

ACCOUNTABILITY STATEMENT

2025/26



INTRODUCTION

Welcome to our Accountability Statement for 2025/26. This document sets out how the College is meeting the current and future skills needs of the district, as set out in the West Yorkshire Local Skills Improvement Plan.

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SHIPLEY COLLEGE: LIFE-CHANGING LEARNING

SHIPLEY COLLEGE IS DEDICATED TO PROVIDING A TRANSFORMATIVE LEARNING EXPERIENCE THAT EMPOWERS OUR STUDENTS AND ENRICHES OUR COMMUNITY.

We hold ourselves accountable to the highest standards and are committed to:

Student Success: Equipping students with the skills and knowledge they need to achieve their academic, professional and personal goals.

Educational Quality: Delivering high-quality programmes that are relevant, engaging, and industry-aligned.

Building a Skilled Workforce: Our college partners with local employers to ensure our programmes meet the district’s evolving skills needs. This collaboration shapes our curriculum, creates industry-specific programs, and offers practical learning opportunities, preparing students for success in the local job market.

Inclusive Environment: Fostering a welcoming and inclusive environment that celebrates diversity and supports the individual ambitions of all students.

Community Impact: Contributing positively to the social and economic wellbeing of the communities we serve.

Sustainable Practices: Integrating environmental responsibility into our operations and curriculum.

This accountability statement outlines our commitment to our core values and details the measures we take to ensure we are delivering on our promises.

Diana Bird
Principal and CEO of Shipley College



1. OUR PURPOSE – WHY OUR PROVISION IS IMPORTANT AND THE CONTRIBUTION IT MAKES

SHIPLEY COLLEGE IS A GENERAL FE COLLEGE, POSITIONED AT THE HEART OF OUR COMMUNITY IN THE UNESCO WORLD HERITAGE SITE OF SALTAIRE, IN THE CITY OF BRADFORD, WEST YORKSHIRE.

We are proud to both serve and reflect our local community and are active in celebrating our cultural and ethnic diversity through an inclusive and welcoming curriculum offer that broadens horizons, ignites ambition and prepares our students for life in modern Britain.

The College delivers high quality and high value, technical post-16 education and training to young people and adults that raises aspirations and provides them with the technical skills, knowledge, behaviours and experience that they need to secure good, sustainable, productive employment. We develop clear career pathways for individuals to upskill and reskill throughout their lives and ensure that individuals get the support they need to get great jobs and progress in their careers.

We use our Tailored Learning funding to support those within our community that are most under-resourced to take their first steps back into learning.

We are driven by our commitment to be a transformative source of social value to our community, helping students to lead lives with greater happiness, improved mental health and the active citizenship skills they need to build a bright future for themselves, their families and their communities.

The College recognises that student and colleague success extends far beyond academic achievement. We are committed to fostering a vibrant and supportive community that prioritises wellbeing. We invest in the wellbeing of those who make our College thrive. We offer a comprehensive range of services to support the social and emotional wellbeing of students and colleagues. We actively cultivate a diverse and inclusive environment where everyone feels valued, respected, and supported. We foster a strong sense of community by providing opportunities for students and staff to connect outside the classroom. We recognise the importance of work-life balance for colleagues.



WE STRIVE TO CREATE A SUPPORTIVE AND FLEXIBLE WORK ENVIRONMENT THAT ALLOWS STAFF TO THRIVE BOTH PROFESSIONALLY AND PERSONALLY.

By investing in wellbeing and self development, we create a positive learning and working environment for all.

Students are better equipped to succeed in their studies, while colleagues feel valued and empowered to contribute their best. This fosters a vibrant and resilient community that has a positive impact on the wider district.

We forge strong partnerships with businesses throughout the district. Through these collaborations, we gain valuable insights into the current and future skills employers require. This allows us to tailor our curriculum, develop industry-specific programs, and offer experiences of the world of work that bridge the gap between theory and real-world application. This collaborative approach ensures our students possess the relevant skills and experience highly sought after by local employers, ultimately strengthening the economic vitality of our district. We provide employers with a workforce, especially in roles and sectors that have high volumes of vacancies which are expected to increase; long term structural barriers to recruitment, retention and progression issues;



and are important in providing opportunities for employment in key-growth areas.

We work very closely with our stakeholders, including other education providers, the voluntary and community sector, employers, and civic partners to contribute to wider plans for the district and ensure that the local curriculum offer supports the current and future ambitions of the district and enables businesses and the local economy to flourish.

We take seriously our impact upon the environment and embed sustainability as part of our decision making and ways of working. We develop green behaviours, model positive actions and scaffold our students to become the future leaders of industry with strong 'people and place' ethics alongside their high level technical skills. In 2017, Shipley College became the first college in the world to sign up to the United Nations Sustainable Development Goals (SDG) Accord. This enables us to measure, track and report our progress in aligning with the SDGs and crucially, share best practice and train other employers to better understand how they could help build a more sustainable future.

The College's activities are guided by the Strategic Plan which is set, approved and reviewed regularly by our Corporation to ensure that the implementation of the Strategic Plan continues to meet local needs. The College launched a new Strategic Plan in summer 2025.

OUR STRATEGIC PLAN (2025 – 2030)

OUR STRATEGIC PLAN (2025 – 2030) SETS TARGETS FOR EACH YEAR, WITH THE CORPORATION HOLDING SENIOR MANAGEMENT TO ACCOUNT ON PROGRESS AGAINST THE FOLLOWING KEY OBJECTIVES:

STRATEGIC AIM ONE:
LIFE-CHANGING LEARNING

To deliver an outstanding student experience through an ambitious, skills-focused curriculum that transforms lives.

STRATEGIC AIM TWO:
PARTNERING FOR PROSPERITY

To be the trusted partner for businesses, providing innovative solutions that address skills gaps, drive growth, and empower a highly skilled workforce for a prosperous future.

STRATEGIC AIM THREE:
UNLOCKING POTENTIAL

To be a catalyst for city-wide community transformation, empowering individuals and organisations through accessible, relevant, and impactful learning opportunities.

STRATEGIC AIM FOUR:
EMPOWERING OUR PEOPLE

To be an employer of choice, attracting, retaining, and developing talent by fostering a culture of respect, inclusivity, and continuous growth.

STRATEGIC AIM FIVE:
INVESTING IN OUR FUTURE

To maintain financial strength and resilience, and strong governance and accountability, enabling strategic investment in the College's future and maximising value for our students and stakeholders.



2. SHIPLEY COLLEGE'S MISSION STATEMENT

TO BE A BEACON
OF OPPORTUNITY,
TRANSFORMING LIVES
THROUGH LEARNING

OUR CORE VALUES:

- T** Transformational: We champion lifelong learning, leading by example and fostering a culture of growth for all.
- H** Heritage: We value our history and invest in our future.
- R** Relationships: We build strong partnerships and work together to achieve shared goals.
- I** Inclusion: We foster a welcoming, caring and equitable environment for everyone.
- V** Vision: We inspire and support the pursuit of personal and professional ambitions responding to a rapidly changing world.
- E** Excellence: We are dedicated to delivering exceptional education and achieving outstanding outcomes.

3. CONTEXT AND PLACE – OUR REGION, OUR CITY, OUR COLLEGE

SHIPLEY COLLEGE IS GEOGRAPHICALLY POSITIONED WITHIN THE CITY OF BRADFORD, WHICH IS ONE OF FIVE LOCAL AUTHORITIES THAT COLLECTIVELY MAKE UP THE WEST YORKSHIRE MAYORAL COMBINED AUTHORITY. WEST YORKSHIRE IS A VIBRANT, INTERNATIONALLY-SIGNIFICANT ECONOMY MADE UP OF BRADFORD, LEEDS, WAKEFIELD, CALDERDALE AND KIRKLEES.



KEY FACTS ABOUT WEST YORKSHIRE

Population of over **2.4 million**

An employed workforce of **1.2 million**

92,000 private sector businesses

There are 7 colleges, including Shipley College, Bradford College, Kirklees College, Calderdale College, Luminate College, Leeds College of Building and the Heart of Yorkshire College delivering to around 63,000 students each year.

There are 7 universities with 110,000 students and 35,000 graduates a year

Most in demand roles include Health, Care, Retail, Manufacturing and Administration

Largest sectors in terms of employee jobs are Health and Social Care, Manufacturing, Education, Public Administration and Defence, and Business Administration, Support and Professional Services

Other growth job roles include business professionals, corporate managers and science, research, engineering, technology professionals, caring, personal services and administrative occupations

It is the UK's largest regional finance centre outside London

There are more manufacturing jobs than anywhere else in the North of England

The fastest rates of growth in jobs will be Arts and Entertainment, Health and Social Work, Professional Services and Support Services

It is the fastest growing digital sector in the country with skills relating to Microsoft packages in strong demand

Green skills and green jobs will be critical in the future to achieve net zero carbon energy by 2038

Employment in professional jobs is expected to increase by 11%

Retail, hospitality and manufacturing are most at risk from automation

Replacement demand and higher skilled careers provide opportunities for growth in the area. Over the next decade, replacement demands are expected to generate around 19 times as many job openings in West Yorkshire as those arising from net job growth.

THERE ARE FABULOUS OPPORTUNITIES IN THE WEST YORKSHIRE COMBINED AUTHORITY IN TERMS OF EMPLOYMENT AND SKILLS BUT, IN MANY INSTANCES, THESE OPPORTUNITIES ARISE OUT OF CHALLENGES THAT THE REGION MUST OVERCOME IN ORDER THAT THESE OPPORTUNITIES CAN BE MAXIMISED FOR THE BENEFIT OF INDIVIDUALS, EMPLOYERS AND THE REGIONAL AND NATIONAL ECONOMY.

KEY CHALLENGES

22% of neighbourhoods in West Yorkshire are among the 10% most deprived nationally

Unemployment rates are above the national average and are continuing to rise

Above average numbers of residents with low or no qualifications and low levels of attainment in the key employability skills of English, ESOL, maths and digital

The number of people who are qualified to Level 4 and above is below the national average

Evidence shows that those from the most deprived areas have the lowest levels of skills and qualifications and those from deprived backgrounds are still least likely to progress to Higher Education

There is a shortage of people employed in high skilled roles compared to the national average

Wages are lower than the national average

Apprenticeship take up is down and ethnic minorities are under represented

2/3 of employers expect to have future upskilling needs with those in management positions in greatest need

Around 13% of employers are experiencing staff shortages and a third of all vacancies are estimated to be skill shortage vacancies

OUR CITY – BRADFORD

HUGE OPPORTUNITIES

SHIPLEY COLLEGE’S REACH IS PREDOMINANTLY WITHIN THE CITY OF BRADFORD. BRADFORD HAS ECONOMIC AND SOCIAL CHARACTERISTICS IN ADDITION TO THOSE OF THE WEST YORKSHIRE COMBINED AUTHORITY THAT ARE SPECIFIC TO THE CITY, WHICH ALSO SHAPE THE NEED AND OFFER OF THE COLLEGE.



- Bradford is the fifth largest city authority in the UK
- It has a population of 560,000 and a working population of 339,000
- It is the youngest city in the UK with more than 25% of the population aged below 18 and a 7% increase in the number of 16 year olds in 24/25
- The City is incredibly diverse
- It has the second highest Pakistani population in the UK
- Over 150 languages are spoken in schools across the district

The largest employment sector is Health and Social Work, which accounts for 18% of roles in the area, followed by Manufacturing and Education.

Major employers in the district include:



CITY OF CULTURE

Bradford is the UK City of Culture, 2025. This accolade recognises the rich heritage of the City, the strength that comes from the diversity of its population and the opportunities which the City promises to all.

The region is home to a thriving Creative sector with Channel 4 based in Leeds and the new Bradford Live music venue next to the Alhambra Theatre in Bradford city centre.



KEY CHALLENGES

- The district is ranked the 5th most income deprived local authority in the UK with almost 50% of wards falling into the 10% most deprived in the country and one in three children living in absolute poverty.
- Unemployment rates are higher than in Yorkshire and nationally (claimants 7.7% cf NA 4.2%) with the following groups most likely to be claiming unemployment benefits: carers, lone parents and those with disabilities / health conditions
- Over representation of young people amongst the unemployed
- 30% of registered adult job seekers are aged 21 and below
- There are 44,000 economically inactive residents (excluding retired persons and students)
- 22% of jobs in Bradford are public sector compared with a national average of 17%
- Whilst the percentage of adults with no qualifications is reducing it is still higher than the West Yorkshire and national average

- 9.8% of working age population have no qualifications compared with 6.7% nationally
- Far fewer adults are qualified to level 4 and above, 7% lower than the national average
- Young people’s levels of attainment by age 19 are significantly below the national average
- 9% lower at Level 2 and 12% at Level 3
- Outcomes at Key Stage 4 (GCSE and equivalents) are below the averages for England and regionally
- The number of high-value jobs in Bradford is low compared to West Yorkshire and England with higher skilled people more likely to live and work elsewhere
- There is a need to develop the skills and confidence of residents who are unemployed and employed in low paid, low skilled occupations whilst also providing an employer-led higher technical skills offer to meet the immediate and future needs of industry.

QUALIFICATIONS (JAN 2024-DEC 2024)

	Bradford (Level)	Bradford (%)	Yorkshire and the Humber (%)	United Kingdom (%)
No Qualifications	31,700	9.8	7.7	6.7
Other Qualifications	18,800	5.8	4.3	4.2
NVQ1 and above	272,400	84.4	88.0	89.1
NVQ2 and above	268,700	83.2	85.2	86.7
NVQ3 and above	206,900	64.1	63.0	67.9
NVQ4 and above	131,100	40.6	40.0	47.6

Source: ONS annual population survey
Notes: Numbers and % are for those of aged 16-64
% is a proportion of resident population of area aged 16-64

OUR CURRICULUM OFFER

Most Bradford Secondary Schools have a sixth form offer which provides education for students up to the age of 18. There are 3 General FE colleges offering a combination of academic and technical education programmes.

The College delivers funded Education Programmes for Young People (including students with Education Health Care Plans); Apprenticeships and Adult Learning Programmes; has a contract to deliver Tailored Learning to adults to widen participation; delivers project funded programmes, commercial courses for business, and leisure courses to promote health and wellbeing, lifelong learning and active citizenship that builds stronger communities.

With the exception of English and maths, we do not deliver GCSEs and A levels. The only degrees we offer are teaching qualifications through the University of Huddersfield).

We are very clear that our role is to deliver technical education that complements the local academic offer which is provided by neighbouring schools and universities. This supports highly effective inter-dependent relationships between the College, our local schools and the University of Bradford. Our main course offer covers Entry level 2 to Level 3, with a small offer from pre-entry level to Level 2 and a growing offer of Higher Technical Qualifications at Levels 4, 5, 6 and 7.



THERE ARE FOUR KEY AREAS THAT WE DELIVER:

1. Access to Further Learning and Work (supporting students of all ages to develop key employability skills and gain English and maths qualifications up to Level 2)
2. Business, (including Leadership and Management), Travel
3. Care - Child, Health and Education
4. Digital and Creative

Other curriculum includes Floristry, Events Management and Tourism and E-sports. Delivery is from our main site in Saltaire and in community venues and on employer premises across Bradford district and beyond.

The college supports students in the most deprived quartile for FE Colleges nationally: a third of Study Programme students qualify for Free College Meals and around 70% of young students are experiencing economic deprivation.

The College provides technical Study Programmes, apprenticeships and Supported Internships for young students and provides opportunities for students to retake GCSEs in English and maths. At the point of entry, young students at the College have lower levels of English and maths than the average College. Only 25% of young students have both maths and English at Grade 4 or above compared to an average of 47% in the sector. 45% of the College's young students have not yet achieved both maths and English at Grade 4 or above.

Our Ofsted Reports are available to view [HERE](#)

WE ARE A WAVE ONE PROVIDER FOR T LEVELS AND OFFER ROUTES IN:

- Education and Childcare
- Health
- Business and Administration
- Craft and Design

We will introduce the T level in Media, Broadcast and Production in September 2025.

OUR STUDENTS

The College attracts young students from the immediate locale:

- 87% of our young students live within 7 miles of the College, with 35% living within 3 miles.

Our main feeder schools are very local to the College. Bradford is successful at retaining the talent of the young people who are educated in Bradford, with the majority of Shipley College students who progress to university securing places in Bradford, Leeds and Huddersfield, and going on to work in the district.

The College has a very strong reputation in the District for being highly inclusive: more than 1 in 3 of all students and 1 in 2 of our 16-18 year old students has a learning difficulty or disability and the College is very successful at securing positive outcomes for all students. We are also very proud to have a truly diverse student body which is highly representative of the demographic of Bradford District: around 57% of our students are from an ethnic minority group.

The College achieved Matrix re-accreditation in May 2023 for the period of 3 years.

4. OUR APPROACH TO PREPARING THE ACCOUNTABILITY STATEMENT

THE FOLLOWING DOCUMENTS INFORMED THE COLLEGE’S STRATEGIC PLAN AND THEREFORE THIS ACCOUNTABILITY STATEMENT:

POLICY DEVELOPMENT AND IMPLEMENTATION

- Get Britain Working White Paper – GOV.UK
- The DfE White Paper, ‘Skills for Jobs: Lifelong Learning for Opportunity and Growth’ (January 2021)
- The Skills and Post 16 Education Act, 2022 and the duty for all colleges to review their contribution to meeting skills needs
- Statutory requirement for governing bodies of institutions within FE to undertake a review of provision in relation to local needs under section 52B of the Further and Higher Education Act 1992 and to publish their findings on the website
- The Ofsted Enhanced Inspection Framework with the additional Skills judgement
- The West Yorkshire Local Skills Improvement Plan

[Future Ready Skills Commission \(WYCA\)](#)
[West Yorkshire Economic & Transport Insights Report](#)
[Bradford District Digital Strategy 2022 – 2027](#)
[West Yorkshire LSIP](#)
[Bradford District Anti-Poverty Strategy 22-27](#)

THE WIDER CONTEXT IN WHICH WE WORK

The climate crisis and focus on sustainability and green jobs

Ageing population and the increasing demand for Health and Social Care

Developments in technology and the impact of digitisation and automation on jobs

Career changes and the implications for flexible, lifelong training and the Lifelong Learning Entitlement

The Corporation approved Shipley College’s new Strategic Plan which covers the period 2025–2030. Objectives and targets in the Strategic Plan have been considered alongside the matters set out above, the LSIP priorities and other stakeholder contributions and are each reflected in this Accountability Statement.

Review of the accountability statement and sign off of plans has been added to the annual plan of activities and is overseen by the Director of Governance.

DISTRICT STRATEGIES/PLANS AND ACTIVITIES

[WYCA Labour Market Report 2024](#)
[West Yorkshire Local Growth Plan](#)
[WYCA work, health and skills plan](#)
[WYCA Employment and Skills Framework](#)
[Bradford District Plan 2021 – 25](#)
[Pioneering, Confident and Connected: An Economic Strategy for Bradford District 2018 – 2030](#)
[West Yorkshire Economic Recovery Plan](#)

OUR STAKEHOLDERS

SHIPLEY COLLEGE IS A KEY ANCHOR ORGANISATION IN THE DISTRICT AND IS WELL CONNECTED THROUGH AN EXTENSIVE, WELL ESTABLISHED AND COLLABORATIVE NETWORK OF CIVIC, EDUCATION, COMMUNITY AND EMPLOYER PARTNERS.

The College consults regularly with this network of partners in the design, development, delivery and evaluation of its programmes.

Our students, their parents and carers, colleagues and governors are key stakeholders. We use a range of different mechanisms to seek feedback on key issues such as the Accountability Statement and our Strategic Plan. We consulted with colleagues, governors, the Chamber of Commerce and other local providers in the preparation of this statement.

OUR WORK WITH OUR CIVIC PARTNERS

The College was a very active participant in the development, review and update of the Local Skills Improvement Plan, contributing to all of the Economic Recovery Board (ERB) led consultation events and workshops alongside other education and community providers.

The West Yorkshire LSIP has confirmed the following priorities:

- Health and Social Care
- Construction
- Logistics and transport/Distribution
- Low Carbon
- Financial and Professional Services
- Education
- Engineering and Advanced Manufacturing
- Creative Industries
- Digital and Technology

The LSIP also agreed the cross cutting themes of Net zero transition/Sustainability, STEAM, Transferable skills, Equality, Diversity and Inclusion, Leadership and Management, Digitisation and Automation. Shipley College delivers ASF (Adult Skills Fund) contracts managed by the West Yorkshire Combined Authority. The data around supply and demand to which the College contributes has been used to inform the development of the LSIP at district and city level.

Other civic partners in our network include:

- Bradford Council – Employment and Skills Team
- Shipley Town Council
- West and North Yorkshire Chamber of Commerce
- West Yorkshire Combined Authority
- Jobcentre Plus, Maximus and Skillshouse
- Leeds City Region Enterprise Partnership
- Our local member of Parliament

The Shipley College offer is made within the context of the Mayor of West Yorkshire, Tracy Brabin and her ten pledges which inform our planning:

- 5000 new affordable homes to be built by 2028
- Buses brought into local control and spades in the ground of a new tram system by 2028
- A “region of learning” with a new skills and training system and the West Yorkshire promise to deliver on soft skills
- A new strategy to tackle serious violence on our streets
- Access to culture and grass roots sports for every child in West Yorkshire
- A programme to insulate all social homes



Tracy Brabin, Mayor of West Yorkshire

OUR WORK WITH EDUCATION PARTNERS

ShIPLEY College is a member of the West Yorkshire Consortium of Colleges, involved in collaborative bids and projects such as the Sustainable Development Fund, Collaborative Apprenticeships, Skills Bootcamps and the LSIF that is delivering the LSIP. One such project, Let's Talk Real Skills, involved collecting detailed information from employers in the region about their current and future skills needs which contributed to the development of the LSIP.

In January 2025, the close relationship between the West Yorkshire Combined Authority, all of the region's further education colleges, including ShIPLEY College, and the West Yorkshire Consortium of Colleges was formalised through the signing of the [Further Education Compact](#).

The College has very close relationships with our neighbouring colleges, the Council's Education Department and the University of Bradford, and we meet regularly to discuss the emerging skills priorities for the district. Between the colleges, we ensure that we are regularly meeting the needs of the district, managing the quantity and range of offer, by skill and level, and providing a wide variety of progression opportunities.



We work closely with local schools and universities to ensure that our curriculum offer, Strategic Plan and Accountability Statement is complementary to the wider provision and that there are well defined progression routes with a clear line of sight to high value careers.

Other education partner groups include:

- Bradford Post 16 Provider Group
- Independent Training Providers
- Leeds Trinity University, Leeds Beckett University,
- University of Huddersfield
- Bradford SEND Strategic Partnership Board
- The Association of Colleges



OUR WORK WITH COMMUNITY PARTNERS

The College works with many community partners to deliver key outcomes around widening participation in education for people from under-resourced parts of the city by delivering key employability skills including English, maths, ESOL and digital skills in community outreach centres. These groups are consulted in the planning of the curriculum and the preparation of the Strategic Plan and Accountability Statement.

Community groups we work with:

- Meridian Centre
- QED
- Safety First
- Womenzone
- Community Works
- Karmand Centre
- Canterbury Advice Centre
- Velvet Mills
- West Bowling Advice Centre
- Bangladeshi Youth Organisation

OUR WORK WITH EMPLOYERS

The College continues to work very closely with a wide range of employers across multiple sectors. We have excellent and well established partnerships with key health employers, local businesses and complementary education providers such as schools, nurseries and universities.

The College delivers apprenticeships and Supported Internships with employers and was a wave one provider of T Levels. It plays a leading role in helping employers to understand and navigate the complex qualification and skills landscape.

Senior managers from the College sit on the sector Careers and Technical Education (CTE) panels and the Principal sits on the CTE Board. These opportunities to listen to the needs of employers are critical in ensuring that the College's offer continues to be relevant and forward thinking. The intelligence gleaned through these interactions helps to shape our response to the LSIP.

Each year the College hosts events for Bradford Manufacturing Week where employers have opportunities to meet with students and inspire them to consider a range of career opportunities in manufacturing.

Through the Centre of Excellence for Business, employers come into College to help students prepare for interview success by delivering master classes, giving feedback on CVs, and undertaking mock interviews.



Teaching staff spend time on employers' premises in order to update their skills and to keep up to date with current practices. Employers support in curriculum development and delivery ensuring that our training is industry relevant and current.

Employer-set briefs immerse students in real-world challenges, cultivating crucial skills and industry insights that demonstrably enhance their employability. Similarly, work placements offer students invaluable practical experience, skills development, and professional connections, significantly strengthening their career prospects. For employers, engaging with young people through placements provides fresh perspectives, early access to potential talent, and an opportunity to contribute to the community.

Employers' contributions to the planning, delivery and evaluation of the curriculum are invaluable in ensuring that the College's offer prepares students very well to progress into high value careers in their sectors. Co-designed courses for employers' current and future employees, ensure that the learning is directly applicable to the work environment and supports in work career progression.

We understand that many employers are struggling to recruit people with the skills they need for now and that they have concerns about meeting future skills needs. We recognise that the College has a unique role to play in supporting our employers to map out their future skills needs and provide training that will develop talent in the region, for the region and enable our businesses to grow and prosper.

VALUABLE TRANSFERABLE SKILLS

Employers told us that transferable skills are invaluable in the workplace and are difficult to come by, especially since the pandemic. Bradford employers have asked us to develop these employability skills and the West Yorkshire Mayor endorsed this with her West Yorkshire promise to develop so called “soft skills.” These align with the cross cutting theme of transferable skills in the LSIP and are embedded into our Future Leaders programme.

EMPLOYERS AND REPRESENTATIVE GROUPS WE WORK WITH

Employers include Lloyds Bank, Bradford District Care Trust, Bradford Teaching Hospitals NHS Foundation Trust, Bradford Council, ACS Business Supplies Ltd, Macmillan Cancer Support, Northern Rail, Exa Networks, Bradford Museums and Galleries, Incommunities, Yorkshire Housing, Goldsmith Bowers Solicitors, Care 24/7, itax Accountants, Tieva, Ashville Care Home, Hope Housing,

Future Transformations, GXO Logistics, Czajka Care, Beckfoot Trust, Hays travel, West Yorkshire Pension Fund, Bradford Community Broadcasting.

We host annual events including Apprenticeships Unlocked and Bradford Businesses Unlocked and support local events like Bradford Manufacturing Week. The Principal collaborated with Keighley College and the Council to launch the Bradford Leadership Programme in 24/25.

Senior leaders from the College are members of the following networks:

- Bradford Employment and Skills Board and Partnership
- Careers in Technical Education (CTE) Board and Sector Subgroups
- Centre for Workforce Excellence

SKILLS FOR EMPLOYMENT

Get the skills you need to THRIVE from EDUCATION to EMPLOYMENT.



COMMUNICATION

EFFECTIVE COMMUNICATION STANDS OUT AS THE MOST VITAL LIFE SKILL.

Clear, confident communication drives workplace effectiveness. Employers value colleagues able to present ideas precisely (verbally and in writing) and projecting confidence ensures clarity, minimises misunderstandings and builds credibility.

STEPS TO MASTERING POWER SKILLS

- Communicate with clarity and conciseness
- Practice and master active listening
- Be conscious of respect and dignity
- Choose the right medium
- Be inclusive
- Take in-board constructive feedback
- Share information: Be transparent and open
- Resolve conflict
- Practice clear written communication
- Use non-verbal communication: Be conscious of body language



CREATIVITY

EMPLOYERS VALUE A WORKFORCE THAT IS CREATIVE, OPEN-MINDED, CURIOUS, AND OBSERVANT.

A creative approach inspires problem-solving, fosters innovation and enhances organisational success.

STEPS TO MASTERING POWER SKILLS

- Think Creatively: Be curious, value experimentation
- Find Inspiration: Look right, connect with others, observe, and try new things
- Use Creative Tools: Brainstorm, mind maps, and apply techniques
- Structure Your Approach: Dedicate time, create an inspiring task and enforce constraints
- Real Blocks: Take breaks, seek support, value experimentation
- Share and Improve: Communicate ideas clearly, welcome feedback and refine your solutions
- Encourage Creativity: Promote free thinking, reward innovation and facilitate collaboration.



CRITICAL THINKING SKILLS

EMPLOYERS VALUE STAFF WHO CAN INTEGRATE LOGIC, REASONING, AND SELF-REFLECTION

These skills are essential in various workplace situations. Applying these skills enables individuals to connect ideas, evaluate arguments, identify mistakes and solve complex problems.

STEPS TO MASTERING POWER SKILLS

- Analyzing: Assumptions, information, biases and patterns
- Reasoning: Deduction, perspectives, arguments and evidence
- Questioning: Curiosity, challenging and clarifying
- Practicing: Consistency
- Problem-Solving: Defining, generating, evaluating and implementing
- Deciding: Reflecting and being open
- Being Self-Aware: Recognising bias, using feedback and reflection



DECISION MAKING

STRONG DECISION-MAKING SKILLS ARE HIGHLY VALUED BY EMPLOYERS.

They seek individuals who can recognise and understand problems requiring solutions and then determine the most effective course of action.

SHARPEN WORKPLACE DECISIONS: CORE ACTIONS

- Understand: Define, gather, explore, evaluate, decide, implement and review
- Analyze: Use data, facts, logic, identify patterns, risks
- Connect: Understand with others, build consensus
- Practice & Learn: Start small, reflect, seek feedback, stay updated and experiment
- Know Context: Company culture, goals, stakeholders
- Manage Risk: Assess, plan, adapt
- Communicate: Be clear, persuade and listen



PROBLEM SOLVING

EMPLOYERS VALUE YOUR ABILITY TO APPROACH AND SOLVE WORKPLACE CHALLENGES LOGICALLY.

They appreciate when you take independent initiatives to find solutions, even when you do not have all the answers right away. This skill demonstrates your critical thinking and resilience in work environments.

STEPS TO MASTERING POWER SKILLS

- Define the Problem: Understand the core issue
- Gather Information: Collect relevant data
- Identify Root Causes: Find the fundamental reasons
- Evaluate Options: Analyze feasibility and impact
- Select the Best Solution
- Develop an Implementation Plan
- Put the plan into action
- Monitor and Evaluate
- Reflect and improve



LEADERSHIP

SHOWING LEADERSHIP QUALITIES LIKE ADAPTABILITY AND FLEXIBILITY IS KEY TO CLIMBING THE CAREER LADDER.

Strong leaders often embody the majority, if not all, of the other essential employability skills. Leaders inspire and motivate, they tackle problems, make sound decisions and communicate effectively.

KEY LEADERSHIP ACTIONS

- Know Yourself: Understand your values, strengths, and weaknesses
- Inspire Vision: Develop and communicate a clear direction
- Communicate Clearly
- Motivate Others
- Empower Your Team: Trust, delegate effectively
- Develop Talent: Mentor, coach, provide growth opportunities
- Build Connections: Foster strong relationships with all
- Decide Well: Make timely, informed decisions
- Solve Problems
- Be Adaptable
- Act Ethically: Lead with integrity and set a positive example
- Keep Growing: Stay curious and learn continuously



BEING PROACTIVE

EMPLOYERS HIGHLY VALUE INITIATIVE.

Independently addressing needs, anticipating problems, and volunteering beyond your role shows a willingness to learn and grow. Lack of initiative can raise concerns about your contribution in the workplace.

STEPS TO BECOME MORE PROACTIVE IN THE WORKPLACE

- Understand Goals: Know your objectives
- Anticipate: Think ahead about risks and challenges
- Take Initiative: Propose solutions and act
- Seek Information: Stay informed
- Offer Solutions
- Manage Time
- Communicate Proactively: Keep others informed
- Add Value: Go beyond your core role
- Seek Improvement: Optimise and learn
- Build Relationships: Foster trust through communication
- Be Accountable: Own your work
- Reflect and Adapt: Assess and adjust your approach
- Communicate Proactively: Keep others informed



RESILIENCE

EMPLOYERS VALUE YOUR ABILITY TO BOUNCE BACK FROM WORKPLACE CHALLENGES AND SETBACKS.

It reflects your ability to maintain composure under pressure. Your adaptability in the face of change, along with your eagerness to learn and grow from constructive feedback.

STEPS TO MASTERING POWER SKILLS

- Self-Awareness: Understand your emotional responses
- Strong Connections: Cultivate supportive relationships
- Self-Care: Prioritize rest, eating, and hydration
- Positive Outlook: Focus on control and learning
- Resilient Goals: Break down tasks and celebrate wins
- Problem-Solving: Learn effective strategies
- Stress Management: Practice techniques, build in quiet time
- Embrace Change: Develop flexibility
- Learn From Setbacks: View failures as learning
- Seek Support: Don't hesitate to ask for help
- Practice Gratitude: Acknowledge the positives
- Sense of Purpose: Connect with the meaning of your work



SELF-MANAGEMENT

EMPLOYERS VALUE YOUR ABILITY TO WORK INDEPENDENTLY.

By effectively managing your workload and taking ownership, you can build confidence in your ability to meet deadlines by demonstrating hard work, reliability and organisation.

STEPS TO MASTERING POWER SKILLS

- Self-Awareness: Understand your work style
- Goal Setting
- Time Management: Prioritize tasks
- Organization: Keep tidy and use tools
- Proactive Planning: Anticipate and plan
- Demeanor: Be responsible
- Communication
- Energy Management: Recharge wisely
- Feedback: Seek and use input
- Problem-Solving: Address challenges
- Self-Discipline: Stay focused
- Continuous Learning



TIME MANAGEMENT

EMPLOYERS GREATLY VALUE YOUR ABILITY TO EFFECTIVELY PLAN AND MANAGE YOUR TIME.

Ensuring that tasks are completed efficiently and deadlines are respected. Punctuality is also important, as it demonstrates your reliability and commitment.

STEPS TO MASTERING POWER SKILLS

- Set Goals & Priorities
- Plan Your Day/Week: Create to-do lists and break down tasks
- Focus on high-impact tasks
- Time Blocking: Structure specific work periods
- Eliminate Distractions: Minimize interruptions in the workplace
- Batch Similar Tasks
- Delegate When Possible
- Utilize Technology Wisely: Use productivity and project tools
- Take Regular Breaks: Boost focus and prevent burnout
- Learn to Say "No": Politely decline non-essential requests
- Review and Adjust: Improve your strategies
- Practice the "Two-Minute Rule": Complete quick tasks immediately



“OUR PEOPLE ARE OUR GREATEST ASSET”

Leon Oakley, People Manager, ACS Business Supplies

5. THE CONTRIBUTION WE MAKE TO LOCAL, REGIONAL AND NATIONAL PRIORITIES

THESE ARE THE SECTORS WHICH NATIONALLY WILL SEE HIGH VOLUMES OF VACANCIES WHICH ARE EXPECTED TO INCREASE; HAVE LONG-TERM STRUCTURAL BARRIERS TO RECRUITMENT, RETENTION, AND PROGRESSION; ARE IMPORTANT IN PROVIDING OPPORTUNITIES FOR EMPLOYMENT IN KEY GROWTH AREAS SUCH AS GREEN JOBS, THE CREATIVE INDUSTRIES, AND SCIENCE AND TECHNOLOGY (INCLUDING AI AND QUANTUM COMPUTING).

The Government has agreed the following National Skills Priorities:

- Advanced Manufacturing
- Creative Industries
- Defence
- Digital and Technologies
- Financial Services
- Life Sciences
- Professional and Business Service
- Clean Energy Industries
- Construction
- Health

At national level FE Colleges have been directed to prioritise the following courses and qualification types:

- T levels
- Apprenticeships
- Free Courses for Jobs
- Skills Bootcamps
- Higher Technical Qualifications (HTQs)
- English and maths to Level 2
- Digital skills to Level 1
- Progression pathways from low levels

The College provision is aligned with the LSIP into the following departments:

- Access to Employment (supporting students of all ages to develop key employability skills and gain qualifications up to Level 2)
- Business (including Leadership and Management)
- Care (including Childcare, health and social care and education)
- Digital and Creative Industries

We support the LSIP through focussing on these key sectors:

- Health and Social Care
- Low Carbon
- Education
- Creative Industries
- Digital and Technology

WE HEAR THE VOICE OF EMPLOYERS CALLING

For not only technical and managerial expertise but also crucial wider employability skills like communication, teamwork, and problem-solving.

WE WELCOME EMPLOYERS

To join us in a powerful collaboration, co-creating a cutting-edge curriculum that anticipates and meets their evolving skills needs.

WE COMMIT TO STANDING SHOULDER-TO-SHOULDER WITH EMPLOYERS

On an ambitious journey, navigating the skills landscape together to ignite growth, secure their medium-term stability, and fuel their long-term prosperity.

WE UNDERSTAND THE DIVERSE FABRIC OF OUR COMMUNITY

And are committed to tackling core English, maths, ESOL, and digital skills gaps, empowering more individuals to access meaningful work, high-value careers, and greater social mobility.

WE ARE EXCITED BY THE POSSIBILITIES OF LIFELONG LEARNING

Envisioning a future where individuals are empowered to continuously develop their skills, confidently navigate career transitions, and access expert guidance at every stage of their professional journey.

WE WILL WORK HAND-IN-HAND WITH INDIVIDUALS AND BUSINESSES

In a united effort to ignite aspirations, tear down barriers, and create a prosperous and thriving district.

WE ARE PROUD TO BE UK CITY OF CULTURE 2025

Knowing that our rich diversity is not just an asset, but the very source of our collective strength, our unique value, and our unwavering spirit!



UPDATE ON OUR 24/25 ACTIONS

CELEBRATING OUR DIVERSITY

Shipley College is proud to be a place where everyone is free to be their authentic selves and where individuality is valued and respected. The College has an incredibly diverse student and staff body, recruiting from all across Bradford and the surrounding areas. We continue to champion diversity across our wider stakeholder groups and have increased the diversity of both our Corporation and staff through our recruitment activities.

AN AMBITIOUS PLAN FOR THE FUTURE

We are thrilled to announce the launch of our ambitious Strategic Plan for 2025-2030, a roadmap for the future shaped by extensive collaboration. This comprehensive plan reflects the invaluable insights and perspectives gathered through meaningful engagement with a wide range of internal and external stakeholders, including vital consultations with employers, community partners, dedicated staff, enthusiastic students, and key education providers. Together, we have forged a shared vision that will guide our efforts and ensure we continue to serve our community effectively and innovatively over the next five years.

DELIVER TOWN'S FUND CAFHT BUILDING

Exciting progress is underway for our Town's Fund building project in the heart of Saltaire! Working closely with the Town's Fund Board, we're on track to break ground this autumn, 2025. With focused effort and dedication, we anticipate the building will be completed in time to welcome our students through its doors in September 2025, marking a significant step forward for our community and our students.

CONTINUED GROWTH IN OUR 16-18 STUDENT NUMBERS

Our 16-18 student population continues to grow, reflecting our commitment to providing relevant and high-quality education. This year has seen the exciting launch of new T Levels in Management and Administration, as well as Craft and Design, expanding the range of career-focused pathways available to our students. We are actively meeting the diverse needs of our local community through an enhanced Level 1 offer, introducing engaging options in Art, E-sports, and Business to provide a strong foundation for future success.

FORGING FUTURES: CONNECTING STUDENTS WITH THE WORLD OF WORK

Employer Engagement:

Our strong partnerships with local schools, businesses and regional employers continue to provide opportunities for students of all ages to learn what it takes to become successful in the workplace, through initiatives like 'Apprenticeships Unlocked' and 'Bradford Businesses Unlocked' (BBU).

BBU launched successfully in March, engaging hundreds of schoolchildren and students across the College's in masterclasses and insight events across the City region with key employers such as Morrisons, HMRC, and Yorkshire Water to enhance work readiness and careers education, advice and guidance.

Our Industry Weeks provide the focussed time for our students to work with innovators, entrepreneurs, thought leaders and industry titans. Whether an E-Sports expert, a Content Creator or a future Midwife, our innovative approach to connecting students with sector-leading industry experts has ignited passions, broadened horizons, and provided invaluable insights into diverse career pathways, directly from those shaping the future of their fields.

Our students learn to dream big through their interactions with inspirational, local and regional employers.

On average, our students benefit from seven opportunities each year to develop their professional network, industry credibility and hands-on skills, learning what it takes to become a real success in their chosen field and gaining invaluable 'CV ready' experience when working on industry-standard employer set briefs and projects.

LEADING THE WAY IN HEALTHCARE TRAINING: A MODEL OF NHS PARTNERSHIP

We are West Yorkshire's leaders in Healthcare training - proud to work in true partnership with the NHS. Our students lead the way as NHS T-Level Cadets, a model of immersive on-site work experience that has been rolled out across many other parts of the country.

Our world class clinical simulation facilities and expert trainers mirror the pedagogical and technical practices used by the NHS to prepare our students for service as Oncologists, Midwives, Nurses and Physiotherapists. Whether it is our 3 A-Level equivalent T Level students, those accessing Higher Education later in life, or the work that we do to support training existing NHS staff into roles with more responsibilities, there is no better learning environment than Shipley College to rehearse responses to high risk clinical and healthcare situations, in a de-risked and managed simulated environment.



SALTAIRE INSTITUTE - A NEW WAY OF LEARNING FOR ADULTS

Our commitment to lifelong learning is evident in our refreshed adult education offer, designed to provide a holistic and stimulating experience that actively supports in-work progression, retraining, and career changes. Through the newly launched Saltaire Institute, we are expanding access to higher-level technical qualifications and professional programmes. Every Tuesday and Thursday evening, our campus transforms into a vibrant adult learning hub where individuals come from work to pursue teacher training, leadership and management programmes, gain essential maths and English qualifications, and explore new passions like floristry and horticulture – all aimed at facilitating career advancement and successful transitions.

PIONEERING PEDAGOGY AND EMPOWERING EDUCATORS THROUGH AI AND AR

We are at the forefront of educational innovation, equipping our staff to revolutionise teaching and learning through the strategic integration of AI and AR technologies. Our dedicated training on utilising immersive rooms fosters dynamic and engaging delivery of curriculum, breathing new life into traditional subjects. Simultaneously, our investment in AI tools is strategically designed to alleviate administrative burdens, streamline planning and assessment, and ultimately enhance staff wellbeing, allowing our educators to focus on what they do best: inspiring and preparing our students for the future landscape of work.

EMPOWERING OUR COMMUNITY: EXPANDING ACCESS TO ESSENTIAL SKILLS AND INSPIRING LIFELONG LEARNING

The College continues to make significant contributions to widening participation, promoting lifelong learning, and supporting progression into and through work with considerable investment in much needed provision in English, maths, ESOL (English for Speakers of Other Languages), and digital skills. We have expanded our network of partnerships throughout our community, overcoming barriers to participation for those who need it most.

EMBRACING BRADFORD 2025: VOLUNTEERING AND LEGACY BUILDING

We are seizing the extraordinary opportunities presented by Bradford’s City of Culture year to not only actively participate but also to lay a robust foundation for a lasting legacy beyond 2025. Demonstrating this commitment, we have empowered over 180 staff members as trained volunteers and implemented day release to facilitate their crucial support of City of Culture events. Furthermore, our students are playing a vital role, having been trained to operate a call centre aiding volunteer recruitment efforts. Our enduring legacy will be embedded within our People and Culture strategy, ensuring the continuation of meaningful volunteering opportunities. Additionally, our collaboration with Age of Wonder on the Born in Bradford data collection underscores our dedication to understanding and investing in our youth population, a key element of our long-term cultural impact.



CHAMPIONING SUSTAINABILITY: EMBEDDING THE UN SDGS AND BUILDING ON NATIONAL RECOGNITION

Building upon our recognition as a “pioneering college in sustainability” by the AOC in 2024, we are committed to deepening our sustainability journey and fully embedding the UN’s Sustainable Development Goals (SDGs) into the very fabric of our college culture. Our recent achievement of advancing from the Silver to the Gold award with the EAUC underscores our tangible progress and unwavering dedication to environmental responsibility and a sustainable future.



OUR KEY SMART TARGETS FOR 2025/26

OBJECTIVE	LINK TO LSIP SECTOR PRIORITIES AND CROSS CUTTING THEMES	LINK TO COLLEGE'S STRATEGIC PLAN
To successfully complete the construction of the Town's Fund CAHFT building ready for the 2025/2026 academic year.	Health and Social Care Digital and Technology Creative Industries	Investing in our Future
To launch the 2025-2030 Strategic Plan	To deliver the LSIP	Strategic Plan 2025 - 2030
To grow Shipley College's reputation as the lead provider for Health	Health and Social Care	Life Changing Learning
To establish and promote Shipley College as a Centre of Excellence for SEND provision.	Equality, Diversity and Inclusion	Life Changing Learning
To enhance teaching and learning facilities for childcare	Education	Investing in our Future
To build the College's reputation as an employer of choice	To deliver the LSIP	Partnering for Prosperity Empowering our People
To grow our apprenticeship numbers	Health and Social Care Education	Life Changing Learning Partnering for Prosperity
To continue to develop our portfolio of work related activities that prepare young people for employment	Health and Social Care Education Creative Industries Digital and Technology	Partnering for Prosperity Life Changing Learning
To further increase community based delivery of English, maths and ESOL to enable those with no or low qualifications to gain essential skills for life and employment	Equality, Diversity and Inclusion	Unlocking Bradford's Potential
Explore new opportunities to develop Bootcamps	Health and Social Care Education	Life Changing Learning

LOCAL NEEDS DUTY

THE CORPORATION HAS FULFILLED THE STATUTORY LOCAL NEEDS DUTY TO REVIEW HOW WELL THE PROVISION MEETS LOCAL NEED AND CONSIDER WHAT ACTIONS MAY BE TAKEN TO BETTER MEET THOSE NEEDS.


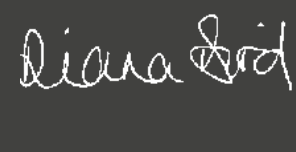
In 24/25 the College has worked with Stakeholders in the development of a new Strategic Plan, which covers the period 2025 – 2030. The development of the new strategy was launched in October 2024, involving representatives from local schools, colleges, universities, businesses, community groups, the Corporation, college staff, students, Bradford 2025, the Council, and others. Amongst the speakers at our October launch were the Chamber of Commerce, industry representatives, the Association of Colleges, Bradford 2025, the Council and there was significant opportunity for discussion and contribution. Initial headlines and subsequently drafts were shared for feedback and the Plan has gone through a series of reiterations.

The Corporation has overseen the development of the Strategic Plan and signed off the new plan on the 13th May 2025. A full review of the strategic Plan will take place after three years. An annual review of the curriculum and how this meets the needs of the district is undertaken by the Corporation each year.



On behalf of the Shipley College corporation, it is hereby confirmed that the College Accountability Statement reflects an agreed statement of purpose, aims and objectives as approved by the corporation at their meeting on 13th May, 2025.

Signed by Chair of the Corporation, and Principal and CEO

The plan will be published on the College's website within three months of the start of the new academic year and can be accessed via this link:

 shipley.ac.uk/corporate

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