



Strategic Priorities

2023-25

Foreword

From David Yates

As the Chair of Governors at Keighley College, I'm pleased to introduce Keighley College's strategy for 2023-25.

The college's purpose is to improve the life chances of its students and increase their social mobility, by ensuring our learners, regardless of gender, are able to access employment that is skilled, better paid and secure, or progress to higher levels of education.

To do this we will grow and strengthen our 16-19 vocational programmes as well as our academic, apprenticeships and adult provision.

These will have been aligned with Local Skills Improvement Plans priorities to ensure we are reflecting local skills needs.

Keighley College is one of the largest employers in the area and we work hard to create opportunities for our learners to return to us as staff members. As a key institution at the heart of the community, we are also proud of the work we do to support local voluntary organisations and charities. I'm looking forward to increasing our relationships with employers, and key stakeholders in the district, and wider region; doing so will allow us to fully understand their current and future needs.

The college also fully supports Bradford's Clean Growth Strategy, and we will play an active role in its achievement by placing environmental sustainability at the core of our curriculum developments.

I hope you will join me in championing the work of Keighley College as we forge ahead with our vital task to improve the lives of our students, community and economy.

Our 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.

We will achieve this by:

- Harnessing every resource available to accelerate progression, improve the achievements and destinations of our students and remove every possible barrier within our influence.
- Fostering achievement by focusing on behaviours and attitudes that are caring, respectful and resilient. This will enable our 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 our relationships with employers and their representatives, local authorities, the Local Skills Improvement Plans, funding agencies, third sector organisations, other education providers and communities in all parts of Bradford and beyond.
- Partnering with other key stakeholders who share our 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.

Our Values

We pride ourselves on being:

1 **Caring** We have built a friendly college community with kindness and emotional support at its core.

2 **Authentic** We are honest with ourselves and others, and we take responsibility for our mistakes. How we act is truly aligned with our deeper sense of self.

3 **Respectful** Our 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.

4 **Determined** We are motivated and focused on what we want to achieve. Regardless of any roadblocks or challenges, we maintain a resilient mindset and push through to succeed.

These values will be 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





Strategic priorities:

Implement a sustainable curriculum that is ambitious, relevant and aligns skills with jobs in the region



Bradford District is one of the youngest, most diverse places in the country. We will expand our offer in an inclusive and sustainable way by developing growth plans for 16-19 study programmes, T Levels, A levels and Higher Education courses.

Through our Quality Improvement Plans, we will work tirelessly to reduce the educational attainment gap and ensure no student is left behind and that all fulfil their potential. Clear progression routes will be provided for young and adult learners at all starting points including our most vulnerable students.

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.

We want our 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 Skills Improvement Plans (LSIPs). Employers will help us to fulfil our purpose by being more involved in the design, delivery and assessment of the curriculum.

College and employers' staff will collaborate across many subject areas, with regular industrial updating of college staff becoming the norm.

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

We will work tirelessly to reduce the educational attainment gap and ensure no student is left behind and that all fulfil their potential.

Bradford District has a rich cultural and arts scene with world-famous events such as the Bradford Literature Festival. We will strengthen our 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 our existing curriculum.

2.

Strategic priorities:

Develop a culture of excellence in teaching, learning and assessment (TLA)



We will continue to be a genuinely tertiary institution in that we will educate and train people of all backgrounds, ages and abilities. By 2025:

- We 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.
- We will improve outcomes for these courses, particularly in A levels.
- We will have well-established T Level courses.
- Most full-time students will benefit from a meaningful work placement.

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

By 2025, we will aim to have increased the proportion of students achieving higher grades in maths & English

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.

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



3.

Strategic priorities:

Contribute to Bradford's 'clean growth strategy' and Mayoral Pledge on the climate emergency



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 our environment.

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.

Through the Towns Fund and other funding streams, we are working with the council and stakeholders on innovative bids to create high quality, efficient and sustainable infrastructure projects to develop our learners in much-needed areas of manufacture and future technologies.



High quality, efficient and sustainable infrastructure projects to develop our learners

Keighley College has created a Sustainable Development Group, where the Estates team continually reviews ways to reduce energy consumption. We will focus on improving the campus infrastructure and Building Management System (BMS). We will repurpose space to maximise efficiency and adapt to curriculum and student demand.

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.

4.

Strategic priorities:

Strengthen Keighley College's position as a **key influencer** locally and in delivering the **Bradford District's wider strategic plan**



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.

Governors' and senior staff time will be invested to ensure that the college is viewed as a key strategic partner by Bradford City Council and other strategic partners. These include regional employers, universities, local government, training providers, West Yorkshire Combined Authority (WYCA), FE Commissioner, Education and Skills Funding Agency (ESFA), Department for Education (DfE), regional schools and colleges, charities and non-profit organisations, Airedale Trust, industry bodies and the chamber of commerce.



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’.

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.

5.

Strategic priorities:

Develop an improved people strategy, focused on recruitment and retention of skilled staff



Around 85 per cent of institutions surveyed by the Association of Colleges (AoC), the further education sector body, reported shortages in key staff skills areas and expertise.

The college will continue to support the AoC, DfE, and others to seek parity in the existing funding streams. We will develop plans within our budgets to attract and retain committed and skilled staff by promoting the benefits such as dual professionals, particularly in engineering, construction and building services.

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.

The college will continue to develop a staff body which is more representative of the demographic of the student body both for ethnicity and disability.

Measuring Impact

We will know that we are successfully achieving our purpose by the following key performance indicators:

- Development of effective partnerships
- Increased number of students progressing to meaningful jobs in the region
- The increased achievements of our students
- Positive student feedback on their experience of learning and growing at the college
- Become net zero carbon by 2035
- Increased number of learners studying and acquiring 'green' skills



- Feedback from local employers and stakeholders that skills needs are being met
- The successful development of an accredited creative offer
- Positive staff feedback and retention
- Continued financial stability so we can innovate and invest in our students, people and resources

