



2023-2026

Leeds City College Strategy

Skills for a Sustainable Future



luminate
EDUCATION GROUP

Foreword

The 2023-26 Leeds City College strategy, Skills for a Sustainable Future, builds on the success of the first version produced in 2019. It clearly states our ambition and purpose for the next stage of the journey towards becoming a world-class college that meets the needs of our students, communities and the regional economy.

There has been huge change since the last strategy, not least a pandemic, but in that time the college managed to achieve its strategic priorities and is increasingly seen as a key anchor institution in the city and a major partner in the region and beyond.


As the nation continues to face challenges with political turbulence, economic downturn, soaring inflation and a cost-of-living crisis, we firmly believe that education and skills

are central to national recovery and economic growth agendas. We also recognise how lifelong learning is fundamental to this.

Through our vision, values and purpose, we aim to ensure Leeds City College plays a key part in The Best City Ambition, helping the city and the region meet vital skills needs. We can do so much more than this, of course. Through civic leadership, we will work in partnership to meet and address the city region's other opportunities and challenges, including the climate emergency, reducing poverty and inequality and building strong communities.

There is much to do and we invite you to join us in making it happen.

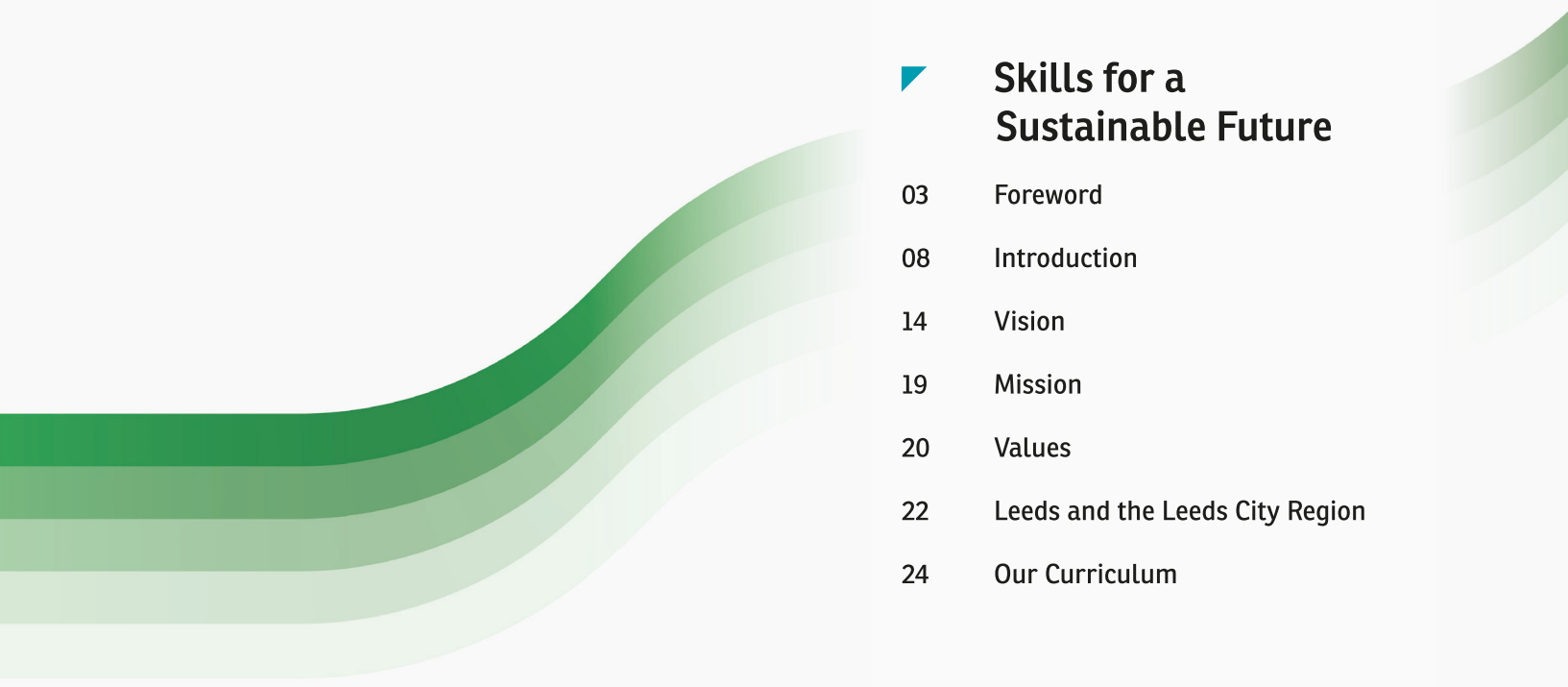
Ken Morton, Chair of Governors
Bill Jones, Deputy CEO & Executive Principal




‘We firmly believe that education and skills are central to national recovery and economic growth agendas.’



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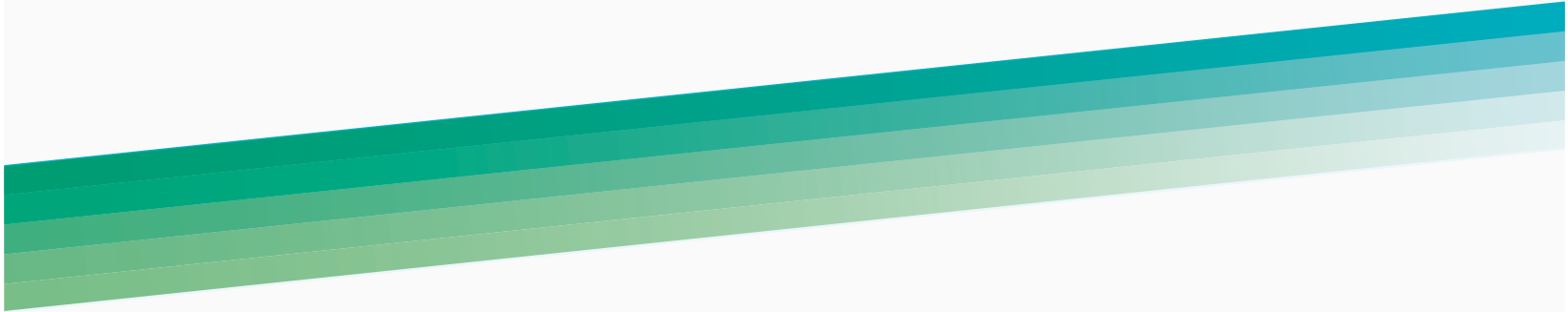
Introduction



Leeds City College has established itself as a strong provider of vocational, technical and academic education in the city. Furthermore, efforts to establish the college as an influential stakeholder in the wider ambitions, priorities and challenges of the city have been recognised, and our partners increasingly value the college's contribution as a key anchor institution.

Guided by the last strategy, the college has achieved the following since 2019:

- The curriculum has been developed so that courses better align with the priorities of the Leeds Inclusive Growth Strategy and the regional priorities articulated by the Leeds City Region Enterprise Partnership (LEP) and West Yorkshire Combined Authority (WYCA).
- A new employer board has been created to support the college in the development of the new statutory requirement for governor-led curriculum reviews, enhanced accountability agreements and to continue to develop and align the college's curriculum with the soon to be produced West Yorkshire local skills improvement plan (LSIP).
- New T Level courses, higher apprenticeship programmes and higher technical qualifications place the college at the forefront of curriculum reform and the government's skills agenda, as outlined in its Skills for Jobs and Levelling Up white papers.
- Student numbers have continued to increase, particularly 16-18 year olds on full-time programmes.

- 
- Quality has continued to improve and, at its most recent Ofsted inspection (April 2022) is strongly Good, with Outstanding judgements for its large adult student provision and for personal development of all students and apprentices and ensures it is meeting the needs of all sectors within the economy.
 - The ambitious property strategy saw the purchase of a site at Mabgate which has allowed provision in outdated and less suitable accommodation to be relocated into new, purposely designed buildings and largely funded through successful bids to the government's FE capital transformation fund. A £4m classroom block at Printworks is now complete and planning for a new Pudsey Sixth Form College is well advanced.

Enabling and improving social mobility remains central to the college's mission and it will harness every resource available to accelerate progression, improve the achievements and destinations of its students and remove every possible barrier to this within its influence.

We support the aspirations of the 'Everyone's Included' Leeds SEND & Inclusion Strategy 2022-27 and will work as strategic partners within the local area, demonstrating the shared values and behaviours that will make Leeds an inclusive child-friendly city for children and young people with SEND and additional needs.

We celebrate the diversity of our student population and aim to create inclusive environments that are welcoming and supportive. We support the aspirations of refugees and asylum seekers in line with our commitment to being a College of Sanctuary.

- We have committed to becoming carbon net zero by 2035 through our climate emergency pledge and are developing new courses, as well as updating existing ones, to provide the skills required in a zero carbon economy.

■ 'Leaders and managers work closely with a range of employers and stakeholders, such as the National Health Service (NHS), local councils and small business enterprises, to understand the changing employment demands of a range of sectors. They select and implement education programmes that best fit the employment opportunities available in Leeds and the surrounding Yorkshire region. As a result, employers highly value the curriculum and the training that learners and apprentices receive.' - Ofsted Inspectors, May 2022

The Leeds Inclusive Growth strategy recognises that many communities in the city have not kept pace with the economic growth and increased wealth enjoyed by others. The college will ensure that its provision helps students to access employment that is more skilled, more secure and better paid. This means further building and strengthening relationships

with employers and their representatives, communities, Leeds City Council, West Yorkshire Combined Authority, universities, schools and training providers, third sector organisations and other key partners.

Leeds City College is strongly committed to the government's Industrial Strategy and Levelling Up agenda and the core aims of building a stronger, fairer economy through investment in infrastructure and skills. The college will further align its curriculum to the Leeds Inclusive Growth Strategy, with increased emphasis on the skills needed for a net zero carbon economy and for a digital world. In short, Leeds City College will play a full part in promoting a positive, outward image for Leeds on a global stage that increases inward investment, exports and tourism.





**‘Employers highly value
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Vision

By 2026, Leeds City College aims to consolidate its position as a leading provider of education, training and skills in the Leeds City Region and beyond. As an equal partner, part of Team Leeds, with other key stakeholders who share our passion and ambition to deliver the Best City Ambition and Inclusive Growth Strategy, it will also make a major contribution to the local skills improvement plan (LSIP).

The college will prepare its students for the future carbon net zero economy and make a full contribution to the city's response to the climate emergency, through reducing its own emissions to carbon net zero by 2035, raising awareness amongst its staff and stakeholders and in developing its curriculum in sustainable development.

Leeds City College will educate and train people of all backgrounds, ages and abilities. Its curriculum will be aligned with regional skills needs and in each subject sector area, employers will be involved

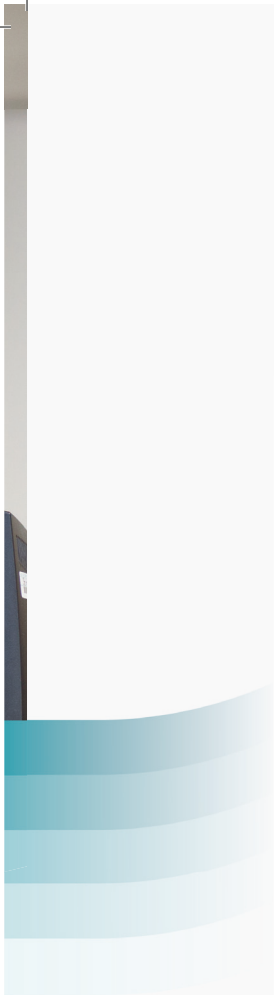
in the design, delivery and assessment of our curriculum wherever appropriate, with regular industrial updating of college staff the norm. We will be increasingly adept in accelerating social mobility and ensuring that those furthest from the labour market are able to secure sustainable, well-paid employment. 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.

By 2026, Leeds City College will have implemented qualification landscape reform designed to ensure courses better meet the needs of employers and the economy. As part of this, it will also have increased the proportion of students progressing to Level 3 or higher along with further improving student achievements. There will be clear, well-established academic and technical pathways, with students and apprentices progressing to higher education or employment with training.

‘Leeds City College aims to consolidate its position as a leading provider of education, training and skills in the Leeds City Region and beyond.’







An aspirational curriculum for students with SEND, including supported internships, will lead to positive and sustained destinations in line with Preparing for Adulthood pathways. There will be excellent information, advice and guidance for students to ensure positive destinations are maximised for all.

Leeds City College will have a full range of T Level and other qualifications delivering competence as well as specialist qualification courses. 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 highly 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. There will be excellent information, advice and guidance for students to ensure positive destinations are maximised.

The higher education provision at Leeds City College has been rebranded as University Centre Leeds, with its own separate board and funding for a new building to be located at the Mabgate site. Having achieved Foundation Degree Awarding Powers, it will continue to pursue degree awarding powers, as well as

develop higher technical qualifications and higher / degree apprenticeships, ensuring that its curriculum is highly responsive to local need, progression pathways from Leeds City College and Leeds Sixth Form College will be further strengthened.

Leeds City College will increasingly benefit from excellent initial teacher education, providing Luminate Education Group with a strong pipeline of outstanding teachers, as well as contributing to outstanding professional development and updating for its existing delivery staff. Leeds City College will be recognised 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 city region and its 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 trauma- informed and restorative practice, with high challenge and high support being provided for all to reach their full potential.



Mission

Our mission is to create learning environments where every student can achieve their full potential.

We continue to develop a market-led and high quality curriculum that focuses on key industry needs. 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 the following approaches:

- High expectations
- Trauma-informed practice
- Restorative practice
- Inclusive learning
- Commitment to excellence





Leeds and the Leeds City Region





1

Diverse & Prosperous

Leeds is a diverse and increasingly prosperous city. Leeds City Region is the largest contributor to UK's overall GDP in the Northern Powerhouse and the largest regional economy outside London. It is one of the leading locations in the UK for foreign and direct investment and accounts for nearly half of West Yorkshire's GVA.

2

Inequality

This prosperity is not evenly distributed, however, and inequality and poverty remain higher than the national average. Leeds is a young city, with a much higher proportion of 18–24 year-olds than the national average. Its population increased by 8% between the two most recent censuses (between 2011 and 2021), outstripping that of England as a whole (6.6%) with the lowest average (median) age in Yorkshire and The Humber, of 36 years, and a lower average (median) age than England.

3

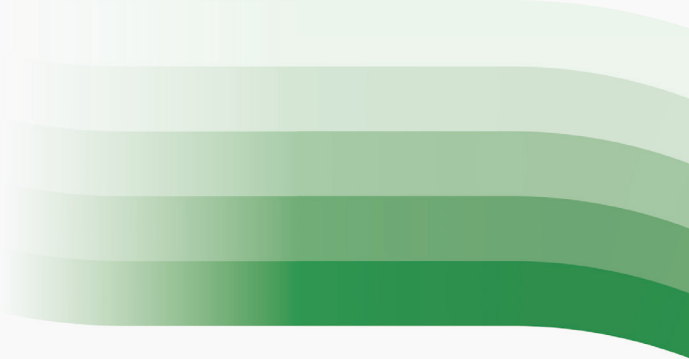
Employment

Key employment sectors in Leeds include manufacturing, healthcare, and professional and financial services and sectors anticipated to grow include digital technology, creative media, data analytics, cyber security, FinTech, telecoms, health, and education technologies.

4

Skills gaps

The top three skill shortages in the Leeds city region are in sales and marketing, digital skills and advanced IT, and communication. Digital expertise and sophisticated IT, office management science, technology, and engineering are examples of positions that are increasingly challenging to fill.





Our Curriculum



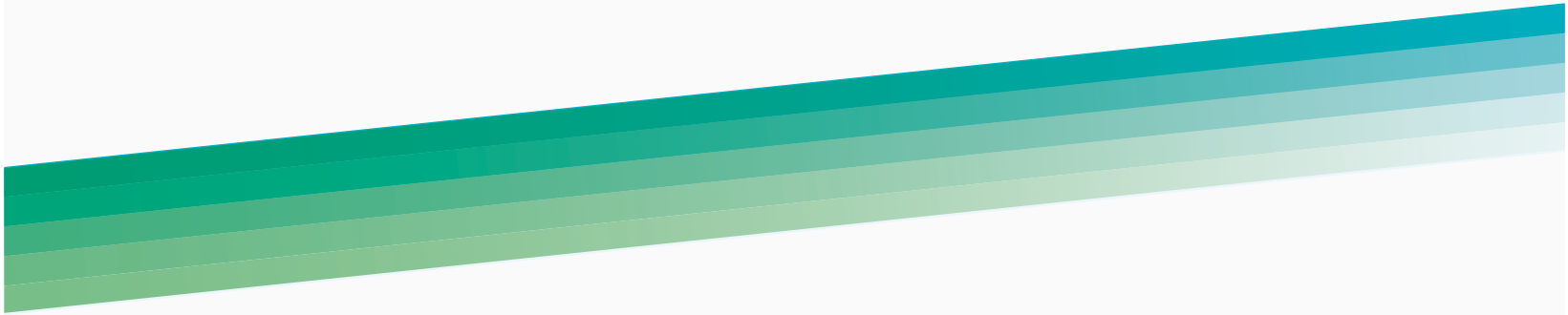
The Leeds City College curriculum is responding to demands of the sector to better meet regional skills needs, building on its well established and very successful experience of providing high quality education and training with excellent outcomes.

Through the college's delivery agreement with the West Yorkshire Combined Authority (WYCA), the devolved funding for adult education is focused on growth sectors and skills shortage areas. The college is at the forefront of qualification and curriculum reform, offering T level programmes in curriculum areas and progression pathways to higher education courses.

The number of 16 to 18 year olds in Leeds is forecast to increase by 14% (over 4,000 additional 16-18 year olds) by 2028.

The college's property strategy seeks to help the city accommodate this growth with projects such as the Pudsey Sixth Form College, refurbishment of Park Lane and the consolidation of leased accommodation (Eastgate and AEU House) around the Quarry Hill campus.

University Centre Leeds, a separate member of the group, now has its own board but maintains strong links with the college's curriculum departments, providing progression opportunities and raising aspirations. The college will assist the University Centre and Leeds Conservatoire



to raise the profile of higher education provision in the region, as well as support the development of their academic communities and bids for Degree Awarding Powers.

A strategy of rapid intervention will be employed to improve any courses and departments at Leeds City College that fall short of our high expectations and the aim is for all areas to be of a consistently high standard with an ambition not just to be outstanding, but world class. Through structured pastoral and enrichment programmes we aim to develop a sense of belonging and enjoyment and to support lifelong learning, improved outcomes and social mobility.



Growth Sectors

The West Yorkshire Combined Authority Leeds City Region Enterprise Partnership has identified a number of key growth sectors. Its long term growth strategic plan for the city region focuses on continuing to build strength in these areas, 'offering business a competitive edge'. Leeds City College will increasingly align its curriculum to create talent pipelines to high quality and secure employment in these sectors. It will also seek to ensure that it stimulates and promotes the skills required for growth in a low carbon economy as well as the renewable sector.





Healthcare and Innovation

Background to the sector

With four out of five NHS national offices based in Leeds, including NHS England, and some of the world's largest healthcare data platforms - NHS Spine, NHS database, Health and Social Care Information Centre (HSCIC), Public Health England EMIS and TPP - its health ecosystem provides significant opportunities for growth.


The Leeds City Region also comprises the largest concentration of medical device companies in the UK, with a cluster of over 200 different businesses, and accounting for a fifth of all UK digital health technology jobs.

In 2022 the Leeds Health and Social Care Hub was established between the Department of Health and Social Care (DHSC) and Leeds City Council, making Leeds the test bed for

innovation in policymaking and practice. Investment data suggests that two digital health categories (patient-facing solutions and health system management solutions) represent major future growth areas and have the potential to advance the UK's position as a world-leading digital health economy (Healthtech and Digital Health report, 2020).

Our courses

There is a wide variety of courses at all levels in this sector at Leeds City College and managers are active participants in several workstreams and groups hosted by 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.



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 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 worked alongside the Leeds Health and Care Academy to develop and deliver an innovative cross-Leeds approach to providing industry placements for students studying the new T Level in Health, a course which will ensure more young people complete the training required to meet the needs of the health and care sector. We also offer foundation degrees in biomedical and pharmaceutical science and health and wellbeing.

■ Future Skills

21st century healthcare innovation requires a special set of skills. Whilst technical and clinical skills can be taught within the curriculum, learners will need to acquire creative, visionary and person skills that are not typically taught within the context of healthcare innovation. The college will support students to develop these wraparound skills in creativity, analysis, communication, management, leadership, empathy, problem solving and social responsibility.



Manufacturing & Engineering

Background to the sector

The UK is seeing a resurgence of high-value manufacturing, and the Leeds City Region has a worldwide reputation for its technical and scientific capabilities in metrology, robotics, materials and the digitalisation of manufacturing.

The Leeds City Region is home to 7,300 manufacturing and engineering businesses, two-thirds of which are specialists in advanced processes, research and development (R&D) and product development. 14% of high growth businesses in West Yorkshire are manufacturers, compared with 9% nationally (Manufacturing Task Force Recommendations Report, July 2022). These businesses employ 144,000 people, representing the largest manufacturing base in the UK and generating £7 billion a year, or 12% of Leeds City Region's economic output (Leeds City Region LEP, 2023).

Our courses

Leeds City College provides employer responsive curriculum relating to the developing manufacturing, electronic and automotive sectors, and strong links have been established with one of the leading employer groups in the region; Leeds Manufacturing Alliance (Festival) and more recently links with Make UK. The aim is to provide a strong future focused on sustainability-driven curriculum, which currently includes apprenticeships, study programmes, T Levels and full cost courses. Currently in development is the growth of progression pathways for higher apprentices in mechanical and electrical/electronic with both local businesses, University Centre Leeds and Leeds Beckett University. There is a full suite of apprenticeship standards and plans for new standard trailblazers with a range of local SMEs including

Precision Engineering. The main full-time courses in engineering are in four pathways: Mechanical, Electrical/Electronic, Fabrication & Welding and Electrical Installation. In Automotive Engineering, the pathways are Mechanical, Body Repair and Hybrid/EV.

Future Skills

A significant increase in the number of young people taking up manufacturing and engineering apprenticeships is needed in order to address challenges including an ageing workforce, underrepresentation, perception of industry, as well as to boost productivity and to meet the city's 2035 carbon neutral target. Engineering subsectors experiencing growth include nuclear energy, big data, food and drink manufacturing and artificial intelligence (AI). There is pressing demand for mechanical, electrical, electronic, chemical and software engineers. These roles will be particularly sought-after in the onset of the 4th industrial revolution and roadmap to a green, low carbon economy and net zero. Digital skills and the ability to think and work across traditional disciplinary boundaries is also key to enabling people to move from declining industries and capitalise on opportunities within the sector.

The rise of automation in the workplace has brought with it an interesting corollary for skills needed in workers. As technology replaces many of the manual or repetitive tasks many manufacturing and engineering jobs entail, it frees up space for skills that are uniquely human: soft skills. A recent World Economic Forum study found that the top 10 skills for the next decade include essential human skills such as critical thinking, creativity, and people management.



Leeds City College Strategy 2023/2026

Bridgeport



‘The Leeds City Region has a worldwide reputation for its technical and scientific capabilities in metrology, robotics, materials and the digitalisation of manufacturing.’

Business, Financial and Professional Services

Background to the sector


Leeds is a leading UK fintech and insuretech hub, and is home to the UK's first fintech accelerator outside of London. 63% of jobs in the financial services sector in Leeds are high skilled, and the city is a large exporter of financial services.

Financial and professional services sub-sectors include accountancy, advertising & market research, architecture, asset management, banking, business services, employment activities (HR & recruitment), engineering, scientific & technical consultancy, fintech insurance, legal services and marketing consultancy.

Roles have shifted over time as more administrative tasks have been automated and outsourced. This means that entry-level roles will require more advanced skills, effectively leaving portions of the population without the requisite skills to start their careers in the sector. The combination of net jobs growth and a workforce largely already in employment will present the sector with a talent acquisition challenge.

Our courses

Although Leeds City College has a wide-ranging offer, this is a priority area for development and growth. The offer includes the Level 2 technical certificate in business enterprise, with several Level 3 programmes that ensure suitable pathways into higher education and employment.



At higher education level, qualifications include foundation degrees, top-ups to BA (hons), degree apprenticeships, higher technical qualifications (HTQs), and professional programmes from Level 3 to Level 7.

Students can study leadership and management, business, travel and tourism, accountancy and law.

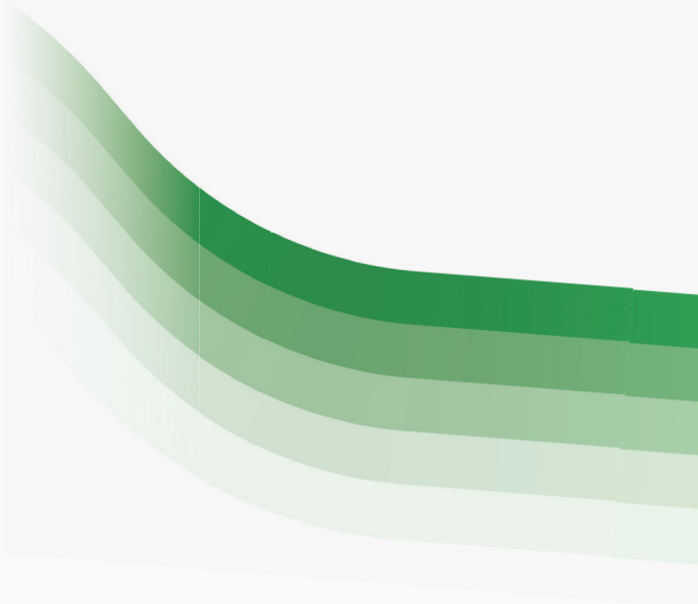
Future Skills

The shift to virtual working is driving an increase in demand for more technical talent in the sector, such as software developers and engineers. The rise in technology-driven roles also necessitates and unlocks data insights, leading to increased demand for new roles such as data architects and scientists.

The skills landscape already reflects some challenges and changes, such as a growth in demand for programming languages and machine learning. New skills needs are also appearing, such as those related to leading others in hybrid working environments and advisory knowledge for a net zero economy.

While there has been a continued trend of firms seeking candidates with general data/digital literacy, the Financial Services Skills Commission has observed an increase in

traditionally nontechnical roles requiring a greater understanding or specialism in technology. For example, accounting firms have described hiring 'tax technologists', with ideal candidates demonstrating technical skills and industry-specific experience. Examples of soft skills increasing in demand include emotional intelligence, empathy, complex problem solving, innovation & creativity, agile and digital mindset, coaching, empowering people, adaptability, cognitive flexibility, resilience, and positivity.





Digital Technologies

Background to the sector


The Leeds City Region hosts major employers including Sky's Digital & Technology Services Campus, which employs 650 members of staff focused on software and hardware development, Sky Betting & Gaming, with 1,500 people based in Leeds in a variety of tech roles, IT consultancy BJSS, business and education-sector ISP Exa Networks and telecoms infrastructure aql.

Business adoption of cloud and other digital technologies has led to a surging demand for programming skills across the board by hiring employers. Growing demand for specific scripting languages such as JavaScript or Python and software development principles are also being seen across the employment spectrum.

Our courses

Alongside our successful delivery of apprenticeship standards in Digital Marketing, Digital Infrastructure, Network Engineering, IT Sales and Software Development, a Level 7 apprenticeship in artificial intelligence (AI) will be offered. To support progression within digital apprenticeships, Level 3 Microsoft Office Specialist (MOS) skills modules are incorporated into all programmes.

To offer alternative pathways to Computer Science and Information Technologies, T Levels in Digital Design and Production have been successfully introduced. To complement this, two further pathways, Digital Support and Digital Business Support, have been introduced with each pathway addressing various skills needs such as programming, cyber and networking.



Our partnership with IBM through the innovative P-Tech programme is currently delivered to Key Stage 4 students as well as 16-18 year olds and there are plans to expand this to adults. All students have opportunities to progress onto internships within the IBM organisation.

A broad range of digital skills programmes in the community to engage adult learners has been promoted through the Leeds Digital Festival in areas that include virtual reality, digital marketing, programming and basic applications, all with the intent of embedding a digital skill set for both work and life with opportunities to progress onto longer courses within the college. Extreme Academy, via their parent company, Net Protocol, are a key partner and have endorsed three of the college's network labs where Extreme Academy cyber courses will be delivered.

In the creative sector, key stakeholders have influenced the design of the 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 within our HE provision 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.

All Creative Arts courses are developed through consultation with Leeds industry and respond to the evolving digital landscape. Computer games courses are adapted in conversation with Games Republic, a consortium of game developers across Yorkshire such as Rebellion North and Fat Kraken. Developers from local companies contribute to the development of projects and provide a role in mentoring students, providing feedback on projects and presentations. The games course is accredited by TIGA - The Independent Game Developers' Association - and participates in its annual conference.

The TV & Film course has been developed with advice from the Film Network which includes industry leaders, education institutions and Screen Yorkshire. We maintain a partnership with Leeds City Council's film network and support Leeds Young Filmmaker Awards.

Digital skills are embedded throughout all Level 3 programmes to ensure that students 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.

The Digital Arts department has diversified in its delivery. In addition to courses in Computer Game Development, it runs courses in esports and animation, and is pioneering the new T Level in Digital Production, Design and Development. These are based in specially developed spaces which provide a student experience analogous to industry spaces.

Other areas of the creative arts provision at Leeds City College have evolved their courses, practice and expertise to embrace new technologies and industry direction of travel. This is particularly evident in Photography, Graphic Design, Theatre Technology and Music Production. All these areas have transitioned from primarily analogue operations to largely digital ones.

Future Skills

Digital skills will need to be incorporated throughout all curriculum areas. As digital transformation is central to all organisations in the digital economy, digital business analysis skills have become an in-demand skill; Digital Business Analysts are at the epicentre of digital transformation projects. At the heart of any tech product or digital service is coding. The core languages that most programming and web and app development positions need include Bootstrap, jQuery, Angular, Code Igniter, PHP/JavaScript and MySQL.

There is also an increase in demand for digital marketers with skills including digital marketing tools, analytics tools, social media marketing, content marketing, SEO and UX (User Experience) Design. Data visualization is used to gain valuable insights from data. Tools such as Tableau and Power BI are used to analyse and visualize data and are also highly sought-after skills.





Sustainable Development/ Carbon Net Zero

Background to the sector

Across West Yorkshire, 235,000 jobs could be affected by the transition to a net zero carbon economy, with around 119,000 workers in high demand because of their skills and experience, and 116,000 workers requiring upskilling and support. However, 828,000 jobs will not be significantly affected by the transition (LSE, University of Leeds, 2019).

The construction industry, manufacturing, and transport are the sectors where most focus is needed both to seize the employment boost of a sustainable and net zero economy and in terms of skills and retraining (West Yorkshire Climate and Environment Plan 2021 – 2024). The Green Jobs Taskforce brings together experts from business, education, and training, and the third and public sectors. Its goal is to

position West Yorkshire as a leader and set out a roadmap to deliver the skills and jobs needed to address the climate emergency.

In the region, over 168,000 low-carbon jobs are predicted by 2050. To get to net zero by 2050, over 17,000 energy generation and network jobs are needed, 3,700 jobs are required each year to improve homes and nearly 90,000 green infrastructure jobs are required by 2031.

Our courses

The college has developed a range of courses with key modules on sustainable development. These include courses on electric/hybrid vehicles (Level 1 – Level 3), Level 2 Climate Change and Environmental Awareness course and the Level 3 Access to HE Diploma: Environmental & Climate Science. Additional courses on furniture

restoration and a variety of pastoral projects help embed the UN Sustainable Development Goals into student life and experiences.

■ Future Skills

The fastest-growing green skills are in ecosystem management, environmental policy and pollution prevention. But in addition to responsibly managing the environment, skills in clean energy, sustainable finance, construction, technology and urban planning will also be required for an effective and inclusive green transition.

As environmental sustainability becomes the norm, businesses will need the skills to take advantage of this change. The blend of green skills adoption, coupled with an environmentally-sustainable workforce culture, will inspire new business models and strategies that deliver for people, planet and profit. Green skills need to increase in every sector to build the supply needed and meet the demand required to achieve climate goals. For example, the apparel and fashion industry is becoming greener, not only in fashion design hubs but also across manufacturing hubs. The automotive industry plays a substantial role in the environment and in the improvement

of air quality. Upskilling and reskilling this workforce, across all levels, will accelerate the transition and create new opportunities. However, a National Open College Network's (NOCN) new report, 'Greening the UK Skills', estimates that of the 60 potential new occupations required to meet net zero, the largest share (20%) is in construction. These learners will be tasked with, among other things, retrofitting the country's 29 million buildings and ensuring they are adequately insulated. Hydrogen maintenance engineers, solar photovoltaic entrepreneurs, retrofit advisers, and animal waste manure aggregators are some of the 60 new jobs the UK is predicted to need to train people in, if it is to achieve its ambition to become net zero by 2050.



Strategic Priorities



1

Responsive Curriculum

Increase and develop new courses that are responsive to employer needs and increase progression to higher level education and training as well as employment, particularly in digital skills, engineering and manufacturing (including low carbon technologies), creative industries, health & social care and finance & professional services.

Some of the ways we will achieve this include:

- Creating subject sector area employer scrutiny groups and enhancing the group's labour market intelligence (LMI) function to demonstrate how Leeds City College is meeting regional skills needs.
- Being civic leaders and fully participate in regional skills forums including the Leeds Future Talent Plan and WY LSIP

Our targets include:

- Production of a governor-led curriculum review by end of 2023
- Submission of an annual accountability statement by 31 May 2023
- Contribution to the WY LSIP
- A strong contribution to regional skills needs against the Ofsted CIF criteria
- Creation of an employer board with all sectors represented
- Deep dive LMI documents produced with skills development plans for key sectors



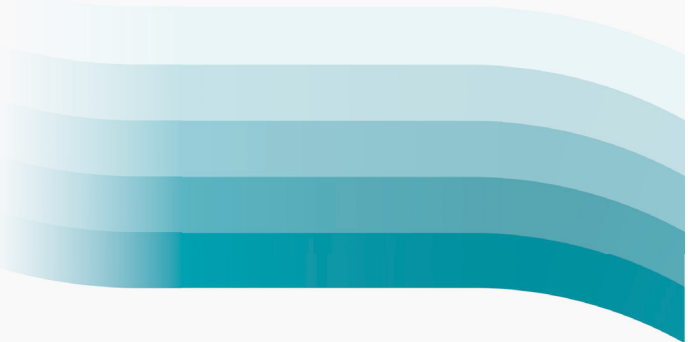
2

Stakeholder Engagement

Increase the capacity and effectiveness of LCC to further improve stakeholder engagement to benefit the college and improve student experience as well as to ensure the college makes its full contribution to the needs of the city region.

Some of the ways we will achieve this include:

- Organise, host and participate in skills events, skills commissions and employer forums
- Work placements, including high quality T Level placements, paid where possible
- Sponsorship of events such as Leeds Manufacturing Festival, Leeds Digital Festival and LEEDS 2023

- Maintain good links and host tours and visits for politicians, leaders and influencers at our campuses
 - Collaboration at grass roots level with voluntary and community organisations
- 

3

World Class Facilities

Implement the Property Strategy to ensure sufficient, high-quality accommodation.

Some of the ways we will achieve this include:

- Regular updating, monitoring and implementation of the group property strategy
- Applications to capital grant funding, including the Further Education Capital Transformation Fund (FECTF), Post-16 Capacity Fund, SALIX Grants and DfE projects/loans

Our targets include:

- Enfield Centre replacement building at Mabgate
- Park Lane major infrastructure refurbishment project (£43,812k in agreed project values)

- The Printworks classroom extension
- Refurbishment of Mabgate warehouses
- A £1.2m SALIX capital grant project at Park Lane for improvements to the building fabric and heating system
- The £4.5m Towns Fund business case developed with Leeds City Council to create a new adult education facility in Morley
- The purchase of the £950k Regam electrical site property
- Post 16 Capacity Funded project for Pudsey Sixth Form College
- Targeted decarbonisation improvements across Leeds City College campuses
- New space for University Centre at Mabgate
- New sports facilities
- New building for Animal Care & Land Management at Temple Newsam





4

Wellbeing

Improve student and staff wellbeing through:

- The implementation of the staff wellbeing strategy to improve health as well as to identify and remove factors in the college's operations that contribute to negative wellbeing outcomes
- Creating an overarching strategy that brings together actions and other strategies that improve student health and wellbeing to increase their effectiveness
- Seeking to address the cost-of-living crisis through affordable remuneration and other benefits

Some of the ways we will achieve this include:

- Launching the student wellbeing strategy.
 - Trauma informed and relationally focused, with accompanying staff training identified

Our targets include:

- Implementation of the Real Living Wage, based on affordability, each year
- Improve staff survey results for wellbeing related measures



5

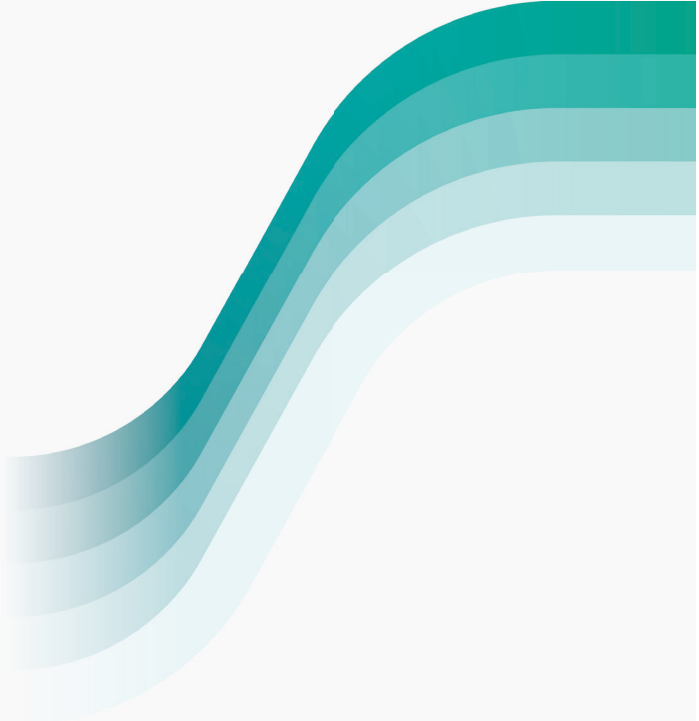
Our People

Implement the group People Strategy to address recruitment and retention issues at LCC.

Some of the ways we will achieve this include:

- Focus on growing our staff
- Upskill and reskill staff to be able to deliver the future skills needs of employers.

Our targets include:

- People Strategy implementation
 - Long term pay strategy with objective to pay competitively for the sectors within which we operate
- 

Deacon House Centre
Seacroft Avenue,
Leeds LS14 6JD

Eastgate
7 Eastgate,
Leeds LS2 7LY

Somerville House
Leathley Road,
Leeds LS10 1BG

Joseph Priestley Centre
Beeston
Burton Avenue,
Leeds LS11 5ER

Mabgate Campus
74-76 Mabgate,
Leeds LS9 7EA

North Street Centre
223 North Street,
Sheepscar,
Leeds LS7 2AA

Park Lane Campus
Park Lane,
Leeds LS3 1AA

Printworks Campus
Hunslet Road,
Leeds LS10 1JY

Quarry Hill Campus
Playhouse Square,
Leeds LS2 7UP

Rothwell Centre
Marsh Street,
Leeds LS26 0AE

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

University Centre
Park Lane,
Leeds LS3 1AA

The Vine
Torre Road,
Burmantofts
Leeds LS9 7DH