

STRATEGIC PLAN

2025/30

LIFE-CHANGING LEARNING



FOREWORD DIANA BIRD

PRINCIPAL & CEO, SHIPLEY COLLEGE



I am delighted to launch our new Strategic Plan 2025–2030, which sets out an ambitious vision for how Shipley College will continue to transform lives through learning, and play a leading role in developing the skills our region needs for the future.

At the heart of this plan is our commitment to life-changing learning. We will deliver an outstanding, skills-focused curriculum that raises aspirations, supports wellbeing, and prepares every student for meaningful and sustainable careers. By working closely with employers and community partners, we will ensure our offer is aligned with Bradford's growth sectors and the evolving demands of a rapidly changing world.

Our strategy also looks outward, recognising our role as an anchor institution for the district. From widening access to learning in underrepresented communities, to developing new pathways into high-quality jobs, we will be a catalyst for opportunity, inclusion, and social mobility. At the same time, we will invest in our people, our facilities, and our historic campus in Saltaire, ensuring Shipley College remains a vibrant, sustainable place to study and work.

This plan looks not only at the next five years, but far beyond, setting out how we will shape Bradford's long-term future. By walking side by side with students, colleagues, employers, and our wider community, we will nurture talent, strengthen opportunities, and build a district that is welcoming, ambitious, and ready to thrive.



OUR FIVE STRATEGIC OBJECTIVES:

- LIFE-CHANGING LEARNING
- PARTNERING FOR PROSPERITY
- UNLOCKING BRADFORD'S POTENTIAL
- EMPOWERING OUR PEOPLE
- INVESTING IN OUR FUTURE

FOREWORD COUNCILLOR SUSAN HINCHCLIFFE

LEADER, BRADFORD COUNCIL



Bradford is a district defined by energy, youth, and ambition. Being the City of Culture has given us a huge boost, we are harnessing this momentum to launch transformative, forward-thinking projects that will reshape our

transport infrastructure, housing landscape, and environmental footprint. This is more than progress, it's the beginning of a bold new chapter in Bradford's remarkable story.

At the heart of this transformation are our people. Their talent, creativity, and resilience will drive our district forward. By aligning education with the evolving needs of our local economy, from digital innovation and healthcare to the creative industries and sustainability, we are equipping our residents with the skills and confidence to thrive in a changing world.

Our strategic partnership with Shipley College is central to this mission. With a dynamic curriculum and a proven track record of delivering excellent outcomes, the College is a vital engine of opportunity for both employers and communities across the district.

Together, we are building clear, accessible pathways into high-quality careers, apprenticeships, and entrepreneurial ventures. This is especially vital for our vibrant youth population and for residents seeking to elevate their employment prospects. Education is not just a tool, it is the bridge between regeneration and opportunity, ensuring that every individual can contribute to and benefit from Bradford's renewal.

As Leader of the Council, I am deeply committed to this shared vision. Our continued collaboration with Shipley College will help shape a Bradford that is resilient, inclusive, and future-ready. A district where learning unlocks opportunity, and opportunity fuels pride, prosperity, and enduring growth.

SHIPLEY COLLEGE'S MISSION STATEMENT:

TO BE A BEACON OF OPPORTUNITY, TRANSFORMING LIVES THROUGH LEARNING

SHIPLEY COLLEGE'S VALUES:

THRIVE

TRANSFORMATIONAL:

We champion lifelong learning, leading by example and fostering a culture of growth for all.

HERITAGE:

We value our history and invest in our future.

RELATIONSHIPS:

We build strong partnerships and work together to achieve shared goals.

INCLUSION:

We foster a welcoming, caring, and equitable environment for everyone.

VISION:

We inspire and support the pursuit of personal and professional ambitions, responding to a rapidly changing world.

EXCELLENCE:

We are dedicated to delivering exceptional education and achieving outstanding outcomes.

STRATEGIC AIM ONE: LIFE-CHANGING LEARNING

TO DELIVER AN OUTSTANDING STUDENT EXPERIENCE THROUGH AN AMBITIOUS, SKILLS-FOCUSED CURRICULUM THAT TRANSFORMS LIVES.

We believe education is life-changing. We recognise its transformative power in addressing social inequalities, improving employment prospects, increasing earning potential, and fostering happier lives. We are committed to providing high-quality, relevant, and accessible learning opportunities through a skills-led curriculum that empowers individuals, businesses, and our community to thrive.

We provide an ambitious, life-changing learning journey for every student, encompassing academic success, personal development, mental wellbeing, and career readiness. We embrace diversity and celebrate the unique contributions of all students, including those with SEND, adult students, and those in Foundation Learning. We are committed to consultation and collaboration with students, ensuring their voices shape their experience. We prioritise creating a safe and supportive environment where students can flourish. This strategy is driven by a deep commitment to social justice and ensuring that everyone has the opportunity to reach their full potential.

ACADEMIC SUCCESS:

We are committed to outstanding achievement for all student groups and will proactively promote full attendance.

INDUSTRY-LED CURRICULUM:

We will deliver a relevant, job-linked curriculum informed by industry and supported by passionate, high-quality teachers. We will regularly review and refresh our curriculum to ensure its relevance to the skills needs of individuals, businesses, and the community. This includes actively aligning with strategies and policies such as the Local Skills Improvement Plan (LSIP) and collaborating with regional partners, including WYCA, WYCC, and partner schools, to deliver a complementary curriculum offer that avoids duplication and maximises opportunities for students. Our robust curriculum development and review processes will guarantee relevant, up-to-date programmes aligned with industry needs.

DEEPENING EMPLOYER ENGAGEMENT AND INDUSTRY IMMERSION:

We will co-design dynamic curricula with employers, embedding real-world experience through workshops, placements, industry immersion weeks, and employer-led projects. We will deliver targeted programmes equipping students with essential employability skills, including 'green skills,' underpinned by a strong focus on English, maths, and digital.

CAREER PATHWAYS:

We will establish clear career pathways across all programmes, integrating industry skills and experience of the world of work, and provide comprehensive careers guidance to support informed decisions.

SECTOR LEADERSHIP:

We will continue to lead on healthcare training, supplying vital skilled professionals. We will strategically grow our creative industries curriculum, supporting the regional economy. For Foundation Learning students, we will maintain an ambitious curriculum focused on progression to employment and independent living. We will establish a regional Centre of Excellence for professionals who support students with learning difficulties and disabilities.

WE ARE COMMITTED TO PROVIDING HIGH-QUALITY, RELEVANT, AND ACCESSIBLE LEARNING OPPORTUNITIES.





EXPANDING OPPORTUNITIES FOR ADULTS:

We will broaden our adult learning provision with diverse courses and flexible options like part-time, evening, and online study, catering to varied needs for upskilling and personal growth.

TECHNOLOGY-ENHANCED LEARNING:

We will effectively integrate technology with modern resources to enhance learning in both college and real-life settings by strategically investing in advanced technologies and comprehensive training.



LGBTQIA+ pride event.

INCLUSIVE AND DIVERSE COMMUNITY:

We are committed to fostering a culture where everyone feels valued, respected, and empowered to be their authentic selves. We celebrate the rich diversity of our community, recognising that our differences are a source of strength. We strive to create an inclusive environment where all individuals can thrive, contribute their unique perspectives, and reach their full potential.

VIBRANT COLLEGE ENVIRONMENT:

We cultivate a beautiful and inspiring learning environment, leveraging our unique historic Saltaire location with modern, accessible facilities. We take our responsibility as custodians of our historic buildings very seriously, and will ensure that we preserve the integrity of our estate and its unique position within a UNESCO World Heritage site.

PERSONAL DEVELOPMENT:

We offer a diverse range of college activities that build personal growth, leadership, social skills, and cultural capital, and champion the development of 'green citizens'. Our curriculum is designed to develop confidence, resilience, and essential skills for future learning and work.

MENTAL WELLBEING:

We will embed wellbeing into our culture, providing training for colleagues and fostering open conversations around mental health, raising awareness and encouraging support-seeking. We will provide personalised support to students facing mental health challenges.

STUDENT VOICE AND AGENCY:

We will actively seek student feedback across the College, empower a strong Student Council to represent their interests, and ensure student representation on key college committees and decision-making processes.



The Learning Support Team.



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.

We recognise the vital role businesses play in regional economic growth and job creation. We commit to building strong, impactful partnerships with local, regional, and national businesses, aligning our plans to meet their evolving needs and contributing to a thriving economy.

We understand that business success is intrinsically linked to community prosperity, and we are dedicated to providing the skills and talent pipeline that fuels that success.

ALIGNING WITH REGIONAL PRIORITIES:

We will actively align our strategies with district, regional and national strategies such as the Local Skills Improvement Plan (LSIP) and focus on skills training for key employment sectors. Our programme development, which will be regularly updated, will be informed by data-driven insights to address current and future skills gaps in the region to prepare individuals for successful, sustainable careers.

BUILDING IMPACTFUL BUSINESS RELATIONSHIPS:

We will cultivate strong relationships with businesses, implementing an account management approach for key partners that nurture strong connections between businesses and the College and result in impactful action.

STRONG EMPLOYER PARTNERSHIPS ARE CENTRAL TO OUR MISSION TO DELIVER 'LIFE-CHANGING LEARNING'

ANTICIPATING FUTURE SKILLS NEEDS:

By forging strong, ongoing partnerships with industry leaders, we will proactively identify and address future skills demands. We expect that advances in technology will only further highlight the importance of interpersonal and creative skills. Robust future skills foresight research and in-depth analysis will be central to informing our curriculum development and ensuring our offer remains relevant and ahead of the curve, equipping our students with the skills needed for tomorrow's workforce.

PROVIDING ONGOING LEARNING OPPORTUNITIES:

We will strategically partner with businesses to co-create employee development programmes, delivering impactful training solutions that directly address evolving skills needs and driving organisational success. Recognising the pivotal role of strong leadership, we will offer specialised and transformative leadership and management development programmes designed to cultivate visionary leaders and high-performing management teams, unlocking the full potential of our partners' workforce and fuelling sustained growth.

SUPPORTING RECRUITMENT AND TALENT PIPELINES:

We will actively connect our students and alumni with employment opportunities within partner businesses, establishing transparent learning journeys that transition individuals into meaningful careers.

To further strengthen talent pipelines, we will expand our adult and apprenticeship programmes, ensuring our students are well prepared to progress into high-demand roles.

PRINCIPAL & CEO DIANA BIRD WITH
SONIA PATEL (L) AND LUCY RATCLIFFE (R)



STRATEGIC AIM THREE: UNLOCKING POTENTIAL

TO BE A CATALYST FOR REGION-WIDE COMMUNITY TRANSFORMATION, EMPOWERING INDIVIDUALS AND ORGANISATIONS THROUGH ACCESSIBLE, RELEVANT, AND IMPACTFUL LEARNING OPPORTUNITIES.

We recognise our vital role as an anchor institution within the community. We commit to actively engaging with and supporting our diverse community, ensuring access to learning opportunities for all and contributing to the social and economic prosperity of the district. We believe in the talent within our community and are dedicated to providing pathways for lifelong learning and skills development.

ENABLING ACCESS TO LEARNING

We will expand access to learning within our community by delivering courses directly within local neighbourhoods and offering a diverse range of flexible learning options to suit individual needs. Through targeted outreach programmes, we will actively engage under-represented groups and provide dedicated support to enable their progression onto increasingly formal courses, empowering them to gain valuable qualifications, skills, and knowledge for sustainable advancement and long-term success.

SKILLS DEVELOPMENT AND EMPLOYABILITY:

Regular community skills audits will inform bespoke training programmes tailored to local employers' needs. We will facilitate work experience and offer lifelong learning support and comprehensive careers guidance.

WE WILL BE A SAFE AND SUPPORTIVE SPACE FOR ASYLUM SEEKERS AND REFUGEES SEEKING GUIDANCE AND EDUCATION.

STRENGTHENING COMMUNITY PARTNERSHIPS:

We will build strategic partnerships with community organisations and create platforms for community input. Collaborative funding bids and shared resources will maximise community benefit. We will provide comprehensive careers guidance and lifelong learning support, empowering individuals to navigate career pathways and continuously develop their skills.

PROMOTING INCLUSIVITY AND DIVERSITY:

We will prioritise local recruitment to reflect our community and provide visible role models for students. Actively celebrating the diversity within the college will foster a welcoming and inclusive environment for everyone. Ensuring universal accessibility across our facilities, programmes, and services remains paramount.

RAISING AWARENESS AND CELEBRATING SUCCESS:

We will showcase student achievements and the impact of learning through community events and proactive engagement with regional press and digital channels. By actively highlighting success stories, we will raise awareness of the significant social and economic benefits of education within the wider community.



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.

Our people are our greatest asset. We are committed to creating a thriving and inclusive culture where every member of the Shipley College community feels valued, supported, and empowered to reach their full potential. Just as we strive to provide an exceptional learning experience for our students, we are equally dedicated to fostering a positive and rewarding environment for our colleagues. The values of kindness, compassion, and professionalism that we uphold for our students are the same values we champion within our team.

ATTRACTING, RETAINING, AND DEVELOPING TALENT:

We will implement inclusive recruitment practices to attract and enable diverse candidates who share our values. We commit to providing comprehensive learning and development opportunities for continuous growth and career advancement, access to industrial updating for teachers and training on innovative technologies.

FOSTERING A CULTURE OF WELLBEING:

We recognise that the health and happiness of our workforce is critical to our collective success. We will foster a culture where employee wellbeing is intrinsically linked to every aspect of our operations and decision-making.

BUILDING A STRONG AND SUPPORTIVE COMMUNITY:

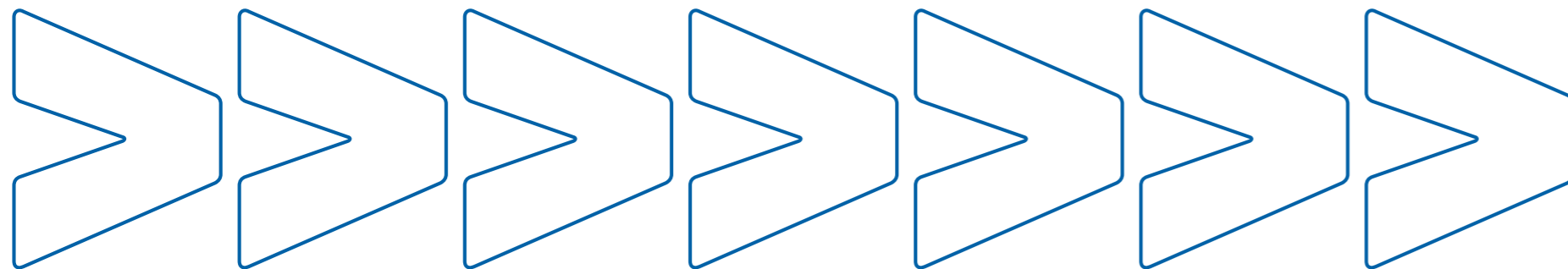
We will define and promote professional behaviours and relationships, developing initiatives that promote empathy and respect, and foster connections between colleagues.

PROMOTING FLEXIBLE AND INCLUSIVE WORK PRACTICES:

We are committed to embedding flexible working practices wherever operationally possible. We will ensure transparency and equity through collaborative work practices, workload analysis to ensure fair distribution, and the development of annual workloads for teaching colleagues. We will promote innovation across all college areas, from teaching to operations, and continue to invest in technology to create exciting and inspirational working practices

RECOGNISING AND REWARDING CONTRIBUTIONS:

We will ignite a culture of appreciation by implementing a dynamic and impactful Colleague Recognition Programme designed to spotlight and celebrate achievements at all levels. We will celebrate the accomplishments of our colleagues and champion positive contributions across the organisation.



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.

We recognise that sound financial management is essential to achieving our strategic objectives and fulfilling our mission of transforming lives through learning. We commit to ensuring the long-term financial sustainability of the College, enabling us to invest in our people, facilities, and programmes, ultimately delivering an exceptional learning experience for our students and contributing to the prosperity of our community.

FINANCIAL SUSTAINABILITY AND RESILIENCE:

We will implement robust budget management for efficiency and control. Long-term financial plans will align with strategy, and the anticipation of risk. We will actively manage financial risks with controls. Regular value for money reviews will ensure efficiency, and we will comply with MPM rules. Benchmarking against other colleges will drive improvement.

DIVERSIFICATION OF INCOME STREAMS:

We will explore and develop commercial activities and actively pursue funding opportunities through grants, bids, and strategic partnerships to diversify our income.

STRATEGIC INVESTMENT IN PRIORITIES:

We will prioritise investment in the enhancement of our estate with the Towns Fund build, teaching and learning, student support services, technology infrastructure, and community and business engagement to support our strategic goals.

FINANCIAL TRANSPARENCY AND ACCOUNTABILITY:

We will provide clear financial reports to all stakeholders and ensure compliance through regular audits. Robust financial policies and procedures will guide decisions and maintain accountability.

EFFICIENT RESOURCE ALLOCATION:

We will implement cost control measures and develop a transparent resource allocation model aligned with our priorities, alongside sustainable procurement practices.

FINANCIAL SKILLS DEVELOPMENT:

We will provide financial literacy training for colleagues and invest in the professional development of our finance team to enhance financial management skills.

SYSTEMS OF GOVERNANCE AND ACCOUNTABILITY:

We will streamline operational systems, adopting a "right first time" approach, user-centric design to ensure seamless data flow and improve reporting. We will uphold high standards of governance and are committed to ensuring a robust and effective governing body. We will undertake regular governance reviews and provide governance training to promote ethical conduct, regulatory compliance and ensure financial transparency for all stakeholders.

CHAMPIONING SUSTAINABILITY: WE ARE COMMITTED TO BRADFORD'S AMBITIONS TO ACHIEVE NET ZERO EMISSIONS BY 2038 AND INVESTING IN A SUSTAINABLE ESTATE, MODERNISING WHILE PRESERVING THE HERITAGE OF OUR UNESCO WORLD HERITAGE SITE.



ShIPLEY College is proud to have been the first college in the world to sign up to the United Nations' SDG Accord



ShIPLEY College, Salt Building, Victoria Road,
Saltaire, ShIPLEY, West Yorkshire, BD18 3LQ

01274 327 222
enquiries@shIPLEY.ac.uk
shIPLEY.ac.uk

