



SHIPLEY COLLEGE

DELIVERY AGREEMENT 2017-2020



SHIPLEY COLLEGE DELIVERY AGREEMENT

THIS AGREEMENT BETWEEN SHIPLEY COLLEGE, LEEDS CITY REGION ENTERPRISE PARTNERSHIP (LEP) AND THE WEST YORKSHIRE COMBINED AUTHORITY SETS OUT HOW THE COLLEGE WILL CONTRIBUTE TO THE ACHIEVEMENT OF OUR SHARED ASPIRATIONS FOR THE CITY REGION.

ASPIRATIONS

The tables below set out the baseline position for 2015/16 (or 2013/14 subject to availability) alongside the aspirations of the College against a range of measures relating to the Leeds City Region Employment and Skills Plan priorities.

RAISING THE BAR ON HIGH LEVEL SKILLS	2015/16	2016/17	2017/18	2018/19	2019/20
Higher level starts	10	30	40	60	60
MORE AND BETTER APPRENTICESHIPS	2015/16	2016/17	2017/18	2018/19	2019/20
Apprenticeship starts	150	175	200	225	225
GREAT EDUCATION CONNECTED TO BUSINESS	2015/16	2016/17	2017/18	2018/19	2019/20
Proportion of full time courses with a work experience element	20%	21%	25%	30%	30%
% of employers who would recommend college to another employer	89%	89%	89%	89%	89%
BUILDING WORKFORCE SKILLS AND ATTRACTING TALENT	2015/16	2016/17	2017/18	2018/19	2019/20
Income from apprenticeships	£611k	£620k	£700k	£750k	£775k
% of learners that would recommend the college/training organisation to their friends or family	83%	90%	90%	90%	90%

EMPLOYABILITY, ACCESSING JOBS AND REALISING POTENTIAL	2013/14	2019/20
Sustained positive destination rate	58%	65%
Sustained positive destination rate – skills provision	57%	65%
PRIORITY SKILLS	2015/16	2019/20
Proportion of total apprenticeship starts in priority skill subjects	11%	27%
Proportion of total non-apprenticeship starts in priority skill subjects	16%	20%
Infrastructure / construction / allied skills - apprenticeship starts	-	
Infrastructure / construction / allied skills – non apprenticeship starts	-	
Engineering and manufacturing - apprenticeship starts	-	
Engineering and manufacturing - non-apprenticeship starts	-	
Digital - apprenticeship starts	10	30
Digital - non-apprenticeship starts	30	50
Health and care - apprenticeship starts	-	30
Health and care - non-apprenticeship starts	550	550

COLLEGE ACTIONS

TO MEET THESE ASPIRATIONS SHIPLEY COLLEGE COMMITS TO CARRY OUT THE FOLLOWING ACTIONS:

1. Expand higher offer in leadership and management, computing and childcare maximising use of loans income while meeting employer needs. These courses have been developed with progression routes in mind.

2. Encourage demand for higher skills, for example through tailored information advice and guidance and developing progression routes with local higher education (HE) institutions for full time and part time students.

3. Introduce new standards in accountancy, digital media and IT building on the College's existing strengths and based on an assessment of local economic need.

4. Work with local employers to help them understand the changes to the apprenticeships funding system and the introduction of the levy.

5. Proactively work with local schools to better disseminate apprenticeship information and working with any related Leeds City Region projects such as the European Structural and Investment Fund (ESIF) funded 'Absolute Apprenticeship' project to widen access to apprenticeship opportunities.

6. Engage companies to develop new courses, secure valuable work experience places and place appropriately qualified individuals into apprenticeship and traineeship opportunities.

7. Improve ongoing delivery of English and maths skills to the local community up to GCSE level through collaboration with peer colleges to identify and share best practice.

8. Develop a range of vocational courses at Level 1 and 2 designed to support individuals into employment.

9. Proactively seek out employers that can offer opportunities for low skilled individuals and work in partnership with Jobcentre Plus to enables access to employment for the local unemployed.

10. Improve teaching, attainment and progression through a range of initiatives, including:
 - a. developing motivational approaches across the curriculum;
 - b. sharing good practice across sectors through increased peer review/supported experiments;
 - c. further improving work experience processes to ensure as many students as possible have access to a high quality workplace work experience element; and
 - d. enriching the learner experience through increased inclusion of technology enhanced learning, blended learning and creative technologies.
11. Increase work with Advanced Learner Loans and full cost across a range of professional and vocational areas.



SHIPLEY COLLEGE

DELIVERY AGREEMENT: COMMENTARY

2017-2020



SHIPLEY COLLEGE DELIVERY AGREEMENT:

COMMENTARY

THIS DOCUMENT HAS BEEN WRITTEN BY SHIPLEY COLLEGE IN CLOSE COLLABORATION WITH THE LEEDS CITY REGION ENTERPRISE PARTNERSHIP (LEP) AND THE WEST YORKSHIRE COMBINED AUTHORITY TO PROVIDE A COMMENTARY IN SUPPORT OF THE SHIPLEY COLLEGE DELIVERY AGREEMENT FOR 2017/18. IT SETS OUT SHIPLEY COLLEGE'S DEVELOPMENT PLANS FOR THE NEXT THREE YEARS INCLUDING HOW THE COLLEGE WILL CONTRIBUTE TO SUCCESSFUL DELIVERY OF THE LEEDS CITY REGION EMPLOYMENT AND SKILLS PLAN.

Context

ShIPLEY College is a small General Further Education (GFE) College situated in a unique environment in the world heritage site of Saltaire, just a few miles from Bradford, with excellent transport links to Bradford, Leeds and the Aire Valley. Although there are pockets of affluence, the area is one of significant social and economic deprivation. Unemployment, especially among the youth, is nearly twice the national average. The local population is culturally and ethnically diverse and this is reflected in the learner cohort. A high proportion of adults have either no qualifications or qualifications at foundation level only. The proportion of Bradford school pupils attaining five or more A* to C grades at GCSE, including English and mathematics, remains below local and national averages.

College mission statement and approach to strategic curriculum setting

ShIPLEY College's mission is:

"TO PROVIDE HIGH QUALITY, INSPIRATIONAL EDUCATION AND TRAINING THAT MEETS THE AMBITIONS OF INDIVIDUALS, BUSINESSES AND COMMUNITIES."

This is supported by our following core values:

- Responsiveness: to the needs of students, employers, government initiatives and our local community.
- Respect: celebrating the diversity of our students and staff.
- Collaboration: we are a team that works in a spirit of openness and integrity.
- Professionalism: striving for excellence and sustainability in all that we do, staff actively

maintain the ethos of the College to ensure all students are supported and encouraged to achieve their personal best.

In 2015/16 ShIPLEY College taught approximately 4,000 students. The College was last inspected by Ofsted in December 2016 when it received a grade 2: good.

Each year the College undertakes a comprehensive 'Curriculum Needs Analysis' to refresh its overall offer. Courses and subject areas are examined against a set of criteria that intend to:

- provide a good, balanced range of choices in the context of the district's 14-19 Strategy;
- make an active contribution to local regeneration through community based provision and support for local companies;
- play an active role in a range of Leeds City Region partnerships;
- through effective coordination with Jobcentre Plus, provide effective provision for the unemployed; and
- ensure the effectiveness of the College's contribution to the funding agencies and district targets in line with the national, regional and district priorities.

2017 sees the end of the three year planning cycle. The College Corporation has agreed a new set of Strategic Drivers this summer, along the lines of:

1. Strengthen relationships with employers.
2. Maximise student achievement and progression.
3. Maintain financial stability.
4. Expand the adult professional offer, particularly at higher education (HE) level.

5. Develop English and maths provision.

The West Yorkshire Further Education Area Review recommended a three-way merger of Shipley College, the Keighley Campus of Leeds City College and Craven College (located in Skipton) to form a single Aire Valley College. Planning work to bring this about is underway.

Raising the bar on higher level skills

Traditionally Shipley College has not delivered qualifications above Level 3. Over recent years the College has begun to build a HE offer aligned to local economic need. The College successfully launched a Postgraduate Teaching course in 2014/15 and a Level 4 Accountancy qualification in 15/16 with more than 30 students now taking higher level qualifications.

Based on this experience, a range of similar qualifications are planned in leadership and management, computing and childcare, maximising use of loans income while meeting employer needs. In development of these courses the College has given consideration to the progression routes into the courses and approaches to encourage demand, for example through tailored information, advice and guidance (IAG).

As well as developing its own higher offer Shipley College is developing progression routes with local HE institutions for full time and part time students and plans to do more of this over the coming three years.

More and better apprenticeships

The last three years has seen a 32% rise in apprenticeship numbers.

Shipley College is working with local employers to help them understand the changes to the apprenticeships funding system and the introduction of the levy. This work will escalate over the coming three years.

Based on an assessment of local economic need, we are introducing new standards in accountancy, digital media and information technology (IT), building on the College's existing strengths.

Availability of appropriate students is a limiting factor in apprenticeship take-up. To overcome this the College advertises on line with such resources as 'Not Going to Uni' and is proactively working with local schools to better disseminate apprenticeship information. We anticipate increasing this schools outreach activity in the future.

The College is committed to working with any related Leeds City Region projects such as the European Structural and Investment Funds (ESIF) funded 'Absolute Apprenticeships' project to widen

access to apprenticeship opportunities.

Great education connected to businesses

The 'Centre of Excellence for Business and Retail' works closely with a board of local large and small employers who contribute to the student experience. These employers include Morrisons, Yorkshire Water, Incommunities, Adviser Plus, Computershare, Bradford Council and the University of Bradford. Employers provide 'master classes', mentoring opportunities, placements and site visits to help prepare students for work or university.

The College is also working with Bradford District Council and local NHS Trusts to develop an Industrial Centre of Excellence for Health and Care

Over the next three years, our recently expanded, five-strong Business Development team will liaise with companies in regard to a range of provision to develop new courses; secure valuable work experience places and place appropriately qualified individuals into apprenticeship and traineeships opportunities.

Employability, accessing jobs and realising potential

A key focus of the Adult Education Budget (AEB) is helping people into employment. As such, the College currently utilises the AEB to support Jobcentre Plus referrals in preparation for employment, developing communication skills through English for speakers of other languages (ESOL) programmes as well as providing vocational qualifications linked to identified employment vacancies within the region.

As stated in the College November 2016 Ofsted Report: "Overall, high achievement rates have been maintained over the last few years and, in a number of areas, have improved. The progress that learners make compared to their starting points has also improved and most now make good progress".

The College manages the 'Talk English Project' which seeks to work with those who have low levels of English to improve their language skills, access services and become more involved in the community.

'Sector Based Work Academy' provision, delivered in conjunction with Jobcentre Plus, involved 259 enrolments on introductory retail units which led to 159 job starts in the new Broadway Shopping Centre. Similar courses were developed for Health and Social Care and Horticulture leading to significant employment starts.

Over the next three years the college plans to help its students into work through:

- Improved ongoing support of English and maths skills to the local community up to GCSE level through collaboration with peer colleges to identify and share best practice. Typically this includes ESOL, Level 1 and 2 Functional Skills and GCSEs. The College will add a range of digital skills programmes to this offer.
- Developing a range of vocational courses at Level 1 and 2 designed to support individuals into employment.
- Proactively seek out employers that can offer opportunities for low skilled individuals and work in partnership with Jobcentre Plus to enable access to employment for the local unemployed.
- Expansion of Bradford Works, which is a wholly owned venture providing ground maintenance services. Raising £100,000 in contract services per year, Bradford Works offered over 80 learners short term or long term work experience in 2015/16.
- Expansion of the Supported Internship programme - a structured, work-based study programme for young people with a learning difficulty or disability.
- Improved attainment - Shipley College is working hard to improve teaching, attainment and progression through a range of initiatives including:
 - Developing motivational approaches across the curriculum and sharing good practice across sectors through increased peer review/supported experiments.
 - Further improving work experience processes to ensure as many students as possible have access to a high quality workplace work experience element.
 - Revising formative and summative assessments for the few lowest performing courses.
 - Enriching the learner experience through increased inclusion of technology enhanced learning, blended learning and creative resources.
 - Work with a district-wide independent provider of information, advice and guidance (IAG) Curriculum modelling to address the changes with regard to new technical routes and apprenticeship standards.

Building workforce skills and attracting talent

The College works very effectively and productively with a wide range of partners and stakeholders; employers are mainly SMEs with 109 companies using the College last year and 30 paying for training. There are very strong links with a wide range of employers, both public and private, to ensure that the provision is relevant to local employment opportunities and supports local and national priorities. This supports learners to gain a very good understanding of the world of work and developing high quality employability skills.

Innovative provision continues to develop, particularly within the Centre of Excellence for Business, internships and in response to other local community or business needs. The curriculum offer includes pathways into four of the six 'Key Industry Sectors' as defined in the LEP's Strategic Economic Plan: financial and professional services, health and life sciences, digital and creative industries, food and drink.

With support from the LEP, the College has invested £4.2 million over the last three years in the College estate. This substantial investment has refurbished all of our World Heritage estate for another generation and built the new Jonathan Silver Building for students with learning difficulties. Though currently rated as 'Satisfactory' as defined by the Skills Funding Agency (SFA), this comes after this significant period of capital investment. The SFA are satisfied that our plans will see a rise to a 'Good' rating within a year.

The College is aware of the need for sound financial planning and is looking at a range of approaches to attract resources, including:

- Support a Joint Venture with West Yorkshire Consortium of Colleges (WYCC). The Consortium is a partnership between Further Education (FE) Colleges in West Yorkshire working together to provide qualifications, training solutions and guidance since 2001. Each of the West Yorkshire FE Principals acts as a Director of the Consortium. The Joint Venture proposal seeks to offer savings and improved efficiencies for WYCC through a shared approach to tenders and collaborative innovations.
- Increase work with Advanced Learner Loans and full cost across a range of professional and vocational areas.