

# Accountability Statement 2023



**Calderdale  
College**

# Mission, Purpose & Vision

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## Mission

At Calderdale College, our mission is to:

Engage People, Invest in Skills, Transform Lives.

We aim to support all of our stakeholders, including young people, adults, apprentices and businesses to reach their potential through exemplary skills development. Recognition of 'place' has been the key to the continued success of Calderdale College and we are proud to support the community to develop and grow.

## Vision

At Calderdale College, Our Vision is:

To be a hub of lifelong learning and personal growth, offering individuals of all ages and backgrounds the opportunity to continually learn, grow, and evolve throughout their lives. Calderdale College aims to be a beacon of possibility,

inspiring individuals to pursue their passions, unlock their potential, and make a positive impact in the world. We strive to be known as a great place to work for all staff, fostering a culture of respect, collaboration, and innovation, and investing in our employees' personal and professional growth, happiness, and well-being.

# Strategic Aims & Objectives

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Calderdale College has a variety of strategic documents that drive improvement and skills development for all of our stakeholders. These documents are reviewed regularly by the senior teams and the colleges board to ensure it remains current and fit for purpose. We will shortly be launching our new strategic plan which will set out the colleges ambition for 2023-2026. We are working closely with local partners to ensure we have a joined-up approach to skills and education across the whole of West Yorkshire. Our objectives are:

#### **Exceptional student experience and success**

- Maintain position in the top 5% of all colleges nationally.
- Delivery Exceptionally high and sustained performance.
- Students develop both technical and high value skills for employment.
- Sustained student satisfaction is extremely high.

#### **Innovative curriculum design**

- Curriculum reflects future labour market
- Curriculum design and delivery includes employer input
- High quality work experience for all students
- Sustained customer satisfaction is extremely high

#### **Service Excellence**

- Internal stakeholders deliver exceptional customer service.
- Award-winning customer service.
- Sustained customer satisfaction is extremely high.





## Context and place

Calderdale Colleges services a wide community including across different regions with our expansive adult provision. we offer courses for 16-18 year olds, further education, higher education, adults, T Levels and apprenticeships at a local level. Our apprenticeship offering also delivers strong collaborative models at regional and national level. The college has seen growth in the majority of areas over the last 3 years, including 16–18-year-olds, adults and bespoke commercial activities supporting local and national businesses. Calderdale College have developed a robust and inclusive curriculum planning process which involves all stakeholders including students, staff, employers and key local authorities including the West Yorkshire Combined Authority. West Yorkshire is the economic, cultural and geographic heart

of Yorkshire and an essential component of the Northern Powerhouse. West Yorkshire is an internationally significant economy with pre-pandemic output of £55.4 billion – bigger than 9 EU countries – 2.3 million people, 90,000 businesses and a workforce of 1.1 million, alongside seven universities, 91,000 students and 30,000 graduates. But West Yorkshire has a highly diverse population, with 18% of people coming from BAME backgrounds (14.5% nationally).

## Strengths

- The UK's largest regional finance centre, with strengths in professional and digital services.
- More manufacturing jobs than anywhere in the north (with specialisms in textiles, furniture, chemicals, machinery).
- The fastest growing digital sector in the country (e.g.

computer programming), with areas of professional services (e.g. legal and management consultancy) seeing strong growth along with retail, hospitality and transport.

- West Yorkshire has a high performing further education sector offering a diverse range of provision, strong community engagement and good level of quality.
- It is also home to a large and diverse HE sector, attracting a significant net inflow of students each year.
- Strong availability of intermediate level skills (levels 2 and 3), which are a key requirement for some inward investors.
- Higher skilled jobs have been the main driver of recent employment growth and this is expected to continue in the future.



## Challenges

- West Yorkshire / Calderdale performs below the national average with regard to productivity, pay, high skilled jobs and higher qualified people. There is a widening gap in productivity in West Yorkshire compared to the national average and Calderdale productivity is below that of West Yorkshire.
- Disadvantaged groups face the greatest risk of exclusion from employment. More than one in five people in West Yorkshire (517,000 people) live in areas defined as being amongst the most deprived 10% in England. Relative levels of deprivation in West Yorkshire have worsened between 2015 & 2019. Deprivation in Calderdale is less prevalent than West Yorkshire with 1 in 7 living in the most deprived 10% in England but this is still significantly above the national picture of 1 in 11.
- Calderdale College is located in an area of high deprivation within Calderdale, with 30% of 16-19 learners and 50% of adults living in the top 10% most deprived areas.
- Skills levels in Calderdale at level 4+ are 6% below the national average. There is significant over-representation of people with low/no qualifications in Calderdale and large numbers of basic literacy and numeracy. Approaching 1 in 10 adults have no qualifications, approximately 10,500 adults.
- Around two-thirds of employers expect future upskilling needs. Many report they are unable to find the skills they need with around a quarter of vacancies identified as skills shortage vacancies.
- The percentage of workless households in Calderdale is above the national average at 15.4%.
- Over 28,000 adults are economically inactive, at 23.5% this is 2% above the national average.



## Local and national needs/priorities

- Manufacturers need agile and multi-skilled workforces, with recent emphasis on digital skills. Manufacturers have reported concern that their workforces are ageing and that talent acquisition for roles has become more difficult.
- Future recruitment needs will be broad-based – even occupations that are in decline will need to meet replacement demands.
- Long term prospects are expected to be best for people with higher level skills.
- High level STEM and skilled trades occupations are in acute shortage.
- Management skills gaps a key priority in view of business performance and productivity context.
- Considerable recruitment need for care roles – less about skills deficit than general attractiveness of these roles.
- A significant proportion of workers lack the full proficiency to do their jobs. Communication, organisational and English skills are generic skills most in demand in Calderdale. Top specialised skills in greatest demand include customer service, teamwork, teaching and sales.
- Net employment growth projected to be strongest in caring and higher skilled occupations.
- Strong increase in vacancies requiring green skills in 2020 and 2021.
- Calderdale's unemployment rate is persistently above the national average.
- Large numbers of people lack basic literacy and numeracy skills that provide a basis for further learning and progression. English language proficiency is

also an issue in parts of Calderdale, evidenced by over 570 ESOL enrolments at the College in 2021/22.

## WYCA State of the Region

- The latest figures show that a quarter of adults in Yorkshire and the Humber lack essential digital skills for life while two-fifths of people in employment do not have essential digital skills for work.
- Healthy life expectancy (an important measure of socio-economic as well as health inequality) in West Yorkshire is below the national average for both males and females. According to the latest data overall life expectancy for males fell during the 2018-20 period as a result of the pandemic. There is also inequality of overall life expectancy within West Yorkshire, between the most deprived and least deprived areas.
- 17% of Calderdale household are in fuel poverty compared to the national average of 13%.
- Around 80% of West Yorkshire premises are covered by gigabit-capable internet connections, well ahead of the national average. In Calderdale however the only 54% of households.







### Local Skills Improvement Plan Priorities for West Yorkshire

As we look to the future, the Local Skills Improvement Plan for West Yorkshire will play a critical role in shaping our region's economic growth and prosperity. This strategic document outlines several key priority areas, including Health and Social Care, Engineering and Advanced Manufacturing, Finance and Professional Services, Low Carbon/Green Agenda, Digital & Technology, Creative Industries, Education, Construction, and Transport & Logistics.

In addition to these priority areas, the Plan also identifies several key themes that will be integrated throughout the region's efforts, such as achieving Net Zero, STEAM, Transferable Skills, EDI, Leadership and Management, and Digital & Automation. These themes reflect the

evolving needs of our region's economy and workforce, and they will be essential in ensuring that we remain competitive and innovative in the years ahead.

Calderdale College recognises the importance of the Local Skills Improvement Plan for West Yorkshire and is committed to supporting its implementation. We have embedded these key priorities and themes into our new Strategic Plan, ensuring that our programmes and initiatives align with the region's strategic goals.

Through our Strategic Plan, we aim to deliver high-quality education and training programmes that meet the evolving needs of our region's workforce. We will prioritise the development of skills in the key priority areas identified in the Local Skills Improvement Plan, as well as the key themes of achieving net-zero, STEAM,

transferable skills, EDI, leadership and management, and digital & automation. We will work closely with our industry partners and other stakeholders to ensure that our programmes and initiatives are relevant and responsive to the needs of our local economy. By doing so, we will play a critical role in supporting the growth and prosperity of our region and ensuring that our residents have access to high-quality education and training opportunities that will prepare them for success in the 21st-century economy.

As part of the Local Skills Improvement Fund, Calderdale College is submitting a project based on the 'Digitalisation of the Creative Industries'. This will support areas such as Computer Games Design, E-Sports, Digital, Art & Design, Performing and Production Arts.

## Key Stakeholders and Partnerships

Critical to our success in achieving our mission vision and strategic priorities including our development plan is our relationship with employers and key stakeholders both locally and regionally. In support of this we work collaboratively across the College to develop strong employer relationships and industry links, thus ensuring that our curriculum offer is aligned with the priorities of the local, regional and national economy, aligned with the West Yorkshire Combined Authority's (WYCA) Employment and Skills Framework, Calderdale Inclusive Recovery/Economy Plan, WYCA AEB Strategy and WYCA Labour Market Report. The linkage between these key strategies ensures there is a college-wide approach to employer engagement with clear synergies between academic and employer

engagement teams that foster and develop effective employer engagement at both local, regional and national levels. This supports increased employability for students in a rapidly evolving environment and to effectively respond to and anticipate employers' needs whilst nurturing inclusive growth and sustainable employment.

The College academic, and business engagement teams work to in partnership with key employers, industry/sectorial bodies, local/ regional community partners, key government stakeholders to develop strong employer partnerships, thus ensuring that education and training provision is aligned with the priorities of the local, regional and national economy to support employability of our students and upskilling or re-skilling of the existing workforce in a rapidly evolving environment to:

- Provide accessible, inclusive, supportive work and learning opportunities aligned to industry needs and informed by employers to support inclusive growth and employability.
- Promote cross College awareness of Labour Market Intelligence to support the development of the workforce skills, including employability skills.
- Support the achievement of commercial income targets through robust employer engagement and client management.
- Establish strong collaborative models at local, regional and national level in order to deliver a locally devised curriculum offer that is reflective of current and future employer needs.
- Manage and continually develop a portfolio of externally funded skills and workforce development projects across the region with a value in excess of £20m.
- Work in partnership with local employers to deliver meaningful Industry/work placements that support our curriculum offer and develop the employability and work related skills of our students.
- Promote continuous improvement and encourage employers to feedback on the service they receive.



<b>Employer/Strategic Partner/Partnership</b>	<b>Nature of Relationship</b>
<b>Health Partnership</b>	A strategic partnership between the College, Calderdale and Huddersfield Foundation Trust and Calderdale MBC to build system led responses to address place-based opportunities and challenges in the Health and Care Sector
<b>West Yorkshire Consortium of Colleges</b>	We have consulted with the West Yorkshire Consortium of Colleges (WYCC), who operate on behalf of further education colleges in West Yorkshire. WYCC brings businesses, organisations and training providers together to deliver workforce training funded by the European Social Fund (ESF), Department for Education (DfE) and the West Yorkshire Combined Authority (WYCA). These programmes contribute to the economic growth of the Leeds City Region, tackle social mobility and connect the education and business sectors.
<b>West Yorkshire Manufacturing Service</b>	<p>Memorandum of Understanding to underpin the Development of a long-term partnership between Calderdale College and West Yorkshire Manufacturing Services including:</p> <ul style="list-style-type: none"> <li>• A joint Steering Group at Board level that will meet at least 3 times a year to agree and review joint working arrangements in the form of an annual plan.</li> <li>• A rolling action plan detailing the joint activities both partners will undertake to ensure a collaborative way of working that satisfies the joint Steering Group.</li> <li>• Meetings at Operational Level on a quarterly basis to report against and monitor actions, discuss opportunities and receive feedback from the Steering Group.</li> </ul>
<b>Industry 4.0 Hub</b>	The Industry 4.0 and Skills project will provide a Brighouse-based facility for educating apprentices in cutting edge technology and processes, upskilling the workforce of the future. It will demonstrate an innovative model for skills delivery, providing inter-sector upskilling, best practice and knowledge transfer.

Employer/Strategic Partner/Partnership	Nature of Relationship
<b>Future Leaders</b>	<p>The programmes were developed in response to employer demand for a leadership programme to specifically meet the needs of local employers and create a pipeline of senior leadership talent from across the Calderdale borough.</p> <p>The programme is managed by CC, in conjunction with an Employer Steering Group consisting of employers from a range public, private and voluntary sector organisations who provide endorsement for the programme.</p> <p>The Steering Group plays a vital role in ensuring the programme consistently meets the needs of the Calderdale business community.</p> <p>The programme has been designed to enhance technical knowledge, strategic insight and practical expertise to produce real, measurable business success. It provides participants with a full range of skills, techniques and methods to manage people, develop relationships and deliver results.</p>
<b>Calderdale Inclusive Economy Group</b>	<p>Inclusive Economy Calderdale tests a community wealth building approach to increase economic activity in the wards of Park and East Warley and invests in locally co-produced solutions, employment and enterprise support, and social value.. The Park and Warley Inclusive Economy Project is a key project for the Inclusive Economy strategy for Calderdale and the Inclusive Economic Recovery Plan will be used to inform the strategy going forwards. Ebrahim Dockrat the Director of CSP from the College chairs the steering group.</p>
<b>Calderdale Post-16 Skills Strategy Group</b>	<p>Lead partner in the development of an education and skills strategy for Calderdale.</p>
<b>Calderdale Association of Secondary Heads</b>	<p>Member of school focused partnership.</p>
<b>Calderdale Gold Partnership</b>	<p>Borough wide strategic partnership impacting delivery of and planning for education.</p>
<b>Calderdale Leaders Group</b>	<p>Member of Calderdale Leaders responding to specific needs of Calderdale and its strategy.</p>

## Aligning strategic priorities to Local, regional and national skills priorities

### SP1 – Realign the financial model to deliver greater efficiency and growth potential

Task	Action 1	Action 2	Action 3	Expected Impact
Consolidate and rationalise spending through benchmarking to identify savings required to increase the efficiency of the organisation.	Commission Tribal Benchmarking and review any other benchmarking information (by end January)	Analyse and present Tribal Benchmarking results to SLT and F&R Committee (by end of March)	Produce an action plan of investments and savings to identify 2022/23 savings and feed into 2023/24 budget setting process (by end of May)	Improved outturn position for 2022/23. Budget for 2023/24 aiming for improvement to £500k operating surplus and GOOD Financial Health.
Review utilisation and contributions more routinely as part of management practices.	Carry out a review of current contribution modelling to ensure accuracy of coding (by end February)	Provide detailed contribution modelling for review by SLT and for Management Accounts. (by end of March)	Set contribution targets for 2023/24 as part of budget setting process. (by end May).	Improved outturn position for 2022/23. Budget for 2023/24 aiming for improvement to £500k operating surplus and GOOD Financial Health.
Prioritise the recruitment and retention of staff.	Implement reasonable but affordable Pay Award (by end of December) as well as any Minimum wage requirements (from April).	Improve support for staff including employee benefits scheme and employee assistance scheme (by end of January).	Review remuneration packages and practices for hard-to-recruit roles (by end of April).	Pay Award and Schemes implemented. Completed series of targeted job evaluations for lower paid admin staff and curriculum area leaders to improve competitiveness of salary. Aim is reduced staff turnover and less unfilled vacancies.

**SP1 – Realign the financial model to deliver greater efficiency and growth potential continued**

<b>Task</b>	<b>Action 1</b>	<b>Action 2</b>	<b>Action 3</b>	<b>Expected Impact</b>
<p>Deliver programme level curriculum planning with both commercial and curriculum focus.</p>	<p>Agree curriculum planning timeline aligned to budget setting timeline</p> <p>Communicate curriculum planning timeline to managers</p>	<p>Deliver curriculum planning training workshops to support managers with LMI, WYCA Priorities, Financial Considerations (class size, contribution, funding), capital resource bids, MIS planning support, curriculum innovation, curriculum delivery (16-18, Adult, Apps, Full-Cost), employer engagement and courses for careers (progression)</p> <p>HOF/CALS to produce curriculum plan to meet timeline deadlines</p>	<p>Conduct curriculum pitches with panel to provide scrutiny to the planning process</p> <p>Panel review and approval of capital bids to support implementation of curriculum plan</p>	<p>Effective Curriculum Planning Process with emphasis on delivery efficiency. Budget for 2023/24 aiming for improvement to £500k operating surplus and GOOD Financial Health.</p>



**SP2 – Prioritise IT/digital solutions that will reinforce the infrastructure and will have an impact on student experience, leading to increased efficiency**

<b>Task</b>	<b>Action 1</b>	<b>Action 2</b>	<b>Action 3</b>	<b>Expected Impact</b>
Complete project to refit WiFi, ensuring access in areas, and facilitating improved access of own devices across the College network.	Implement new firewalls (c£90k) to make the IT infrastructure robust enough (by end of February)	Procure and implement new WiFi equipment (by end of May)	Evaluate WiFi effectiveness including student survey (by end of June).	<p>Improved WiFi accessibility/resilience across college estate.</p> <p>Improved user experience/satisfaction reported through student/staff survey.</p> <p>Reduced number of support requests to IT in relation to WiFi access.</p> <p>New Wi-Fi system by end of May 2023. Better connectivity for staff and students to provide a better basis for digital innovation.</p>
Onboard a student app to improve the student experience and reduce administration of multiple tasks.	<p>Review available platforms, including MyDay and EBS.</p> <p>Survey staff demo panel to gather feedback on platforms and identify preferred platform.</p>	Procure chosen platform and agree an implementation timeline including trial with targeted group of students and staff.	Rollout platform across college following success trial and troubleshooting.	Improved student/staff experience through the implementation of single front-end portal

**SP3 – Complete a full review of Higher Education**

<b>Task</b>	<b>Action 1</b>	<b>Action 2</b>	<b>Action 3</b>	<b>Expected Impact</b>
Review location of provision.	Gather perspectives from current and potential students. What are their priorities?	Scoping activity – identify potential external alternatives including investment appraisal and risk/cost analysis for each.	Review of existing provision and capacity – can identity be further strengthened within existing location/estate and without relocation?	Facilities/ Resources plan for HE supports future growth of higher level skills provision in Calderdale.
Review the offer and potential for growth, to include Higher Technical Qualifications and Higher Apprenticeships.	Conduct data review using LMI data and WYCA Skills Plan to identify local priorities.  Access Vector and HESA data to identify demand.  Analysis of UCAS data to support curriculum planning.	Curriculum mapping to identify feeder and progression routes cross college and gaps. Key focus on areas identified as priority in action 1.	Mapping of HTQ and Higher App offer to identify potential for bridging gaps in addition to traditional HE.	Revised product offer and delivery models provide new and improved progression pathways for students: meeting local need and enhancing higher skills offer for Calderdale and the West Yorkshire region.
Make recommendations to the Board for the re-direction of Higher Education.	Review of validating and progression partnerships including cost and resource implications  Complete SWOT analysis for University Centre  Complete TOWs/ ANSOFF Matrix for University Centre to identify strategic direction moving forward.	5-year curriculum plan outlining progressive addition of courses (and phasing out where appropriate) and associated resource implications		5-year growth plan approved for re-direction of HE.  Clear vision, objectives and measures leading to growth in HE numbers and progression: <ul style="list-style-type: none"> <li>• 2022/23 - 168</li> <li>• 2023/24 - 200</li> <li>• 2024/25 - 240</li> <li>• 2025/26 – 288</li> <li>• 2026/27 – 344</li> </ul>

**SP4 – Develop a commercial offer that meets the needs of the community and employers, and aligns to the curriculum vision**

<b>Task</b>	<b>Action 1</b>	<b>Action 2</b>	<b>Action 3</b>	<b>Expected Impact</b>
Plan and propose a fully operational commercial operation including scope for a Yorkshire Skills Service.	Review current resources, capacity and structures within CSP. Review current commercial offer, identifying gaps/ demand, barriers to learning and areas for growth.	Development and implementation of new structure.  Propose a new provision to be delivered under the commercial operation.	Develop and roll out a commercial implementation plan.	Reduced Costs  Increase contributions levels  Wider commercial offer being delivered by the college to meet the needs of Calderdale and West Yorkshire.
Deliver a commercial offer at TEC.	Establish a partnership with WYMS. Develop Industry 4.0 Hub partnership.	Development of I4.0 facilities and installation of equipment. Develop and delivery Made Smarter offer	Develop and delivery FCT and funded provision identified through employer engagement utilising skills and expertise.	New state of art I4.0 facilities developed  Enhanced Apprenticeship offer to engineering apprenticeships to support local and national employers  Business support delivery arrangements developed
Develop and implement a commercial strategy that maximises the College facilities, and staff expertise to generate income.	Establish an internal group and agree ToRs. Review current activity and scope for growth.	Identification of new areas of interest – immediate, medium and long term.	Develop and implement an internal action plan/strategy	Increased income from commercial activity  Upskilling for local and national employers supporting with their skills development needs.

**SP5 – Grow adult provision delivered in Calderdale in response to the WYCA AEB Strategy through collaboration with local partners and responding to local needs**

<b>Task</b>	<b>Action 1</b>	<b>Action 2</b>	<b>Action 3</b>	<b>Expected Impact</b>
Collaborate with local partners to meet community needs.	<p>Re-establish link with Job Centre Plus (JCP) and explore collaboration opportunities.</p> <p>Engage with new link with Probation Service to explore possible opportunities.</p> <p>Explore ESOL in the Community all-year-round including summer programme to meet local need.</p> <p>Explore formalising the partnership with CAL (Calderdale Adult Learning) with a memorandum of agreement.</p> <p>Explore possibility of funding exchange with Calderdale Council to increase grass roots engagement and generate accredited adult students.</p> <p>Explore structure of community learning and review existing community partnerships to improve transition onto accredited college-based courses.</p>	Put partnership agreements / MOUs in place with partners to agree objectives, actions, timelines and measures.	Incorporate partnership working/ development into strategic planning activity, ensuring objectives are met through a robust Operational Development Plan.	<p>Effective partnership working leading to a comprehensive, cohesive and complimentary offer to ensure best use of public funds across Calderdale and the West Yorkshire region.</p> <p>Collaborative curriculum planning that effectively responds to WYCA priorities, LSIP and Calderdale Councils, Vision 2024.</p> <p>Improved signposting of education, training and progression routes for all stakeholders, promoting in partnership the adult offer for Calderdale.</p>

**SP5 – Grow adult provision delivered in Calderdale in response to the WYCA AEB Strategy through collaboration with local partners and responding to local needs continued**

Task	Action 1	Action 2	Action 3	Expected Impact
<p>Plan for sustainable growth of adult provision, to include suitable location for delivery on/off site.</p>	<p>Review existing offer (AEB, Community, Maths &amp; English, Access, ESOL vocational, FE Infill).</p> <p>Identify key areas for growth through analysis of LMI (Vector) and WYCA priorities.</p> <p>Consider delivery models and locations to maximise recruitment, retention, achievement and progression.</p> <p>Propose alternative delivery models – SWAPs, Bootcamps, Vendor quals and non-accredited programmes to WYCA for consideration for funding.</p>	<p>Produce curriculum plan aligned to local need for 2023/2024.</p> <p>Produce AEB delivery plan for submission to WYCA</p>	<p>Undertake strategic planning activity to set vision for adult, community and general education for the next 3-5 years.</p>	<p>Adult growth for 2023/24 realised</p> <p>5-year growth plan approved for adult, community and general education in collaboration with Calderdale Council and WYCA.</p> <p>Clear vision, objectives and measures leading to improved opportunities/outcomes for stakeholders: Higher skilled workforce Enhanced skills training/ progression opportunities for the unemployed Diverse and flexible delivery models to meet needs of individuals and employers</p>

**SP5 – Grow adult provision delivered in Calderdale in response to the WYCA AEB Strategy through collaboration with local partners and responding to local needs continued**

<b>Task</b>	<b>Action 1</b>	<b>Action 2</b>	<b>Action 3</b>	<b>Expected Impact</b>
<p>Maximise additional provision funding for growth where projects are available.</p>	<p>Submit 5% growth plan to WYCA as requested.</p> <p>Produce plan to maximise available Multiply funding and bid for additional delivery funds where possible.</p>	<p>Scoping activity – identify potential external alternatives including investment appraisal and risk/cost analysis for each.</p>	<p>Review of existing provision and capacity – can identity be further strengthened within existing location/estate and without relocation?</p>	<p>AEB growth bid approved and successfully delivered leading to increased allocation and enhanced offer to meet the local skills need.</p> <p>Multiply and further additional funding secured to support numeracy development for adults within Calderdale.</p>

## **Key Skills Strategy Documents**

[West Yorkshire Combined Authority Labour Market Report 2021](#)

[West Yorkshire Combined Authority Adult Education Budget Strategy 2020](#)

[West Yorkshire Combined Authority Delivery Agreements 2019](#)

[West Yorkshire Combined Authority Delivery Agreements 2021](#)

[West Yorkshire Combined Authority Employment Skills Framework](#)

[West Yorkshire Combined Authority Local Skills Report 2022](#)

[West Yorkshire Combined Authority FE Delivery Agreements 2019](#)

[Calderdale Council Inclusive Economy Strategy](#)

