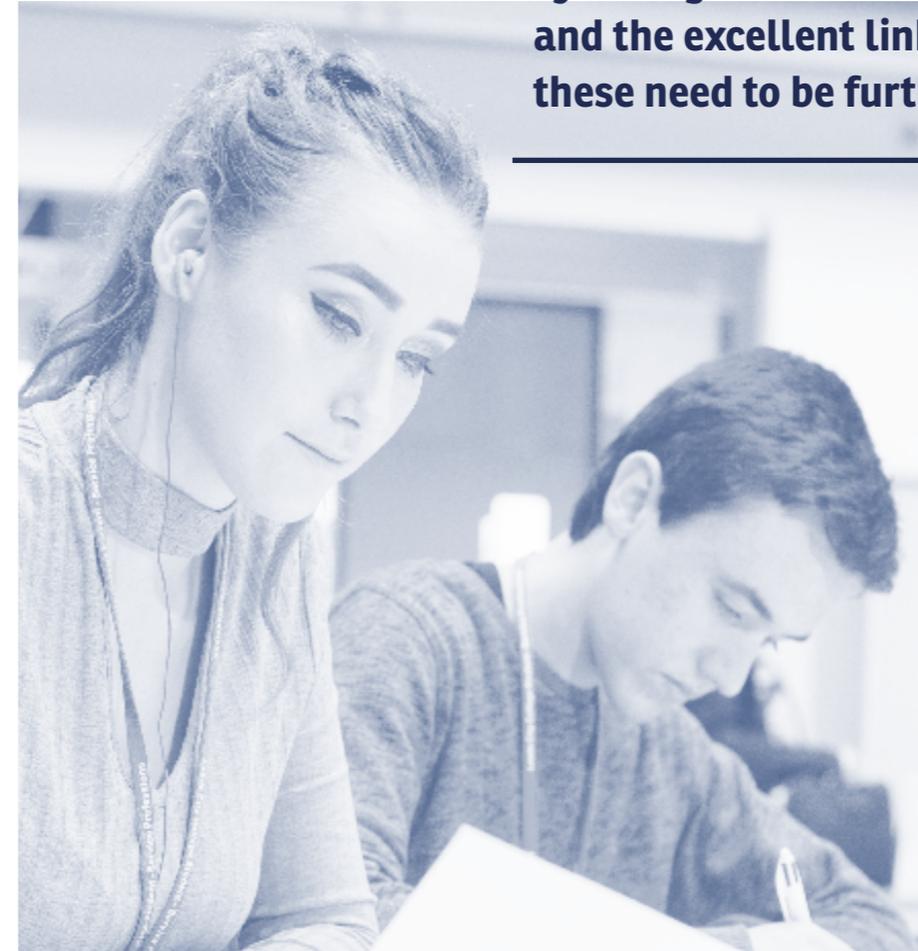
Social Enterprise and the Third Sector

Leeds City College has a long tradition of working closely with third sector organisations and encouraging social enterprise. An Access course in social action is currently in development with Leeds Beckett University and is aimed at individuals and organisations that build capacity in the community to bring about positive change.

Leeds City College students are supported by a range of third sector organisations and the excellent links that exist with these need to be further strengthened.

The college will establish itself as an Anchor Institution using its resources and influence to further the strategic aims of the city. A corporate social responsibility scheme will be developed for our staff.

‘Leeds City College students are supported by a range of third sector organisations and the excellent links that exist with these need to be further strengthened.’



Staff

The Leeds City College People Strategy ensures the continued development of colleagues so that the best combination of motivation, a positive culture and talent is achieved.

The well-received leadership development and new to management programmes will continue throughout 2019 to improve the confidence and skills of managers as well as further develop the desired culture.

Ways to encourage staff to take ownership of their professional development needs, including industrial updating, will be supported, as well as initiatives to improve scholarly activity / research / reflective practitioners.

The 'engine room' for growth and development continues to be our middle and senior managers and strategies to maximise the degree of their delegated responsibility for finance and quality will be a focus so that they have the power to improve, innovate and grow their schools and departments.

The Course Leader role at the college will be enhanced and staff contracts and pay scales will continue to be reviewed particularly to better differentiate teaching roles. Initiatives to improve wellbeing, recruitment and retention will be a key part of the People Strategy. We will look in more detail at all aspects of equality and diversity within staff teams across the group; including recruitment, retention and relative rates of pay.

Ways to celebrate success, increase pride and ownership, as well as enjoyment, will be encouraged and supported, including opportunities for staff to meet, socialise and complete training together. Staff surveys will be scrutinised and used to enable improvement and sharing of effective practice.

Student Life

The student experience, examination results and destinations will continue to be improved. There will be investment in time and resources that will improve the collection of 'destination data' as well as more careers education and student activities that support positive progression. Listening to the student voice via student surveys, forums and consultations will directly influence where investment is prioritised.

The successful 'I'm In Strategy' will receive continued focus and investment to further improve student learning behaviours. The use of 'Restorative Practice' will be taken to the next level through staff training supporting a strengthened culture of high expectations, challenge and support.

Leeds City College will work hard to better deliver outstanding careers education and progression to post 16 provision. We will also work together to increase capacity for high quality alternative provision for young people in years 10 and 11.



'Listening to the student voice via student surveys, forums and consultations will directly influence where investment is prioritised..'

Strategic Priorities

At the Strategic Away Day held on 11 June 2018, the Leeds City College Board agreed a number of Strategic Priorities that were specifically for Leeds City College rather than the Luminate Group. Four higher level priorities were agreed which have been broken down into Strategic Actions and these were refined further following staff and student consultation. These were communicated widely with staff at cross-college staff presentations in September 2018. A further two priorities were agreed with Board members at the January 2019 Strategic Away Day.

The six Leeds City College Strategic Priorities are:

1

Maximise opportunities for social mobility and progression to higher level destinations, increase social cohesion and help to reduce poverty and inequality.

The wide-ranging initiatives around this will be intensified and there will be a greater focus on curriculum re-design prior to business planning for 2019/20 to ensure clear progression routes and appropriate course structure ensures maximum retention, achievement and progression. This will need to offset greater restrictions on the learner support fund which have become necessary due to the increased demands upon it.

2

Realign the position of Leeds City College in the City Region to be a key partner in delivery of the Inclusive Growth Strategy and to be more active, visible and involved in the city and region.

This Strategy is largely designed to achieve this. Governors' and senior staff time will be invested to ensure that the group is viewed as a key strategic partner by Leeds City Council and other high priority strategic partners (the Local Enterprise Partnership- LEP-, FE Commissioner, ESFA, DfE, Regional Schools Commissioner, and employers).

3

Provide our students and apprentices with an outstanding teaching, learning and assessment (TLA) experience, resulting in excellent progress.

The FE Colleges within the Luminate Group have a dedicated TLA Strategy and this aims to further support staff (following the Ofsted Inspection where TLA was graded Good) to raise their aspirations using metacognitive approaches to 'own' their feedback and development points.

Leeds City College will contribute fully to the Group's 'Teaching and Learning Strategic Group' of key managers which will drive positive innovation and change and ensure that all staff have access to excellent professional development.

Strategic Priorities

Time and resources will be invested in developing new teacher education courses covering schools, further and higher education. This will include applying to be a registered school teacher training provider able to directly support trainees to secure 'Qualified Teacher Status'. The expansion of teacher education courses will underpin the strategy for creating a pipeline of new talented teachers and lecturers. We will employ increasing numbers of apprentice teachers.

The model for English and maths delivery will be embedded and further developed. This will include more training for our teachers and coaches on accurately assessing starting points and expected progress for each student.



‘Time and resources will be invested in developing new teacher education courses covering schools, further and higher education.’

Strategic Priorities

4

Contribute to international initiatives to reduce carbon emissions, air pollution and increase sustainable development.

Each main campus has created a Sustainable Development Group. The Estates Team continually review ways to reduce energy consumption. Initiatives to increase walking and cycling, particularly between college sites, are being introduced along with continued restrictions to parking.

Awareness of the issues will be further embedded into students' study programmes and curriculum growth will be encouraged in the low carbon sector, in line with the Leeds Inclusive Growth Strategy.

5

Develop and grow the curriculum in skills shortage areas of the college, including digital skills, engineering and manufacturing, finance and professional services.

A more detailed curriculum strategy will look to support and stimulate growth in priority areas that have proven difficult to develop.

6

Seek to improve student and staff well being

An increasing proportion of our students are affected by poor mental health and we will ensure that our staff are skilled to identify issues and provide support or appropriate referral to specialist help.

Our entire curriculum will be designed, however, to provide opportunities for our students to enjoy their studies, to develop positive learning behaviours and resilience. Enrichment activities will be encouraged and tolerance, respect, strong relationships and friendships between students will be encouraged through our commitment to restorative practice.

Staff well-being will be addressed as part of the People Strategy and staff will be provided with the tools to look after their own staff and their colleagues, together with a range of initiatives to encourage motivation, progression, retention, career fulfilment and enjoyment.



**LEEDS CITY
COLLEGE**

Park Lane Campus
Park Lane,
Leeds LS3 1AA

Printworks Campus
Hunslet Road,
Leeds LS10 1JY

Quarry Hill Campus
Playhouse Square,
Leeds LS2 7UP

Deacon House Centre
Seacroft Avenue,
Leeds LS14 6JD

Enfield Centre
Enfield Terrace,
Leeds LS7 1RG

The Foundry
Leathley Road,
Leeds LS10 1BG

Joseph Priestley Centre,
Beeston
Burton Avenue,
Leeds LS11 5ER

Rothwell Centre
Marsh Street,
Leeds LS26 0AE

Temple Newsam Home Farm
Temple Newsam Road,
Leeds LS15 0AE

The Vine
Foxcroft Close,
Leeds LS6 3NT