

Accountability
Agreement
Luminate
Education Group

2023/2024 Academic Year





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Luminate's Mission and Purpose

Luminate Education Group's purpose is to collectively transform lives through inspirational education, training and support.

We are driven to ensure that our students have the skills, knowledge and confidence to access positive destinations. We make sure that every student and apprentice, irrespective of their background, has the chance to progress to a more successful future.

We aim to achieve this by attracting and supporting staff who help us to achieve our purpose. For us, brilliant staff result in brilliant outcomes.

By connecting and collaborating with a variety of stakeholders, we are enriching communities and contributing to regional growth. Over the next two years we will continue our commitment of providing economic and social value to the communities we serve.

We will continue to use our position within the education ecosystem to generate positive change in the sector, the region and across the whole country.

Luminate will play an important role for our member organisations, enabling them to bring their vision and aspirations for their students and apprentices to life. We will do this by championing individual member identities, providing support and bringing together our expert staff communities.



Member Organisations

Further education (FE) – Harrogate College, Keighley College and Leeds City College

Our three FE colleges respond to education and training demands from young people, adults and employers.

**HARROGATE
COLLEGE**

IC Keighley
College

**LEEDS CITY
COLLEGE**



Sixth form provision – Leeds Sixth Form College

We have one sixth form college: Leeds Sixth Form College.

In addition, the proposed Pudsey Sixth Form College is planned to open to students in either 2024 or 2025.

**Leeds
Sixth Form
College**

**Pudsey
Sixth Form
College**





Yorkshire Centre for Training and Development (YCTD)

Our employer training arm, YCTD, consists of a responsive team of specialists, with experience in meeting business needs across the country by providing bespoke training solutions.



Higher education (HE) – Leeds Conservatoire and University Centre Leeds

University Centre Leeds continues to use its autonomy to develop courses that respond directly to the economic needs of the region. Leeds Conservatoire is the largest multidisciplinary conservatoire in the UK. Since launching the first jazz degree in Europe, the conservatoire has been at the forefront of innovative and ambitious music and performing arts education.



Strategic Aims and Objectives

Luminate Education Group has several strategic documents. The Strategic & Operational Development Plan & Targets document is updated annually and contains our strategic priorities for the year ahead. These priorities are reviewed by the Luminate Group Board each year. There are also two long-term strategy documents; the Luminate Curriculum, Student Growth & Property strategy and the Luminate Education Group strategy, both of which contain more information about our purpose and long-term aims. The strategic aims outlined below apply for the 2022/23 academic year:

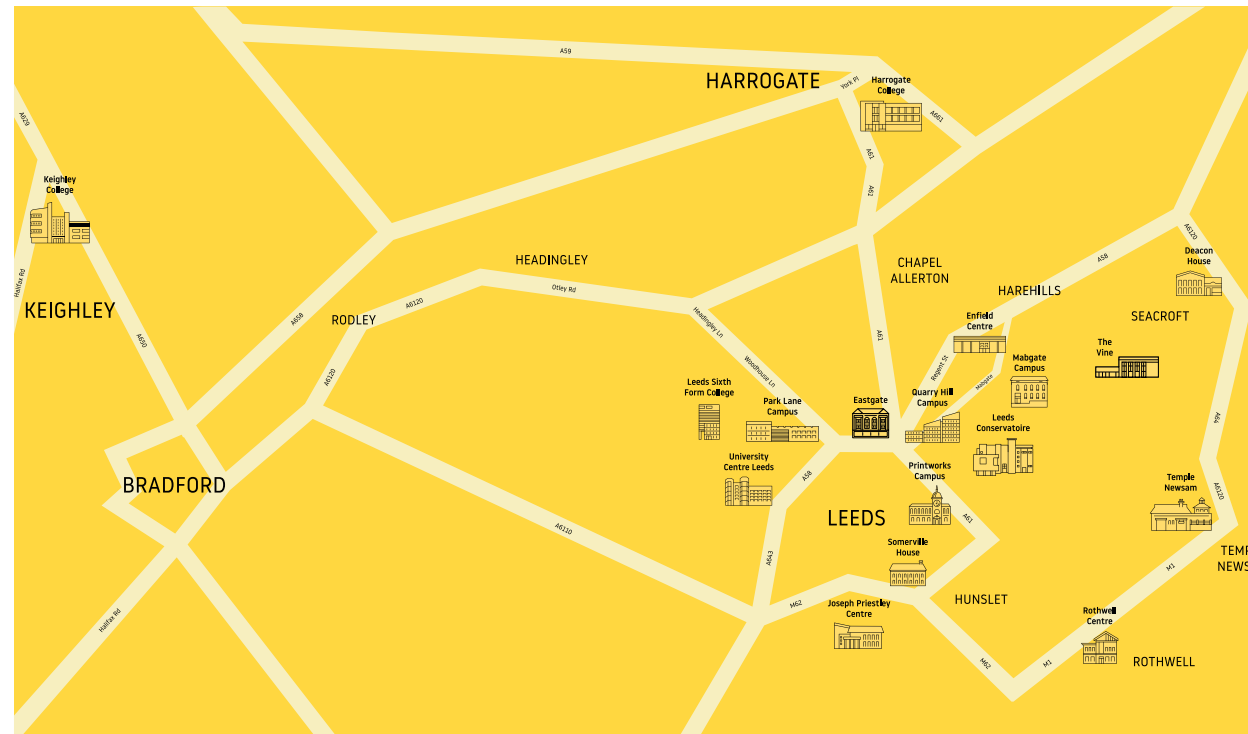
- Develop a reputation for high quality, responsive curriculum.
- Contribute to the UK's net zero carbon targets and the 'climate emergency.'
- Develop first-rate 'shared services' across the group.
- Develop (and deliver) an affordable property strategy.
- Develop an organisational approach to inclusive practice and special educational needs and disabilities (SEND).
- Consolidate key HE systems and the academic community across Luminate Education Group.
- Refresh and enhance Luminate Education Group's people strategy.
- Develop a group culture of excellence in teaching and learning.



Context and Place

The Communities We Serve

The map below illustrates the communities we serve at Luminate Education Group. We have campuses and colleges across North and West Yorkshire covering the main areas of Leeds, Harrogate and Keighley.



We offer courses for young people, businesses and adults in further education, higher education, T Levels and apprenticeships at a local level. Our apprenticeship offering also delivers strong collaborative models at regional and national level, including city deals and national partnerships. In addition, Leeds Conservatoire serves national and international markets for specialist music and performing arts qualifications.

The group can forecast and deliver growth, particularly year-on-year in 16–18-year-old study programme learners, alongside a highly inclusive provision offer which supports young people and adults from all communities, particularly those most disadvantaged, to progress and develop new skills.

The group has a devolved ‘bottom-up’ responsive curriculum model with effective student support services. Examples include our P-TECH provision designed for 14–16-year-olds from marginalised communities to help develop their career pathways into digital, as well as a curriculum that is responsive to local employer needs in each locality, including ongoing development of higher apprenticeships.

In addition, we provide outstanding personal development for students and embed restorative practice across member organisation policies and practices to transform how we work with and support students.

Approach to Developing the Plan

Key Stakeholders

Luminate Education Group is in constant dialogue with a range of local and national stakeholders, so that we can give our students the best possible learning experiences and opportunities for future employment. Luminate acts as an ‘anchor institution’, meeting local community skills needs and enabling other organisations to meet their priorities. The group aims to build on its stakeholder engagement to become system leaders and has a growing role in its local communities, supporting young people and adults to gain appropriate support through relevant local partners.

We are aligned with the West Yorkshire Combined Authority (WYCA), which works in partnership with local councils and businesses to ensure that everyone in our region benefits from a strong, successful economy and a modern, accessible transport network. WYCA’s Strategic Economic Framework (SEF) aims to meet future job demands and enable people from all communities in the Leeds City Region to secure more and better jobs. WYCA wants to give people great educational opportunities which are closely connected to business and to build workforce skills and attract talent to our city region.

We are reviewing the established Delivery Agreement with WYCA and West Yorkshire Consortium of Colleges (WYCC) members, so that they can be advocates for FE with the business community, funding bodies and government departments. The process

will build on our relationships to develop a collaborative approach to working so that we can achieve our joint priorities/objectives and those of the individual local authorities. The new agreement is based upon key themes and reflects correlation and response to the West Yorkshire Mayor’s pledges and priorities alongside the new Skills and Post-16 Education Act 2022.

Leeds City Council, Bradford Council and North Yorkshire Council are key stakeholders for the member organisations in Luminate Education Group. All three councils have growth plans which we consulted to ensure our priorities align with the targets they have set out.

The West & North Yorkshire Chamber of Commerce is a stakeholder that exists to support businesses by sharing opportunities, knowledge and expertise, with a strong business voice influencing decision makers at all levels.

The Department for Work and Pensions (DWP) is responsible for understanding and dealing with the causes of poverty. As the UK’s biggest public service department, it administers the state pension and a range of working age, disability and ill health benefits to around 20 million claimants and customers.

The York & North Yorkshire Local Enterprise Partnership (LEP) is a public-private partnership charged with driving economic growth and prosperity across York and North Yorkshire. The LEP acts as a bridge between businesses and the public sector. It sets the strategic direction for government investment in the region to drive growth in the economy and bring forward every opportunity for people, places and businesses to thrive.

Engagement with Other Providers in the Area

West Yorkshire Consortium of Colleges (WYCC) operates on behalf of FE colleges in West Yorkshire. WYCC brings businesses, organisations and training providers together to deliver workforce training funded by the European Social Fund (ESF), Department for Education (DfE) and the West Yorkshire Combined Authority (WYCA). These programmes contribute to the economic growth of the Leeds City Region, tackle social mobility and connect the education and business sectors.

We are an active member of the Leeds Learning Alliance, which is a trust formed by like-minded Leeds educational organisations based upon a shared commitment to inclusion, close collaboration and high level ambition. Members of the alliance include Leeds City Council, Leeds Trinity University, Leeds College of Building, Leeds Rhinos Foundation, Carr Manor Community School, Bankside Primary School, Ahead Partnership, Wetherby High School, CATCH, Leeds Beckett University and Wellspring Academy Trust.

We also have a long-standing agreement with Leeds College of Building, an FE college specialising in the construction industry, whereby they provide training dedicated to the construction industry, while we cover other areas.

We are a member of the Leeds Inclusive Anchors Network, which is a group of the city's largest (mainly) public sector employers. They come together and focus on areas where they can make a difference for people as an employer, through procurement, service delivery or as a civic partner. Anchors are locally-rooted, have high spend, provide vital

services and are influencers, enablers and champions within the city. There are 13 anchor institutions in Leeds; Leeds Teaching Hospitals NHS Trust, Leeds Beckett University, Leeds City College, Leeds and York Partnership Foundation NHS Trust, University of Leeds, Leeds College of Building, Leeds Community Healthcare NHS Trust, Leeds Trinity University, Leeds City Council, NHS Digital, Yorkshire Water, British Library and Northern Gas Networks.

We represent FE colleges on the UK Shared Prosperity Fund West Yorkshire Partnership Advisory Group, which directs the UKSPF investment required on improving communities and place, people and skills and supporting local business. Collectively, the group has shared ambitions to address challenges and opportunities in West Yorkshire's Investment Strategy priorities and the wider Strategic Economic Framework.



Contribution to National, Regional and Local Priorities

Strategic Aims and Objectives	How Aims and Objectives Contribute to National, Regional and Local Priorities	Current Number	Target Number	Deadline
<p>Aim/Objective 1: Roll out a full suite of T Level programmes for Leeds City College, Keighley College and Harrogate College.</p>	<p>Created as an alternative to A levels for 16 to 19-year-olds, T Levels are a two-year qualification focused on developing the practical skills employers look for. Ideal for people who benefit from both academic and hands-on experience-based learning, one T Level is equivalent to three A levels. This makes T Levels ideal for anyone who knows what subject or career they'd like to specialise in and can fast-track them to better skills and opportunities.</p>	<p>T Level allocation for 2022/23 is 465</p>	<p>Target is to grow to 750, including launch of routes in animal care, catering, construction, hairdressing, engineering and science</p>	<p>September 2024</p>
<p>Aim/Objective 2: Increase apprenticeship starts across the group in health, engineering and science, digital and management and professional.</p>	<p>Apprenticeships are key ways for people to learn on the job, both for new starters and for existing members of staff, allowing learners the opportunity to gain a qualification and apply their learning while continuing to earn a salary. Apprenticeships are also a key government priority. With the introduction of the apprenticeship levy and reforms in 2017, the group has continued to work with employers, government and awarding bodies to continue the progression of the apprenticeship agenda locally regionally and nationally. The apprenticeship standards delivered are led by employers. This includes the introduction of new standards.</p>	<p>Apprenticeship starts 2021/22: Health = 253 Engineering = 207 Digital = 15 Management and professional = 61</p>	<p>New planned starts 2023/24: Health = 278 new starts Engineering and science = 214 new starts Digital = 45 new starts Management and professional = 68 new starts</p>	<p>September 2024</p>
<p>Aim/Objective 3: Increase adult participation on larger higher level programmes to meet the priorities of the WYCA delivery agreement and needs in York and North Yorkshire.</p>	<p>WYCA and the York & North Yorkshire LEP have specific priorities to increase advanced level participation and digital skills explicitly. This follows three years where adult participation has been impacted by Covid-19 locally and nationally, requiring target intervention to grow participation rates.</p>	<p>Digital and IT skills for 2021/22 = 321 starts. WYCA adults for 2021/22 =14,236 enrolments. ESFA adults for 2021/22 = 962 enrolments Free skills for jobs for 2021/22 = 33.</p>	<p>Digital and IT skills target = 450 enrolments WYCA adult target = 13,415 enrolments ESFA adult target = 1,000 enrolments Free skills for jobs target = 240</p>	<p>September 2024</p>

Strategic Aims and Objectives	How Aims and Objectives Contribute to National, Regional and Local Priorities	Current Number	Target Number	Deadline
<p>Aim/Objective 4: Increase HE numbers and higher and degree apprenticeships.</p>	<p>University Centre Leeds and Leeds Conservatoire offer a range of undergraduate programmes which have been developed in collaboration with local and national employers. A number of these have been recognised as Higher Technical Qualifications (HTQs) and others mapped to higher and degree apprenticeships, thus addressing the aim of increasing higher technical skills (Skills for Jobs White Paper, 2021) while also meeting the regional priority of widening access for the most disadvantaged to higher and degree apprenticeships and HE (LEP Labour Market Report, 2021).</p>	<p>University Centre (all FE colleges) target = 1,120 for 2022/23 Leeds Conservatoire target = 1,449 for 2022/23.</p>	<p>Increase to 1,220 for 2023/24 Increase to 1,513 for 2023/24</p>	<p>September 2024</p>
<p>Aim/Objective 5: Increase study programme numbers to meet local needs driven by demographic growth.</p>	<p>The curriculum intent is aligned with a broad range of LEP priorities, both in terms of filling skills gaps in digital and health careers. It also ensures the most disadvantaged receive high quality education and achieve qualifications that enable them to progress to their next step, as well as allowing young people to remain in education, training and employment.</p>	<p>Leeds City College target headcount lagged funding contract = 7,080 for 2023/24 Keighley College target headcount lagged funding contract = 870 for 2023/24 Harrogate College target headcount lagged funding contract = 470 for 2023/24 Luminate headcount target lagged funding contract = 8,420 for 2023/24</p>	<p>Increase to 7,500 for 2024/25 Increase to 920 for 2024/25 Increase to 510 for 2024/25 Increase to 8,930 for 2024/25</p>	<p>September 2025</p>
<p>Aim/Objective 6: Develop a Luminate employer board of key existing and strategically important new contacts across West and North Yorkshire and beyond. The board will have oversight of activities that will ensure that the education and training offer is fully aligned to the dynamic skill needs of the localities.</p>	<p>Support connectivity between skills training/delivery and employers in line with the government's skills policy and Ofsted's requirements. Collaboration and input will inform both the design and delivery of the curriculum offer to meet existing and future need.</p>	<p>Target for this aim: To meet the skills needs of employers, both in the region and the country, by delivering high-quality, relevant programmes that result in trainees/students becoming fully competent in their current occupation or ready for work.</p>		

Strategic Aims and Objectives	How Aims and Objectives Contribute to National, Regional and Local Priorities	Current Number	Target Number	Deadline
<p>Aim/Objective 7: Reduce Luminate Education Group's CO2 emissions for 2023/24 through data collecting, recording and monitoring a broader range of EAUC parameters on the advanced level.</p>	<p>Climate change and ecological destruction are some of the biggest challenges of our time. Schools colleges and universities, like all institutions, have a responsibility to address them, and to meet the UK government's target to reach net-zero emissions by 2050.</p>	<p>4,700.65 TC02e in 2021/22</p>	<p>Reduce the total TC02e by a minimum of 5% year-on-year</p>	<p>September 2024</p>
<p>Aim/Objective 8: Explore ways to be a part of local, regional and national discussions around the implementation of the SEND and alternative provision improvement plan.</p>	<p>The SEND and Alternative Provision Green: right support, right place, right time, published in March 2023, outlined plans to establish a new nationally consistent SEND and alternative provision system to ensure successful transitions and preparation for adulthood for children and young people with SEND.</p>	<p>Targets for this aim: Reconfirm the alignment of our own draft SEND strategy (2023-25) to the government's improvement plan. As the details of the 'how' of delivering the improvement plan emerge, we will ensure that we position ourselves strategically and operationally to meet the emerging needs and explore opportunities to be part of any pilot programmes and testing opportunities. Develop a joined-up approach across adults, apprenticeships, pre-16 and post-16 study programmes and across local authority areas i.e. Leeds, Bradford and North Yorkshire for the implementation of SEND support. Identify and secure funding opportunities that the improvement plan presents.</p>		
<p>Aim/Objective 9: Adapt to changes to post-16 qualifications at Level 3 and below from 2025 and beyond.</p>	<p>Successive reviews by the Department for Education (DfE) have found that the current qualifications system is overly complex and does not serve students or employers well. Only qualifications that are necessary, high quality and have a clear purpose will be approved for funding in future for 16-19 learners and for adults.</p>	<p>Target for this aim: We will work with the DfE and the relevant awarding organisations to ensure the Luminate curriculum reflects the qualification reforms.</p>		

Harrogate College's Mission and Purpose

Harrogate College's mission is to provide life-changing opportunities through high quality education by working with its community.

Strategic Objectives 2022-25

Invest time and resources into workforce attraction, retention and development to ensure the college's employer-led curriculum is current and relevant to regional priorities.

Increase the college's reach and influence with key stakeholders, leading to having the market share of 16 to 18-year-old technical and vocational students, adult education and apprentices in the Harrogate district, as well as an expanding footprint across North Yorkshire based on a strong reputation for its quality and values.

Positively impact on the social and economic value of North Yorkshire through Harrogate College's education and training.

Grow the diversity of income streams and student numbers at the college, leading to a surplus budget by the end of 2027.

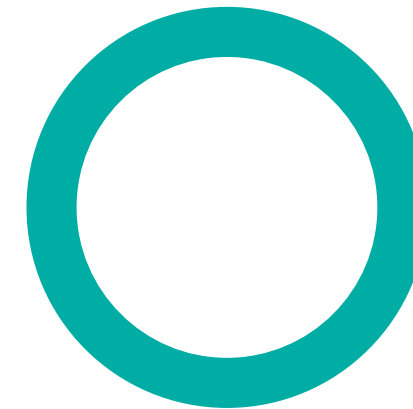
Evolve the college curriculum to meet the needs of businesses in the priority growth sectors for North Yorkshire and the high employment sectors in the Harrogate district.

Progress to become a centre of green excellence.

Context and Place

- Harrogate district is a geographic area of 1,300km².
- The district benefits from high levels of employment, with only 0.2% of residents on Universal Credit.
- Levels of qualification in the district are above the national average with 82% of residents being qualified above Level 2 and 63% above Level 3.
- There are nine high schools in the district, with seven of those providing post-16 education. This is mainly A levels with some classroom-based vocational education.
- The achievement rates at all these schools at KS4 are above national average.
- There is a projected 6% growth in 16-year-old learner numbers within the Harrogate and Skipton region over the next five years to 2,138 16-year-old learners in 2025.
- There are prominent, high-value sectors including logistics, financial and professional services, creative and digital and scientific research and development. There is also a strong rural economy with a quarter of the district's economy based within a rural area, complemented by a strong visitor economy.

- In the Indices of Deprivation 2015, Harrogate was ranked the 289th most deprived area out of 326 districts and unitary authorities in England. About 14% of children in Harrogate live in poverty.
- Despite high levels of educational attainment in the district, there are below average workplace earnings, driven by high levels of local employment within lower value sectors. There is a daily export of many high earning residents to Leeds and York, with many travelling into Harrogate to complete lower paid roles.



Approach to Developing the Plan – Engagement with Key Stakeholders and Other Providers



The Harrogate College Employer Network

- Established in 2021.
- Eighty-six businesses reflecting priority growth sectors and high employment sectors in Harrogate and North Yorkshire.
- Informs curriculum intent and implementation, student personal development and staff industrial updating.

York and North Yorkshire Colleges Group

- We're proud to work with our fellow FE colleges across York and North Yorkshire through the York and North Yorkshire Colleges Group.
- Monthly strategic meetings between college principals. Work has included looking at the skills agenda.
- Impact of this group:
 - Skills Development funding wave one and wave two
 - Bootcamp delivery
 - Membership on the York & North Yorkshire Local Enterprise Partnership (LEP)

Contribution to National, Regional and Local Priorities

College Strategic Aims and Objectives	How Aims and Objectives Contribute to National, Regional and Local Priorities	Current Number	Target Number	Deadline
<p>Aim/Objective 1: Invest time and resources into workforce attraction, retention and development to ensure the college's employer-led curriculum is current and relevant to regional priorities.</p>	<p>The development of a new curriculum in priority growth sectors, including digital and STEM via T Levels and adult education, requires individuals with relevant industrial knowledge.</p>	<p>Staff Head Count = 74</p>	<p>Staff Head Count = 80</p>	<p>September 2025</p>
<p>Aim/Objective 2: Increase the college's reach and influence with key stakeholders, leading to having the market share of 16 to 18-year-old technical and vocational students, adult education and apprentices in the Harrogate district, as well as an expanding footprint across North Yorkshire based on a strong reputation for its quality and values.</p>	<p>The college expands its curriculum offer for 16 to 18-year-olds and adults to meet the priority growth sectors through technical education, including T Levels, apprenticeships and training.</p>	<p>T Levels = 12 Apprentices = 50</p>	<p>T Levels = 42 Apprentices = 120</p>	<p>September 2025</p>
<p>Aim/Objective 3: Positively impact on the social and economic value of North Yorkshire through Harrogate College's education and training.</p>	<p>An increase in the number of qualified people in sustained employment or higher level training. The adult population is reskilled to remain in employment in priority growth sectors.</p>	<p>D16-18 = 457 Adults = 217 Apprentices = 50</p>	<p>16-18 = 490 Adults = 250 Apprentices = 120</p>	<p>September 2025</p>

College Strategic Aims and Objectives	How Aims and Objectives Contribute to National, Regional and Local Priorities	Current Number	Target Number	Deadline
<p>Aim/Objective 4: Grow the diversity of income streams and student numbers at the college, leading to a surplus budget by the end of 2027.</p>	<p>Increase the number of 16 to 18-year-old learners studying a technical pathway through T Levels and apprenticeships.</p> <p>Increase the number of working adults engaged in training to reskill/upskill to meet needs of priority growth sectors.</p>	<p>16-18 = 457 Adults = 217 Apprentices = 50</p>	<p>16-18 = 490 Adults = 250 Apprentices = 120</p>	<p>September 2025</p>
<p>Aim/Objective 5: Evolve the college curriculum to meet the needs of businesses in the priority growth sectors for North Yorkshire and the high employment sectors in the Harrogate district.</p>	<p>Develop higher technical qualifications in priority growth sectors, including digital, construction and finance.</p>	<p>16-18 = 457 Adults = 217 Apprentices = 50</p>	<p>16-18 = 490 Adults = 250 Apprentices = 120</p>	<p>September 2025</p>
<p>Aim/Objective 6: Progress to become a centre of green excellence.</p>	<p>The curriculum develops to meet the priority sectors for a low carbon economy specifically:</p> <ul style="list-style-type: none"> ○ Retrofit for construction. ○ Air source heat pumps. ○ EV vehicle maintenance. ○ EV vehicle infrastructure. installation and maintenance. 	<p>16-18 = 60 Adults = 40 Apprentices = 35</p>	<p>16-18 = 75 Adults = 65 Apprentices = 55</p>	<p>September 2025</p>

Leeds City College Mission and Purpose

Leeds City College's mission is to create learning environments where every student can achieve their full potential.

The college continues to develop a market-led and high quality curriculum that focuses on key industry needs. Employability, enterprise and enjoyment is central to what it does, while making the communities of Leeds more prosperous and cohesive is its core focus.

The college's values:

- Inspiring
- Kind
- Aspirational
- Celebrate individuality
- Collaborative
- Respectful

These values are underpinned by the following approaches:

- High expectations
- Trauma-informed practice
- Restorative practice
- Inclusive learning
- Professionally proud and committed to excellence

By 2026, Leeds City College aims to be recognised as a leading provider of education, training and skills in the Leeds City Region and beyond. As a member of the Team Leeds partnership with other key stakeholders who share its passion and ambition to deliver the Best City Ambition and Inclusive Growth Strategy, the college will 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 growing 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 its curriculum wherever appropriate, with regular industrial updating of college staff the norm. The college 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. 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.

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.

The college's curriculum will deliver the skills required by the current and future economy, the city region and its communities. Its approach includes developing a positive learning culture, promoting a growth mindset and working 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. The college 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.

Context and Place

Leeds is a diverse and increasingly prosperous city. Leeds City Region is the largest contributor to the 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.

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 to 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.

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

The top three skills shortages in the Leeds City Region are in sales and marketing, digital 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.

Approach to Developing the Plan – Engagement with Key Stakeholders and Other Providers

Leeds City College has strong and effective arrangements in place to support stakeholder engagement. The approach is at all levels - from strategic involvement with the Leeds Anchor Network and close collaboration with Leeds City Council, through to grassroots community relationships reflecting localities and communities of interest.

Relationships are proactively developed and maintained to ensure the currency of the curriculum offer, identifying skills gaps and developing strategic and operational responses.

Examples of work include relationships with the NHS Health Academy and One Workforce Leeds to support the NHS workforce in planning and development, CATCH; a voluntary sector organisation promoting inclusion, and Leeds Learning Alliance to develop pathways and best practices in inclusivity for the most disadvantaged young people in the city. This is complemented by employer networks, including Leeds Chamber of Commerce, Leeds Manufacturing Festival, individual employer relationships and education at all levels (primary and secondary schools), collaboration with Notre Dame Sixth Form and the Yorkshire Universities Network.

The college is an active member of the West Yorkshire Consortium of Colleges and works closely with Leeds College of Building. This range of networks ensures that it is aligned to the needs of the city at all levels.

Contribution to National, Regional and Local Priorities

College Strategic Aims and Objectives	How Aims and Objectives Contribute to National, Regional and Local Priorities	Targets
<p>Aim/Objective 1: 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 and social science, and finance and professional services.</p>	<p>Some of the ways the college 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 West Yorkshire LSIP.</p>	<p>Targets include:</p> <ul style="list-style-type: none"> ○ Production of a governor-led curriculum review by the end of 2023. ○ Contribution to the West Yorkshire 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
<p>Aim/Objective 2: Increase the capacity and effectiveness of Leeds City College to further improve stakeholder engagement.</p>	<p>This will benefit the college and improve students’ experiences. It will also ensure the college makes its full contribution to the needs of the city region.</p>	<p>Targets include:</p> <ul style="list-style-type: none"> ○ Organisation and participation in skills events, skills commissions and employer forums. ○ Increase work placements, including high-quality T Level placements, paid where possible. ○ Sponsorship of events such as Leeds Manufacturing Festival, Leeds Digital Festival and Leeds Creative Skills Festival. ○ Maintenance of good links and host tours and visits for politicians, leaders and influencers across the campuses.

College Strategic Aims and Objectives	How Aims and Objectives Contribute to National, Regional and Local Priorities	Targets
<p>Aim/Objective 3: Implement the property strategy to ensure sufficient, high-quality and more efficient accommodation.</p>	<p>Some of the ways the college will achieve this include: Regular updating, monitoring and implementation of the group property strategy. Applications to capital funding, including the Further Education Capital Transformation Fund (FECTF), Post-16 Capacity Fund, SALIX grants and DfE projects/loans.</p>	<p>Targets include:</p> <ul style="list-style-type: none"> ○ Enfield Centre replacement building at Mabgate. ○ Park Lane major infrastructure refurbishment project (£43,812k in agreed project values). ○ Printworks campus 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. ○ A £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.
<p>Aim/Objective 4: Improve student and staff wellbeing.</p>	<p>Some of the ways the college will achieve this include: 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.</p>	<p>Targets include:</p> <ul style="list-style-type: none"> ○ Launching the student wellbeing strategy – informed and relationally focused, with accompanying staff training identified. ○ Implementation of the real living wage, based on affordability, each year.
<p>Aim/Objective 5: Improve student and staff wellbeing.</p>	<p>The aim of this strategy will be to address recruitment and retention issues at Leeds City College.</p>	<p>Targets include:</p> <ul style="list-style-type: none"> ○ People strategy implementation. ○ Long-term pay strategy with objective to pay competitively for the sectors within which the college operates.

Keighley College Mission and Purpose

Keighley College exists to improve the life chances of its learners.

By 2025, Keighley College aims to be recognised as an outstanding provider of education, training and skills in the North of Bradford and beyond. This will be achieved by:

- Harnessing every resource available to accelerate progression, improve the achievements and destinations of students and remove every possible barrier within the college's influence.
- Fostering achievement by focusing on behaviours and attitudes that are caring, respectful and resilient. This will enable students to access employment that is more skilled, better paid and more secure.
- Listening to student and staff voices to form and sustain healthy, trusting relationships with learners, colleagues and others.
- Building and strengthening relationships with employers and their representatives, local authorities, the local enterprise partnerships, funding agencies, third sector organisations, other education providers and communities in all parts of Bradford and beyond.
- Partnering with other key stakeholders who share the college's passion and ambition to deliver Bradford's Strategic plan and support the Mayoral Pledges for West Yorkshire.
- Attracting, training and developing the best educators and professional talent in the region.

The college prides itself on being:

- Caring – the college has built a friendly community with kindness and emotional support at its core.
- Authentic – the college is honest and takes responsibility for its mistakes.
- Respectful – the college's behaviour shows concern and regard for people. It is expressed through polite and empathetic communication, by treating people fairly, by involving people and by supporting them to develop and excel.
- Determined – the college is motivated and focused on what it wants to achieve. Regardless of any roadblocks or challenges, it maintains a resilient mindset and pushes through to succeed.

These values are underpinned by a culture of:

- Kindness
- High expectations
- Restorative practice
- Inclusive learning
- Growth mindset
- Trust and responsibility
- Autonomy and accountability
- Professional pride with a commitment to excellence



Context and Place

Keighley College has local autonomy accountability to enable the college to be responsive to the needs of learners, employers, local authorities and the community. The college recognises the wider role it has to play in raising aspirations within the area and responding to the diverse communities it serves.

Bradford is one city covering four towns; Shipley, Keighley, Bingley and Ilkley. Within the four towns are 70 neighbourhoods and over half a million people. There are 15,000 businesses and an economy worth £8.3 billion, which is the 11th largest in the UK.

Bradford's population of around 534,000 is ethnically diverse and includes the largest proportion of people of Pakistani ethnic origin in Britain and is the youngest city nationally. Unemployment and deprivation indicators are higher than the national average. A higher-than-average percentage of households are workless. Bradford has fewer people with qualifications at Levels 1 to 4 than either the Yorkshire and Humber region or the country. Approximately one sixth of the district's employed residents work in retail or wholesale.

Bradford's sectoral strength remains its traditional manufacturing base, largely born from the textiles industry. Today, there is evidence of emerging growth in several niche new-economy sectors, such as advanced manufacturing, media and telecoms. Twenty-five per cent of employment within Keighley and district is within

manufacturing and engineering. In 2017, Bradford was named the best city in the UK to start a business (Barclays SME Growth Factors Index 2017). The index reflects the strength of 12 key growth factors such as business rates relief, infrastructure, broadband speed and labour productivity, which are all essential contributors to boosting business productivity and growth.

According to ONS mid-year estimates, there are 58,500 working age residents living in Keighley, 70% of which are economically active, 49.5% are educated to NVQ Level 3 and above, and only 27% (18,000) are educated to NVQ Level 4 and above. Keighley has a resident business base of 3,575 businesses. Keighley and outlying areas suffer from high unemployment, and the rate of claiming any benefit (which includes work benefits) is more than 25% higher in Keighley than the national average, suggesting that many people may be underemployed or on a low salary.

The college recruits high numbers of students from central Keighley wards which are in the 10% most deprived postcodes nationally.





Approach to Developing the Plan – Engagement with Key Stakeholders and Other Providers

Keighley College has excellent links with employers. It works closely with them to give students fantastic work experience and employment opportunities. The college works in partnership with local and national employers, including NG Bailey, Asda, City of Bradford Metropolitan District Council, West Yorkshire Fire and Rescue Service, Fives Landis, Airedale NHS Foundation Trust, Kier Construction, Byworth Boilers, Teconnex, Gesipa and Marks & Spencer.

Working closely with its partners helps the college to ensure that the training students receive is relevant and that the skills and knowledge they gain match employers' needs. Partners also offer a wide range of additional opportunities to students, including employer-led projects, work placements and site visits.

The college is represented in several community and business groups and can be seen at prestigious local and regional events such as the Keighley Business Awards.

Contribution to National, Regional and Local Priorities



College Strategic Aims and Objectives	How Aims and Objectives Contribute to National, Regional and Local Priorities	Measuring Impact	Deadline
<p>Aim/Objective 1: Implement a sustainable curriculum that is ambitious, relevant and aligns skills with jobs in the region.</p>	<p>Bradford District is one of the youngest, most diverse places in the country. The college will expand its offer in an inclusive and sustainable way by developing growth plans for 16-19 study programmes, T Levels, A levels and higher education courses.</p> <p>Through its Quality Improvement plans, the college will work tirelessly to reduce the educational attainment gap and ensure no student is left, allowing them to fulfil their potential. Clear progression routes will be provided for young and adult learners at all starting points, including the most vulnerable students.</p> <p>We will strengthen adult, apprenticeships and higher-level programmes for the region’s employers, supporting businesses to innovate, invest and create great jobs in the district. This requires improved market insight and a focused marketing approach.</p> <p>The college wants its apprenticeship provision to 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 pathways to advanced and higher level apprenticeships, particularly in skills shortage areas as recognised by the local enterprise partnership (LEP). Employers will help the college to fulfil its purpose by being more involved in the design, delivery and assessment of the curriculum.</p> <p>College and employers’ staff will collaborate across many subject areas, with regular industrial updating of college staff becoming the norm.</p> <p>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.</p> <p>Bradford District has a rich cultural and arts scene with world-famous events such as the Bradford Literature Festival. The college will strengthen its links with local arts organisations such as Keighley Creative to introduce creative programmes which can support progression into the creative industries as well as enrich its existing curriculum.</p>	<p>Targets include:</p> <ul style="list-style-type: none"> ○ Development of effective partnerships. ○ Increased number of students progressing to meaningful jobs in the region. 	<p>September 2025</p>

College Strategic Aims and Objectives	How Aims and Objectives Contribute to National, Regional and Local Priorities	Measuring Impact	Deadline
<p>Aim/Objective 2: Develop a culture of excellence in teaching, learning and assessment (TLA).</p>	<p>The college will continue to be a genuinely tertiary institution through educating and training people of all backgrounds, ages and abilities.</p> <p>By 2025:</p> <ul style="list-style-type: none"> ○ The college will aim to have increased the proportion of students achieving higher grades in maths and English at Level 2 and progressing to Level 3 or higher. ○ The college will improve outcomes for these courses, particularly in A levels. ○ The college will have well-established T Level courses. ○ Most full-time students will benefit from a meaningful work placement. <p>Keighley College will contribute to the group's 'Teaching and Learning Strategic Group' of key managers which will drive positive innovation and change, ensuring that all staff have access to excellent professional development.</p> <p>The model for English and maths delivery will be embedded and further developed. This will include more training for teachers and coaches on accurately assessing starting points and expected progress for each student.</p>	<p>Targets include:</p> <ul style="list-style-type: none"> ○ The increased achievements of our students. ○ Positive student feedback on their experience of learning and growing at the college. 	<p>September 2025</p>
<p>Aim/Objective 3: Contribute to Bradford's 'clean growth strategy' and Mayoral Pledge on the climate emergency.</p>	<p>Bradford Council declared a climate emergency in 2019 and is a member of the Leeds City Region Climate Coalition. The Mayor of West Yorkshire has also pledged to tackle the climate emergency and protect the environment.</p> <p>The University of Bradford is a global leader in the circular economy and has a centre for sustainable environment which is tackling civil engineering climate challenges.</p> <p>Through the Towns and Levelling Up Fund, the college is working with the council and university on innovative bids to create high quality, efficient and sustainable infrastructure projects to develop learners in much-needed areas of manufacture and future technologies.</p> <p>Keighley College has created a Sustainable Development group, where the Estates team continually reviews ways to reduce energy consumption. The college will focus on improving the campus infrastructure and Building Management System (BMS). It will repurpose space to maximise efficiency and adapt to curriculum and student demand.</p> <p>Awareness of environmental issues will be embedded into students' study programmes and curriculum growth will be encouraged in the low carbon sectors, particularly with curriculum developments in electric and hybrid vehicle training.</p>	<p>Targets include:</p> <ul style="list-style-type: none"> ○ Become carbon net zero by 2035. ○ Increased number of learners studying and acquiring 'green' skills. 	<p>September 2025</p>

College Strategic Aims and Objectives	How Aims and Objectives Contribute to National, Regional and Local Priorities	Measuring Impact	Deadline
<p>Aim/Objective 4: Strengthen Keighley College's position as a key influencer locally and in delivering the Bradford District's wider strategic plan.</p>	<p>The college will be a key asset for its community and a force for local good. It will enhance its understanding of the town's rich cultural diversity through increased engagement and participation in community activity. The college will invest in governors' and senior staff's time to ensure that the college is viewed as a key strategic partner by Bradford City Council and other strategic partners. These include the LEP, FE Commissioner, Education and Skills Funding Agency (ESFA), Department for Education (DfE), regional schools, local arts organisations, Airedale NHS Foundation Trust, regional employers and the chamber of commerce.</p> <p>The college is well-positioned to help steer high priority outcome areas within the district plan, including contributing to the development of 'better skills', 'more good jobs and a growing economy', 'good starts', 'great schools', 'better health', 'better lives', 'safe, strong and active communities' and a 'sustainable district'.</p> <p>Bradford's successful UK City of Culture bid presents opportunities for the college to engage in extended creative and cultural activities and develop an accredited offer, which is currently lacking in Keighley.</p>	<p>Targets include:</p> <ul style="list-style-type: none"> ○ Feedback from local employers and stakeholders that skills needs are being met. ○ The successful development of an accredited creative offer. 	<p>September 2025</p>
<p>Aim/Objective 5: Develop an improved people strategy, focused on recruitment and retention of skilled staff.</p>	<p>Around 85% of institutions surveyed by the Association of Colleges (AoC), the further education sector body, reported shortages in key staff skills areas and expertise.</p> <p>The college will continue to support the AoC, DfE, and others to seek parity in the existing funding streams. It will develop plans within its budgets to attract and retain committed and skilled staff by promoting the benefits such as dual professional status, particularly in engineering, construction and building services.</p> <p>Staff wellbeing will be addressed as part of the people strategy and staff will be provided with the tools to look after their own and their colleagues' wellbeing, together with a range of initiatives to encourage motivation, progression, retention, career fulfilment and enjoyment.</p> <p>The college will work towards creating a staff body which is more representative of the demographic of the student body both for ethnicity and disability.</p>	<p>Targets include:</p> <ul style="list-style-type: none"> ○ Positive staff feedback and retention. ○ Continued financial stability so we can innovate and invest in our students, people and resources. 	<p>September 2025</p>



Duty to review provision in relation to local needs

We are committed to complying with our duty under a new section 52B of the Further and Higher Education Act 1992 to review provision in relation to local needs, as proposed in the Skills and Post-16 Education Bill 2022. We will look to hold a review at least every three years to identify how well we are meeting local needs associated with securing suitable employment. We will publish a report on our main websites following this review. We will factor in any actions from this report into our Accountability Agreement plan.

Reference to Relevant Supporting Documentation

[Luminate Group Year End Accounts 2021-2022](#)

[Luminate Education Group Strategy 2021-2023](#)

[Ofsted Inspection of Luminate Education Group \(April 2022\)](#)

[Ofsted Inspection of Initial Teaching Education \(March 2023\)](#)

[Climate Emergency and Sustainable Development Pledge](#)

[Strategic & Operational Development Plan & Targets 2022/23](#)

[Employer Engagement Strategy 2021-2023](#)

Corporation Statement

On behalf of Luminate Education Group, it is hereby confirmed that the plan as set out above reflects an agreed statement of purpose, aims and objectives as approved by the Luminate Group Board of Governors at their meeting on 28th of April 2023.

The plan will be published on the Luminate Education Group website within three months of the start of the new academic year and can be accessed from the link below.

Dr Shaid Mahmood MBE
Chair of Governors

Dated: 31 May 2023



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College


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