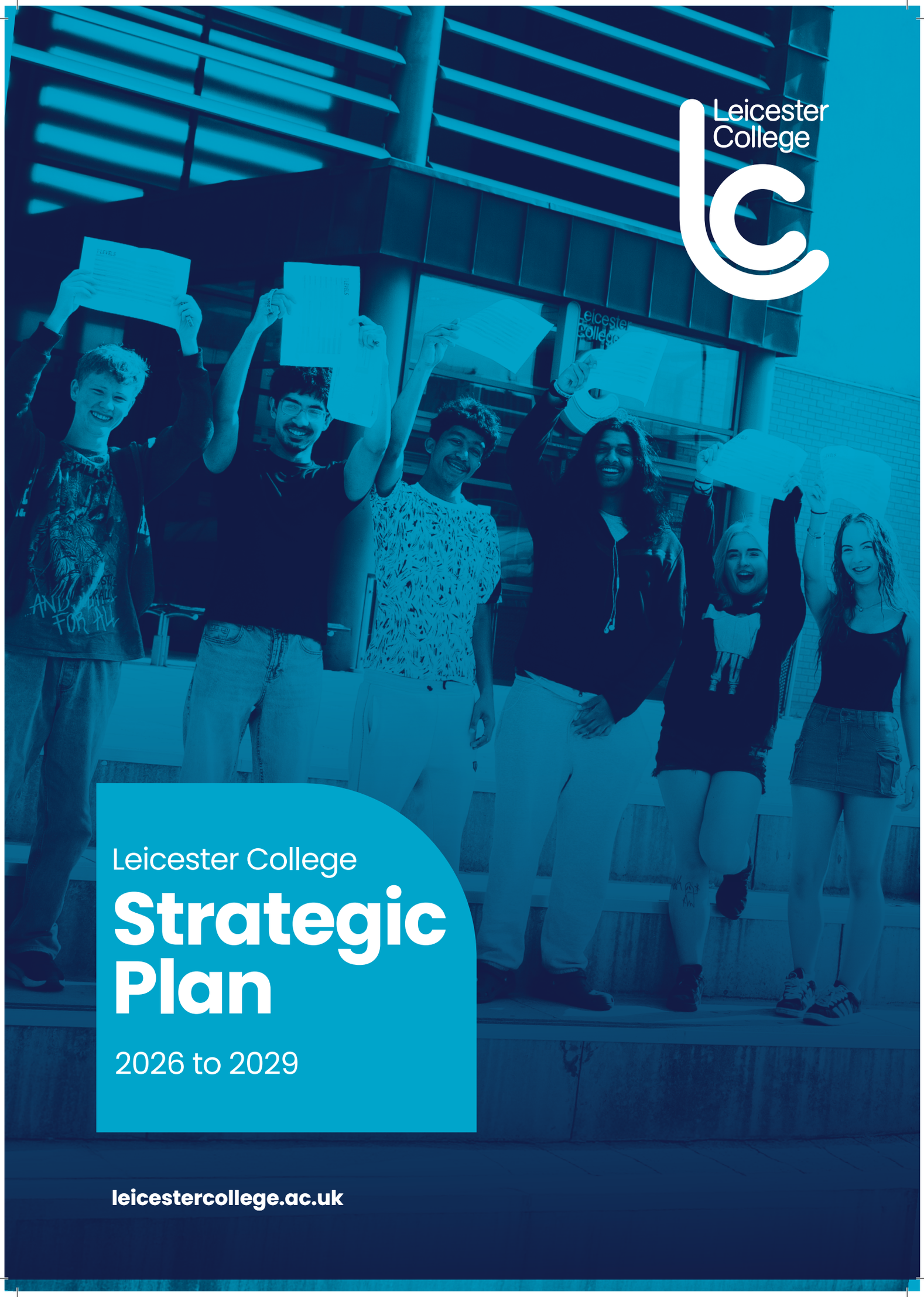


Leicester College

Strategic Plan

2026 to 2029

leicestercollege.ac.uk



Opportunities Await...

Where we are now presents a compelling set of opportunities for Leicester College, our students and our wider communities.

With over 12,000 students annually including 4,000 16-18 year olds, 1,200 apprentices and over 7,000 adult students, Leicester College touches many families, businesses and communities across the local area.

This Strategic Plan sets out how we will respond to the exciting range opportunities we anticipate over the next three years, building on strong foundations, addressing areas for improvement, creating new relationships and positioning the College - and its students - to flourish.

Our Purpose

Our Mission

Developing Skills,
Partnering Employers,
Connecting Communities,
Transforming Lives.

Our Values

Our values guide how we work with our students, staff, partners and communities:

- Respect – valuing every individual and treating people with dignity and kindness
- Inclusion – ensuring everyone feels they belong and can succeed
- Sustainability – acting responsibly for future generations
- Equality – promoting fairness and opportunity for all
- Excellence – striving for the highest standards in everything we do

We will hold ourselves to account for living our values, making them visible in our actions, relevant to every individual and central to everything we do.



Our Context

Leicester College stands at a pivotal moment of opportunity and transformation in both the local and national landscape. Nationally, there is strong policy focus on skills, productivity and social mobility which is positive for the FE sector.

The Industrial Strategy sets out the national priority sectors which the Government sees as central to economic growth. These include several sectors in which we have existing strengths as a vocational provider. Our curriculum offer is also informed by the Post-16 Education and Skills White Paper 2025, the main policy driver for skills, employability and qualification reform.

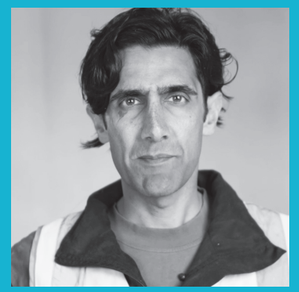
The Local Skills Improvement Plan (LSIP) for Leicester and Leicestershire identifies several key sectors for the locality, including Advanced Manufacturing, Digital Technologies, Life Sciences, Health and Social Care, Construction, Creative Industries, and Sport. Each sector is significant for employment, innovation, and regional identity.

In addition, transition to a low-carbon economy (Net Zero) is creating new skills requirements, especially in Construction, Manufacturing, Transport, and Energy.

> **Each teacher has so much knowledge about the industry and is really passionate about their subject.**
>
> Carmen Farrel – Musical Theatre Diploma

We already have a leading market share particularly in the Construction, Engineering, Business, Administration and Law, Health and Social Care, Creative and Performing Arts sectors. Our strong reputation, unique and specialist curriculum and excellent facilities and resources mean we are in a great position to capitalise on the growth potential in these industries by expanding our offer and establishing centres of excellence in vital sectors such as Construction, Engineering and Health and Life Sciences.

The LSIP also identifies persistent skills shortages across sectors, driven by rapid technological change, digitalisation, electrification, an ageing workforce and barriers to training participation. Employers report gaps in work-readiness and behavioural skills (communication, punctuality, teamwork, resilience, adaptability) among new entrants and the LSIP includes the strengthening of employability and work-readiness as one of its strategic priorities. Our personal development and enrichment activities are a key component of the curriculum in providing these essential skills for all students to enhance their confidence, life skills and employment changes.

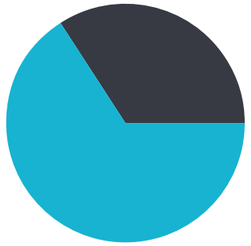


> **"The accelerated apprenticeship has not only halved the cost, but with the T-level as well, has allowed me to assess each candidate."**
>
> Vishal Bandari
> Director C&B Electrics

Locally, Leicester and Leicestershire derives its strengths and energy from a diverse local population and the LSIP also includes a strategic priority to widen engagement with diverse and under-represented communities. The diversity of the local population is reflected in our students and in our staff. We pride ourselves on being an inclusive organisation where everyone belongs and is supported to find their future.

However, many local people face persistent inequalities; there are skills shortages in key growth sectors, as well as in adult basic skills, and an urgent need to support young people and adults into positive destinations including students with high needs.

A high proportion of young people in Leicester are not in education, training or employment (NEET) and need to be brought back into education to enable them to find their future paths to success. Around two-thirds of our younger students also come to us without the basic English and maths skills expected by many employers and necessary for progression into employment or further study.



68% of 16-18 year olds come to us without English and/ or Maths GCSE grade 4



223 HIGHER EDUCATION STUDENTS

4,503 16-18 FULL TIME STUDENTS

1,900 APPRENTICES

2,254 ESOL STUDENTS

1,070 staff

£60 million turnover

3 main sites

4 local centres

Demand for inclusive provision, mental health and wellbeing support, continues to be high. An emphasis at national level on providing a positive experience for young people, including the Youth Guarantee, a focus on reducing NEETs and Special Educational Needs and Disabilities (SEND) reforms and expectations about the experience of students with high needs means that there are opportunities to work collaboratively with local partners to find high quality routes for these young people.

Leicester College is a major anchor institution for the city and county, with a critical role in finding and delivering solutions for local issues. The Get Leicester, Leicestershire and Rutland (LLR) Working Plan (2025–2035) is a 10-year regional strategy aimed at improving employment rates to 80%. One of its strands is specifically aimed at reducing NEETs and there is a role for the College to play in supporting this work to enable residents to access good jobs and tackle health, disability, or caring-related barriers to work.



"One year ago, I wouldn't have imagined I'd be here. I've been the happiest I've ever been since starting my apprenticeship."

Ruby Renne Voss
Electrical Installation Apprentice

Adapting to a Changing World



We live in a world of rapid and unprecedented change, shaped by technological innovation, evolving labour markets, demographic shifts, and increasing social and environmental challenges. Education must not only respond to change but also anticipate it, ensuring that learners are prepared for lifelong learning, future careers, and active participation in society.

As with many things, partnerships and a clear vision for what the locality needs will be key.

Our role is to provide skills education and training for the future workforce and so employers are key partners in identifying and developing the most appropriate curriculum offer for that future workforce. This opens up numerous avenues for growth and innovation which we will need to navigate successfully to maximise our impact.

Changes to the curriculum at national level will mean new types of qualification are on offer, including new V Levels. This dynamic landscape will require collaboration extending across the education sector, including schools, colleges and universities. It will also mean working with industry bodies and employers to ensure that those qualifications are high quality and appropriate for our students and that we bring in the best, most relevant and current expertise into the classroom.

We will focus our efforts on sectors where there is strong demand and clear potential for employment growth. Alongside this, we recognise the importance of key local industries such as hospitality and the creative sectors where we can build on our strong reputation and high-quality facilities. By doing so, we will develop centres of excellence that attract students and employers, support local priorities and strengthen opportunities for future growth.

Digital technologies like AI and short, flexible courses are already part of everyday working life. More people are learning and working in a mix of in-person and online settings, communicating in faster and more varied ways. At the same time, growing pressures around finances, housing and health mean wellbeing is becoming increasingly important and is influencing how people live and work.

With an ageing population, more adults will be changing or developing their careers over time. We need to offer learning that is flexible, relevant and easy to access for people at different stages of their lives. The Lifelong Learning Entitlement (LLE) gives us a perfect opportunity to design new, more adaptable options that support adults to upskill and retrain.

Our challenge will be to anticipate and adapt to these and other technological, labour market and human shifts. This includes changes to expectations about what a future workplace looks like and what our students and staff need to do to become effective and attractive employees, able to thrive in an environment of change.

We will realise this ambition through bold investment in our physical and digital estate delivering exceptional, future-focused environments that not only meet but exceed the expectations of our students and employer partners.

Leicester College Strategic Plan 20



Our Vision

Leicester College is a sector leading college with a reputation for inclusion and innovation and a culture that champions technical and vocational excellence. We are nationally recognised for centres of excellence and our leadership role in shaping growth across Leicester and Leicestershire.

Our students experience the highest quality, inspiring teaching and support that enables them to succeed in work, further study and life. They leave us with strong technical skills, adaptable behaviours and a sense of belonging, confidence and pride in their achievements.

We work with education, business, local authority, health, voluntary and community partners to design education and skills solutions that are rooted in our locality. Through collaborative, system wide working, we help tackle inequality, raise aspiration and support progression for people of all ages, ensuring that opportunity is shaped by local need and shared ambition for our area.

We are committed to being a sector leader in inclusive education and support for students with SEND and high needs. Through ambitious teaching, specialist support, strong partnership working and inclusive learning environments, we enable every student to develop independence, confidence and meaningful progression into employment, further study and adult life.

> **I have experienced great teachers, friendly classmates and great surroundings**
>
> Kinnary Tandel – Information Technology BTEC Diploma

In close partnership with schools, local authorities, employers and community organisations, we actively help reduce the number of young people who are not in education, employment or training (NEET), by providing targeted interventions and strong transition pathways, ensuring that every young person can access high quality provision, timely support and clear progression routes.

We align our curriculum and delivery with national and regional skills priorities, championing high-quality technical education, apprenticeships and lifelong reskilling to power productivity, and strengthen workforce resilience across priority sectors. As a trusted and proactive partner to employers, we anticipate and respond at pace to evolving labour market demands, shaping the future workforce rather than simply reacting to it.

Our people are at the heart of everything we achieve. We champion their growth and development, enabling them to become passionate advocates for our students and the life-changing opportunities education provides.

We create outstanding, inclusive and sustainable environments for learning and work, designed to inspire, equipped with cutting-edge technology, and built to support excellence now and into the future.

As a civic leader and anchor institution, we harness our reach, expertise and partnerships to strengthen neighbourhoods, improve lives and drive meaningful, long-term change across our communities.

Every student, apprentice and employer we work with gains a clear and lasting advantage from their Leicester College experience. Together, they benefit from and actively shape our reputation as one of the UK's most inclusive, high-performing vocational colleges. Driven by our values and public mission, we deliver transformative impact for individuals, employers, partners and the region, creating opportunity, strengthening communities and powering economic growth.

Our Strategic Commitments 2026-2029

As a major publicly funded organisation, Leicester College is making a series of public commitments – this is what we want to achieve over the next three years and how we intend to achieve it.



1. Deliver High Quality Teaching and Learning

We will provide engaging and forward-looking education and training that achieves excellent student outcomes and equips them with the skills and confidence to reach their potential.

We will do this by:

- Improving teaching and learning and strengthening outcomes for education programmes for young people.
- Securing consistently good or better teaching, learning and assessment.
- Strengthening inclusive pedagogy across all curriculum areas.
- Enhancing information advice and guidance to ensure all students are enrolled onto courses that best suit their ambitions and educational competencies.
- Delivering Higher Education student outcomes that meet or exceed Office for Students benchmarks
- Embedding a sustainable, evidence-informed and coaching-led culture of quality improvement and professional learning.
- Enhancing student attainment, progress, attendance, behaviour, progression and destinations.
- Driving growth in apprenticeships and strengthening consistency in Apprenticeship performance.
- Maintaining market share and quality of adult provision.
- Leading the ethical, effective integration of AI into education.

KPIs

- **High levels of student/apprentice attendance**
- **High levels of student/apprentice retention**
- **Student/apprentice achievement**
- **Positive student/apprentice progression**
- **Positive student/apprentice destinations**

2. Create an Exceptional, Inclusive Student Experience

We will foster a vibrant, supportive environment where every student thrives and contributes to a diverse and welcoming community.

We will do this by:

- Ensuring our onboarding and induction processes identify barriers to participation and engagement at the first opportunity to ensure we act early.
- Ensuring the College is a vibrant, welcoming and accessible environment for all.
- Collaborating with key stakeholders to remove barriers and create opportunities.
- Strengthening student and apprentice voice to support an exceptional, inclusive student experience and improved wellbeing and belonging.
- Ensuring every student and apprentice has a sense of belonging, feels safe and knows how to look after their wellbeing.
- Delivering embedded, tailored support and personal development to remove barriers and ensure our students and apprentices achieve their full potential.
- Delivering communication and engagement that is relevant, impactful and meets the needs of our students and apprentices.
- Ensuring our students, apprentices, customers and stakeholders experience a consistently excellent service, from enquiry to graduation.
- Ensuring students with SEND and high needs receive ambitious, individualised support that enables them to participate fully, achieve highly and progress successfully into adulthood, employment and independent living.

58% students from minority ethnic groups
29% from areas of deprivation



KPIs

- **Achievement of Gatsby benchmarks**
- **Positive and improving student satisfaction surveys**
- **No gaps in student/apprentice achievement**

3. Align our Curriculum to Local and National Priorities

We will shape and deliver a high quality, future-focussed curriculum for education and training to meet the evolving needs of Leicester and Leicestershire's economy and address national skills gaps.

We will position Leicester College as a partner of choice for employers by delivering responsive, high-quality skills solutions that meet workforce needs.

We will do this by:

- Developing clear progression pathways from entry level to higher-level skills and employment.
- Ensuring our curriculum design and delivery is inclusive.
- Supporting our students to develop an understanding of the world beyond College.
- Establishing a co-ordinated and cohesive approach to employer engagement, deepening employer engagement to align curriculum intent to local and national priorities and measuring and improving employer satisfaction and impact.
- Co-designing our curriculum with employers and other partners through Skills Advisory Boards.
- Prioritising growth in key sectors including Construction, Health and Life Sciences, Digital, and Green Technologies.
- Developing a coherent foundation learning offer to tackle the number of NEETs.
- Rationalising or redesigning provision where outcomes, demand or financial performance are not sustainable.
- Embedding employability, digital and transferable skills across all programmes.

KPIs

- **Growth in priority sectors**
- **Positive and improving employer satisfaction surveys**

4. Attract, Retain and Empower Engaged and Motivated Staff

We will build a culture of excellence and belonging by investing in staff development, wellbeing and leadership growth, inspiring our people to deliver transformative education.

We will do this by:

- Developing people and talent through robust CPD, appraisal with competency frameworks, supported by management development and career pathways.
- Promoting a culture of sustainable wellbeing that addresses workload and supports work-life balance.
- Strengthening workforce planning to attract and retain diverse talent.
- Enhancing our use of people data to inform decision making and enable greater organisational effectiveness.
- Fostering a culture of engagement and belonging by strengthening staff voice and embedding EDI at every level.

KPIs

- **Staff absence**
- **Staff turnover**
- **Pay gaps**
- **Positive and improving staff survey responses**



"My career at the College has given me the opportunity to progress and develop into my current role as Business Enterprise Manager. I now work closely with employers, partners and curriculum teams to create meaningful opportunities for our students and bring industry into the curriculum. I really value being able to build those relationships and see the impact they can have on students future careers."

Arbaaz Cassim
Business Enterprise Manager

5. Invest in Future-Ready Spaces, Resources and Technologies

We will create cutting-edge teaching and learning environments that reflect industry standards, promote sustainability and deliver excellent student experiences.

We will do this by:

- Strategic investment in the estate, digital infrastructure and emerging technologies.
- Prioritising capital investment aligned to strategic curriculum priorities and employer demand.
- Creating flexible teaching and learning environments to match the curriculum offer.
- Enhancing digital capability of staff and students.
- Listening to the views of our students and providing inclusive spaces that are accessible and welcoming.
- Maintaining the condition of the estate at least in accordance with DfE standards.
- Investing in College systems and networks to protect against cyber and other online threats.

KPIs

- **Positive EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortisation)**
- **Good financial health rating**
- **Positive and improving student survey responses (estates and resources)**
- **Reduced carbon footprint**



We are one of the largest T level providers nationally

6. Help to Drive Regional Growth as a Leading Anchor Institution

We will demonstrate bold, collaborative leadership that strengthens our role as a catalyst for social mobility, economic development and community engagement across Leicester and Leicestershire.

We will do this by:

- Increasing governor visibility and direct engagement with stakeholders to strengthen strategic assurance and accountability.
- Building strong partnerships with schools, universities, community groups, civic organisations and sector bodies to support participation, progression and regional growth.
- Empowering staff as community and employer ambassadors.
- Aligning investment to growth sectors and community priorities.
- Leveraging funding through partnerships and co-investment.
- Using estates strategically for community and economic impact.

KPIs

- **Increase in Foundation Learning students**
- **Positive progression into employment by adult students**
- **Termly meetings of Skills Advisory Boards (SAB) inform curriculum development**
- **Five partnerships delivering curriculum, progression or regional growth impact.**

"Apprentices are the pipeline of future talent, and specific to Adey Steel, our future engineers. They are an injection of new talent who we can shape, train and develop into qualified employees."

Robert Smith– Adey Steel Group



Measuring Our Success: Key Performance Indicators

Progress against this Strategic Plan will be monitored through a focused set of KPIs aligned to each strategic commitment. These include, but are not limited to:

- Student attendance, retention and achievement rates
- Positive destinations and progression outcomes for students
- Ofsted outcomes and other quality measures
- Student wellbeing, belonging and satisfaction indicators
- Growth in priority sector provision and employer satisfaction
- Staff absence, turnover, pay gaps and engagement
- Financial health and sustainability metrics
- Reduction in carbon emissions and progress towards net zero
- Contribution to regional outcomes, including NEET reduction.

Detailed annual targets will be reviewed regularly by senior leaders and governors.

Delivering the Strategy

This Strategic Plan provides the overarching direction for Leicester College from 2026-2029. Delivery will be supported by annual operational plans, curriculum strategies, workforce plans and estates strategies, ensuring clear accountability and alignment at all levels of the organisation.

By staying focused on our mission, living our values and working collaboratively with students, staff, employers and partners, Leicester College will continue to transform lives and contribute to a more inclusive, prosperous and sustainable region.

“I was guided, supported and motivated throughout by our tutors. They were all friendly and supportive.”

Samah Mohammed
BTEC Sport and Exercise Science Foundation Diploma

“We now have some of our ex-apprentices working for us in senior positions”

Gareth Smith –
Director Olivetti Group

“The resources I was offered by Leicester College were superb.”

Krisztina Imeli
Extended Diploma for Performing Musicians

“I learnt a lot, and as my love for the subject grew I was able to apply the approaches to my photography projects to other areas of work“

Helen Kelly –

“Leicester College has been amazing, the tutors have been so supportive and it’s opened up lots of opportunities for me. I’ve got so much more confidence now, I can’t believe what I’ve achieved.”

Kyle Cameron
T level Nursing, Student Governor 2025/26

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LE1 3WA

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Leicester
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