**Calderdale College**

# Calderdale College Strategic Plan 2023-26

# Our Mission

**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.

# Our Vision

**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 on 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' growth, happiness and well-being.

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# Foreword

**A note from the Leader of Calderdale Council**

We want Calderdale's towns and places to thrive. There is an abundance of talent in Calderdale. Nurturing and investing in this is a key part of our Vision 2024 for Calderdale, and is central to our approach to growing an inclusive economy and driving forward our ambition for our place.

We are excited to continue working with Calderdale College. Alongside this key partner and other organisations, we are committed to finding new ways to help people reach their potential and to make Calderdale a place where people want to learn, work, invest and live.

We want Calderdale's towns and places to thrive. Our partnership with Calderdale College is helping to make this happen – from collaboration between Calderdale Adult Learning and the College on adult education, to progressing major investment in the borough. The Industry 4.0 Skills Hub is due to open in Brighouse in September 2023. This high-tech facility, led by the College alongside the Council and other partners, will be the first of five projects delivered as part of the £19.1 million Brighouse Town Deal.

The hub will build on Calderdale's strong industrial heritage to support the growth of manufacturing and digital skills through the latest technology and equipment,

70 new apprenticeships, and training programmes for small and medium businesses to boost their talent, enterprise and productivity. This will be a catalyst for investment and job opportunities in the area.

We want Calderdale to have reduced inequalities. Everyone, regardless of their background or starting point, should be able to contribute to and benefit from our inclusive economy. Calderdale College is a committed member of our Inclusive Economy Board and Employment and Skills Partnership, focused on the priorities that make the most difference to local people and businesses.

We also want Calderdale to be a place where people have the same chances to be active, well, connected and happy. The creation of a health and wellbeing hub in Halifax, in partnership with the College, is contributing to this by bringing even more opportunities for group fitness sessions.

We want Calderdale to take climate action. To achieve the bold target for Calderdale to have net zero carbon emissions by 2038, we're encouraging communities to join us in the fight against climate change. We're really pleased to see Calderdale College's ambitious net zero pledge, and its commitment to equipping students with the skills to tackle environmental challenges in their future careers.

This fits well with the Green Economy actions in Calderdale's Climate Action Plan, and the West Yorkshire Plan mission that Calderdale is leading on to ensure a sustainable West Yorkshire, rich with greener lives and communities.

This is an exciting and optimistic time for Calderdale. We look forward to strengthening our partnership with the College to help build a bright future for all.

Cllr Jane Scullion
**Leader of Calderdale Council**

**A note from the Chair of Governors**

Governors have high ambitions for Calderdale College as the leading provider of vocational and technical education in Calderdale, West Yorkshire, and beyond.

We seek to support young people and adults in developing both their lifelong learning and skills, in cooperation with business, commerce, the arts and the public sector in order to create a vibrant and prosperous economy.

To this end we seek to establish a state-of-the-art learning environment, with highly talented and committed staff developing innovative and effective teaching and learning strategies which stretch and motivate our learners.

The Governing Body has been closely involved in developing this plan to take Calderdale College on the next stage of its exciting journey.

Peter Clark
**Chair of Corporation**

# Introduction

**By David Malone, Principal and Chief Executive**

Calderdale College is committed to providing an outstanding education and training experience to all students, enabling them to reach their full potential.

This Strategic Plan for the period 2023-2026 outlines our commitment to providing a high quality and innovative learning experience, while also focusing on our core strategies and activities to support the local economy and the wider Calderdale region.

The College will focus on developing our existing strengths in the key areas of health and social care, finance and professional services, low carbon, digital and technologies, engineering, creative industries, and education and construction. We will also provide a range of training and enterprise opportunities for local businesses, as well as support for apprenticeships and other forms of learning. We will continue to build strong relationships with employers, the local community and other education providers, and will strive to offer a high quality and innovative learning experience for all our students. This Strategic Plan sets out our vision, mission and objectives for the College, and defines the strategies and activities that will be implemented over the next three years to help us to achieve our goals.

We will be driven by our 6 Ps: People, Place, Prosperity, Partnerships, Performance and Planet, to ensure our college is the first choice for technical education, and to provide our students with the best possible opportunities for their future. Calderdale College is committed to leading the way in technical and vocational education and training to meet the needs

of our local and national communities. This Strategic Plan will provide a roadmap for the College to ensure we continue to be at the forefront of providing high quality, innovative teaching and learning programmes that equip our students with the skills and qualifications they need to succeed.

We will strive to create a culture of excellence which recognises the skills, talents and commitment of our staff and students. We will continue to invest in our people and our provision to ensure we are

able to meet the changing needs of our local economy and to create a resilient, sustainable college that meets the needs of our local communities.

Through this Strategic Plan we will ensure that our students receive the best possible experience by providing them with the skills and qualifications they need to succeed. This plan will help us to meet our ambition of being the first-choice provider for technical education within West Yorkshire and beyond.

Aligning our curriculum to meet the local and national priorities set out in the Local Skills Improvement Plan (LSIP) is a key element of our Strategic Plan. We will work with our strategic partners to ensure that our curriculum is delivering the skills and knowledge required to meet their ambitious vision. To achieve this, we will:

- Review our existing curriculum to identify areas where it can be aligned to the LSIP goals and objectives.
- Develop a comprehensive plan for ensuring that our curriculum is regularly updated and adapted to meet the changing needs of our strategic partners.
- Adopt a flexible approach to curriculum development that allows us to quickly

- respond to local and national skills shortages.
- Ensure that our students are equipped with the skills and knowledge required to meet the local and national priorities.
- Establish strong partnerships with our strategic partners and work with them to ensure that our curriculum is delivering the skills and knowledge required to meet their ambitious vision.
- Incorporate the College's goals and objectives into our teaching and learning strategies.
- Monitor the progress of our students and provide feedback to our strategic partners on their performance.

# The 6Ps

1. People
2. Place
3. Prosperity
4. Partnerships
5. Performance
6. Planet

# People

At Calderdale College, we recognise that our colleagues are our greatest asset.

We believe that a strong and motivated team is essential to achieving our mission of providing high-quality education and training to our students.

We are committed to fostering a workplace culture that promotes collaboration, teamwork, and respect for diversity. We aim to create a happy and motivated workforce, who are invested in the success of the College and the development of their careers.

To achieve this, our Strategic Plan is focused on supporting and developing our people. We will provide opportunities for upskilling, development, and career progression to ensure that our workforce remains adaptable and motivated. We are committed to retaining our talent by creating an environment where our employees feel valued, rewarded, and supported in their personal and professional growth.

We understand that recruiting new talent is also essential to building a diverse and motivated team. We will prioritise recruiting individuals who share our values and who are committed to our mission. We aim to create a workforce who care about our students, who are adaptable, and who have a passion for education.

We believe that by investing in our people, we can create a culture of continuous improvement and innovation. Our plan is centred around supporting and developing 'Our People', and we are committed to providing our employees with the tools, resources, and opportunities they need to succeed.

Investing in the development and well-being of our employees is not only beneficial for our college but also for our students. By fostering a positive workplace culture, we can create a learning environment that is both supportive and stimulating.

Our aim is to attract and retain the best talent in the education sector, and by doing so provide our students with the highest quality of education and training. We believe that our commitment to supporting and developing 'Our People' will enable us to achieve our vision of becoming a leading provider of education and training in the region.

## Our Priorities

**Provide ongoing professional development opportunities:** One of the best ways to ensure employee engagement and retention is by offering continuous learning opportunities. We will provide time and resources for individuals and teams to invest in professional development programme, such as workshops, volunteering, external training, and mentoring opportunities to help our people acquire new skills, understand each other's roles and stay updated with industry trends.

**Foster a culture of inclusivity and diversity:** By prioritising and promoting the recruitment of a skilled and diverse workforce, we will create a culture of inclusivity where all employees feel valued, respected and supported. We will implement new policies that promote equality, diversity and inclusion such as inclusive hiring practices, regular diversity training delivered in a variety of forms, and creating staff forums for feedback.

**Encourage employee well-being:** We will prioritise employee well-being by offering resources and programmes that promote physical, mental, and emotional health. This can include flexible work arrangements, initiatives to reduce pressures on teams and individuals, counselling services, fitness classes, and wellness programs.

**Provide opportunities for career progression:** Our People are more likely to remain committed and engaged when they can see a clear path for career growth. Calderdale College will create opportunities for employees to take on new responsibilities, attain up to date and relevant industry experience, attend leadership development programmes, and offer opportunities for job shadowing and cross-functional training.

**Recognise and reward employee contributions:** Employees who feel recognised and appreciated for their work are more likely to remain committed and motivated. We will implement a recognition and rewards programme that acknowledges employee contributions, such as pay progression, awards and public recognition of accomplishments.

**Provide a good work environment:** A good physical work environment is a key part of a successful college. We will update and take care of our work spaces and associated facilities so we create a positive and professional work environment where colleagues and students can achieve their best.

# Place

Calderdale College is proud to be at the forefront of the economic and social development of our local community, which includes Halifax, Calderdale, West Yorkshire, and beyond. We firmly believe that investing in education and training is one of the most effective ways to support the growth of our region and improve the quality of life for the people of Calderdale.

As a hub of the community, we are committed to partnering with key employers such as the NHS, Calderdale Council, West Yorkshire Combined Authority, Chamber of Commerce, and businesses of all sizes, to support their growth and development. We understand the vital role these organisations play in driving economic growth and job creation in our region, and we are dedicated to providing them with the knowledge, skills, and resources they need to succeed.

Our commitment to supporting Place extends to all learners, whether they are 16-18 year-olds, adults, or apprentices. We provide high-quality education and training programmes that are designed to meet the needs of each individual and help them succeed in their chosen career path.

Our focus is on developing well-rounded individuals who are equipped with the skills and knowledge they need to thrive in the modern workplace. We take pride in being an innovative and forward-thinking institution, constantly adapting to the changing needs of our region and the wider world. Our close relationships with key employers and industry leaders enable us to stay at the forefront of developments in various sectors, ensuring that our learners receive the best possible training and education.

Overall, we are passionate about supporting the growth and development of our region, and we firmly believe that education and training are key drivers of economic and social progress. By working together with key employers and businesses of all sizes, we can create a brighter future for everyone in Halifax, Calderdale, West Yorkshire, and beyond.

# Our Priorities

**Strengthen relationships with key employers and industry leaders:** We will focus on building even stronger relationships with key employers such as the NHS, Calderdale Council, West Yorkshire Combined Authority, Chamber of Commerce, and businesses of all sizes. We will ensure regular communication, collaboration on initiatives, and to understand how the college can best support their growth and development.

**Expand course offerings to meet the needs of learners and employers:** We will review our course offerings to ensure that they are aligned with the needs of learners and key employers. We will research industry trends, identifying skills gaps, and developing new programmes that address those gaps.

**Ensure an environment of innovation and adaptability:** We will encourage innovation and adaptability among our staff and students. We will provide training on new technologies and tools, promoting a culture of experimentation and risk-taking, and encouraging staff and students to be open to change and new ideas.

**Building on personalised support for learners:** We will focus on providing personalised support for learners to help them succeed in their chosen career paths. This will include offering one-to-one tutoring, mentoring programmes, and career guidance opportunities.

**Promote the College's impact on the local community:** We will raise awareness of our impact on the local community, highlighting the success stories of our students and the positive contributions we make to the economy and social development of the region. This will involve marketing and outreach campaigns, as well as collaboration with local media outlets to promote positive news stories.

**The College will support the skills development of our local community:** We will promote the college and its activities through excellent community engagement. We will raise the profile of our services through initiative including a 'pop-up skills shop' in the town centre offering support and advice for local businesses.

**The College will showcase and promote its wide-ranging services to the community and beyond:** We will use a variety of avenues to promote the College, including local media platforms, events and community action groups to highlight our outstanding services.

**The College will support our community through volunteering and charitable support:** We will give our staff the opportunity to volunteer in the community. We will link our outreach programmes to local and national charities, including the inception of the 'Principal's Charity'.

**Our staff will be proud to work at Calderdale College and will take pride in their environment:** We will set and maintain clear standards and expectations of our working environment. We will work with our learners to maintain a clean, welcoming and professional space.

**Our students and staff will have a safe and inclusive environment in which to work:** We will create inclusive social spaces for our students and staff to support a collaborative working environment and safe space for all. We will maintain excellent facilities to learn, inspire and achieve.

# Prosperity

At Calderdale College, we believe that education is a powerful tool for driving positive change and prosperity in our local community. Our commitment to this belief is evident in our strategic plan, which prioritises growth and development across a range of education and training programs. By expanding our full- time provision, adult education, apprenticeships, and commercial offerings, we aim to provide opportunities for learners of all ages and backgrounds to gain the skills they need to succeed in today's economy.

We understand that our success is built on the talents and dedication of our staff, and we are committed to investing in their growth and development. By providing them with the resources they need to thrive, we can create a workplace culture that fosters creativity, innovation, and collaboration. We believe that this approach will enable us to attract and retain the best talent in the education sector, and ultimately enhance the quality of education and training we provide to our students.

Our focus on digital infrastructure is a key component of our commitment to prosperity. In today's rapidly changing world, technology is essential for effective teaching and learning and that is why we are investing significantly in our digital capabilities, ensuring that our students have access to the latest technology and resources By doing so, we are creating a learning environment that is not only innovative but also sustainable and responsive to the needs of our learners.

Ultimately, our commitment to prosperity is about making a positive impact on our community and the wider economy. We believe that by providing high-quality education and training opportunities, we can help individuals to achieve their full potential, businesses to thrive, and the local economy to grow. By reinvesting in our people, facilities, and community, we can create a sustainable and prosperous future for all.

# Our Priorities

**Expand Curriculum Development:** We will be pro-active in identifying the changing needs of the local and national economy to develop new, innovative programmes. This will include areas such as green technology, advanced manufacturing, health, and digital skills.

**Increase external funding and investment:** We will seek out additional external funding, sponsorship, and investment opportunities to support the growth and development of our curriculum. We will achieve this through grant applications, partnering with businesses and organisations, and seeking out investment opportunities.

**Build community partnerships:** We will work closely with local businesses, organisations, and community groups to better understand the needs of the community and to develop programmes and initiatives that support economic growth and prosperity. This will include partnering with local employers to offer apprenticeships or work-based learning opportunities, or collaborating with community groups to offer programs that address specific social or economic challenges. We will encourage and enable our staff to volunteer to support community projects and charities.

**Drive on the move to net zero carbon:** We will implement significant changes to our estate and our careful use of it to reduce carbon emissions. This will reduce our energy costs as well as providing an example to other organisations and employers.

**Effective use of resources:** We will make the best use of our financial resources so that they can be fully invested in an outstanding education and training experience for all our learners and community.

**Enhance digital infrastructure:** We will ensure the best and latest technology and resources for staff and learners by investing in our digital infrastructure. We will upgrade computer facilities, invest in AR / VR technology, and provide state-of-the-art advanced manufacturing, engineering and green technologies equipment.

**Support professional development:** We will provide professional development opportunities for all of our staff optimising their existing and potential skills. For learning delivery staff, we will help keep them up-to-date in their sector / industry, and with the latest teaching and learning techniques. This will include training on new technologies, pedagogical approaches, and leadership development. All staff will be encouraged to develop their specialist and general skills, and reach their full potential.

**Design flexible curriculum delivery:** We will innovatively design learning that meets the actual training needs of learners and employers. This will include smaller, more targeted learning modules rather than necessarily accredited courses. We will work with our funders to be more responsive.

**Create a welcoming learning environment:** We will invest and adapt the learning environment to provide a safe and welcoming experience with comfortable social space, and good, modern and digitally enabled amenities and facilities.

**Support learners with their life challenges:** We will provide more support for all learners as mental health becomes a bigger issue post-pandemic and during difficult financial times. There will be greater support for adults to address the issues that prevent them from progress in learning whilst balancing many other pressures and responsibilities. We will look to target more financial support for those who need it. We will ensure that the communication of our learning offer is more tailored for, and accessible to, our prospective learners.

# Partnerships

At Calderdale College, we are committed to creating strong partnerships with civic, community, employer, and education stakeholders to ensure that we are meeting the needs of our region and addressing local and national priorities. We believe that partnerships are crucial to our success, and we have developed a Strategic Plan centred around creating and maintaining strong relationships that promote growth, skills development, and address critical areas such as low carbon, sustainability, and digital skills.

Our focus on partnerships reflects our commitment to creating an education and training environment that is dynamic, innovative, and responsive to the needs of our students, employers, and the wider community. By collaborating with our partners, we can gain insights into the evolving needs of our region, and adapt our programmes and services accordingly. Our partnerships also provide opportunities for us to share knowledge, best practices, and innovative solutions.

We understand that partnerships are essential to ensuring that we remain a leading provider of education and training in the region. By working closely with employers we can ensure that our curriculum remains relevant and up-to-date, and our students are well-prepared for the workforce. Our partnerships with community organisations enable us to identify and address the needs of our region, creating opportunities for growth, development, and social change.

We recognise the importance of addressing critical areas such as low carbon and sustainability, and we are committed to working in partnership with all stakeholders to address these areas. By collaborating with our partners, we can create a strong and supportive collaboration that fosters

innovation and knowledge sharing, and one which encourages the development of new ideas and approaches.

Our commitment to creating strong partnerships is integral to our Strategic Plan, and we are dedicated to investing the time, resources and effort necessary to build relationships which benefit our students, our community, and our region. We believe that through strong partnerships, we can achieve our shared goals and contribute to the prosperity of our region.

# Our Priorities

**Regular meetings with stakeholders:** We will schedule regular meetings and forums with stakeholders to build and maintain strong relationships. These meetings will provide opportunities for information sharing, updates on relevant issues, and collaboration on initiatives.

**Needs assessments:** We will conduct regular needs assessments to identify the evolving needs of the region and stakeholders. These assessments will be used to inform development, curriculum design, and the allocation of resources.

**Collaborative initiatives:** We will develop and implement collaborative initiatives with stakeholders to address critical areas such as low carbon, sustainability, and digital skills. These initiatives will include joint projects, shared funding, and knowledge exchange.

**Workforce development:** We will engage with employers to ensure that the College's curriculum remains relevant and up-to-date. Through regular consultation, industry advisory committees, and work placement opportunities, we will ensure our curriculum and staff development keeps up with the rapid pace of change in the sector.

**Community engagement:** We will work closely with community organisations to identify and address the needs of the region by supporting local projects, volunteering, and participating in community events.

**Engagement with Education sector:** We will work with our school partners to build a platform of accessible service/ products which add value to the health and wellbeing of both staff and students to achieve our shared goals.

**Pledge/Sponsorships/ Endorsement:** We will have a joined up working approach for a mutually beneficial relationship through sponsorship and commercial endorsements for our business community.

**Celebrate our partnerships:** We will share our successes with our stakeholders through regular awards events, recognition initiatives and marketing case studies.

**Expand our horizons:** We will build partnerships beyond West Yorkshire to innovate and expand our knowledge, experience and opportunities for the benefit of all students and staff.

**Social Value:** We will create a partnership which enhances our social agenda and contributes to community wealth.

# Performance

At Calderdale College, we are unwaveringly committed to achieving the highest levels of performance in all aspects of our operations.

Our relentless drive to achieve excellence is rooted in our fundamental belief that every student deserves an exceptional education, and that we have a responsibility to provide them with the knowledge, skills, and experience they need to achieve their full potential.

We are proud to be a college that consistently achieves amongst the highest achievement rates in the sector, and we will continue to strive for excellence in everything we do. Our goal is not just to meet, but to exceed the expectations of our stakeholders, ensuring that our students achieve outstanding outcomes and become valued members of the workforce and the community.

To achieve this, we recognise that we must add value to every student's journey, regardless of their starting point. We will provide tailored support and guidance to help our students overcome any barriers they may face, and we will celebrate their achievements every step of the way.

Our aim is to be the number one choice for technical education in the region, and we are committed to achieving this by creating a culture of continuous improvement. We will invest in our people, resources, and infrastructure, to ensure that we have the best possible resources to support our students and staff.

We recognise the importance of creating a college that is financially secure, allowing us to make strong investments that will benefit our students, staff, and community. Our focus on performance will help us achieve this, by ensuring that we are delivering exceptional education that meets the evolving needs of our region.

Above all, we are committed to creating a college that is highly valued by the community and stakeholders we serve. We will continue to work collaboratively with our partners to ensure that we are meeting the needs of our region and supporting its economic and social development. We are proud to be 'Calderdale's College', and we will continue to strive for excellence in all that we do.

## Our Priorities

**The College will continue to embrace a culture of High Performance:** We will strive to build a culture of high performance by embedding professional expectations and behaviours into everything we do. We will regularly review and evaluate the performance of all aspects of the College and be unrelentless in our ambition for students and staff.

**Calderdale College will deliver outstanding employer engagement:** We will engage with employers across Calderdale and the wider region to ensure that our curriculum offer is relevant and meets their needs. We will continue to develop close working relationships with employers, providing advice and guidance from our industry experts, offering work experience placements and developing apprenticeship programmes.

**As a digital college, we will drive innovation in all of our services:** We will encourage digital innovation through investment in our systems and processes, enhancing our approach to data management to manage resources and performance effectively whilst improving efficiency and increase productivity.

**Calderdale College will be an outward facing organisation:** We will celebrate and share our success, promoting the college at every opportunity to cement our reputation as a sector leader recognised through validation and accreditation from sector/external bodies.

**A college of tailored and relentless support:** We will empower students to reach their full potential through diverse experiences which promote aspiration and personal development. With expert subject and pastoral guidance and inclusive learning opportunities, students will progress towards their next steps in life with confidence and purpose.

**Our students will have high aspirations and career goals:** We will set aspirational targets and goals for our students and staff, measuring their progress through a range of internal and external metrics to maintain exceptional performance. We will develop methods to measure the immeasurable: the future skills (teamwork, problem-solving, communication, creativity, confidence, resilience, digital literacy, green skills) and personal development of our students.

**Calderdale will be the hub of partnership working:** We will work collaboratively with civic, community, employer and education stakeholders to ensure that the College is meeting the needs of the region and addressing local and national priorities. We will create regular partnership meetings and forums, joint project work which will ensure the sharing of best practice to promote growth, skills development and innovation.

**Our financial performance will enable growth and aspiration:** We will ensure the College's financial sustainability by maximising current funding, by being responsive to regional and local needs, and seeking opportunities for growth by being proactive in developing other income streams. This will enable the College to invest in the infrastructure, technology and resources required to deliver exceptional education.

**Calderdale College will prioritise the development of our own staff:** We will provide our staff with the relevant training and skills necessary to carry out their roles to the highest standard. Engaging in discussions with staff around progression routes within the College, succession planning and offering training to achieve their goals and aspirations. Through a supportive and developmental performance management process, we will ensure every staff member has the opportunity to develop and reach their full potential.

**Calderdale College will put sustainability at the heart of all we do:** We will embed sustainability goals into all aspects of the College including Estates, Resources and Facilities; Human Resources; IT and Teaching & Learning, measuring our performance against sustainable development goals and reporting on our progress towards achieving our aspirational target of net zero by 2030.

# Planet

At Calderdale College, our commitment to sustainability goes beyond a mere statement of intent. We understand that our planet is facing unprecedented environmental challenges that require urgent action, and we are determined to play our part in securing a more sustainable future.

To achieve this, we have set ambitious pledges to become net zero by 2035 with an aspiration to achieve this by 2030, through the adoption of innovative and sustainable technologies. We are investing in making our building more energy efficient and using solar energy and heat source pumps, as well as providing electric charging points for students, staff and the public.

However, sustainability is not just about reducing our carbon footprint. We are also dedicated to minimising our environmental impact in other areas, such as paper usage and recycling. Our goal is to become a paperless college, reducing our reliance on paper and promoting digital learning. We are also increasing our recycling efforts to minimise waste and ensure that resources are used sustainably.

Sustainability is embedded in our curriculum, ensuring that our students are equipped with the knowledge and skills to tackle environmental challenges in their future careers. We are also working closely with local employers to help them meet their net zero targets, enabling us to make a positive impact in our wider community.

At Calderdale College, we believe that sustainability is not just a responsibility, but an opportunity to innovate and drive positive change. We are committed to leading the way in providing green skills, green technology and driving excellence in sustainability that will shape a better future for ourselves and generations to come.

"We're working with Calderdale College to drive the green agenda forward and support our district with reaching its target of net zero by 2038. Together we are developing new ways of working, teaching, and learning; this collaboration is already turning Calderdale into a centre of excellence for low carbon technologies." Steve Shimbles, Director, Halifax Renewable

# Our Priorities

**We will develop and implement a comprehensive sustainability plan:** We will commit to the Climate Action Roadmap. To track our progress, we will conduct regular environmental audits that accurately identify our environmental impact covering all aspects of our operations. These audits will inform our Climate Action Plan with actions such as for reducing our carbon footprint, embedding sustainability in the curriculum and the creation of new courses to meet the needs of the green sector.

**We will invest in innovative sustainable technologies:** To achieve our aspirational target of a net zero campus by 2030 and have the technology required to train for green jobs, we need to invest in sustainable technologies that reduce emissions and waste, and build capacity for future jobs. We will continuously search for funding opportunities to support capital investment, skills development and investment in sustainable technologies. Our investment will be purposeful to maximise the environmental impact across our estate. This will be seen via our green transport strategy and usage of renewable technologies.

**We will play a central role in driving the local green economy:** We will lead local skills planning and delivery in partnership with employers and local stakeholders to ensure the green economy meets national and international needs. We will ensure our curriculum includes Education for Sustainable Development (ESD) as a fundamental component of all learning, and that our green skills offer meets the needs of Calderdale employers and addresses local and regional skills demands and shortages. We will host a series of events, workshops, and other initiatives that raise awareness and encourage sustainable practices.

**We will monitor and report on progress:** It is important to monitor and report on our progress to ensure that we are on track to achieve our sustainability pledges. This will help us identify areas where we need to improve and will demonstrate our commitment to sustainability to stakeholders, including staff, students, and the wider community. We will produce regular sustainability reports and other communication channels.

# Engineering & Advanced Manufacturing

"The skills shortage our industry is experiencing is in need of rectification; and the solution truly does lie within education.

Teaching subjects like Engineering and showcasing the possible careers these skills can open doors to is massively important, whether it's as a performance engineer in an F1 team, or an aerodynamicist for an aircraft manufacturer, there's no end to what is achievable."

Andrew Denford,
**Founder and Chairman, F1 in Schools**

**A clear and comprehensive framework for the continued success of Engineering and Advanced Manufacturing**

This Strategic Plan has been developed to identify the key initiatives and investments necessary to ensure that Engineering and Advanced Manufacturing in Further Education remains a viable, successful, and sustainable sector for the future.

This plan aims to address the needs of the sector, build capacity, and increase the visibility and credibility of Engineering and Advanced Manufacturing in the Further Education sector.

We must ensure that Engineering and Advanced Manufacturing in the Further Education sector remains relevant and effective in meeting the needs of its students, staff, and employers. It recognises the importance of maintaining a strong industry presence and sector-wide understanding of best practice and outlines the steps necessary to ensure that the sector remains competitive and successful.

The plan seeks to identify the current strengths of the College, as well as the opportunities for further improvement and development. It includes actions that will ensure Calderdale College is a leading provider of full time, apprenticeships and commercial training for the sector.

The plan also outlines the resources necessary to ensure that the sector remains a vibrant and successful contributor to the UK economy. This section will provide a clear and comprehensive framework for the continued success of Engineering and Advanced Manufacturing in the Further Education.

## 2nd largest sector with 30% of businesses being SMEs*

## 68% of businesses are reporting skills gaps*

## 7.3k+ businesses with 66% specialists in advanced processes*

*West Yorkshire Local Skills Improvement Plan 2023.

# Our Priorities

**Provide professional development opportunities for staff:** Invest in continuous professional development for faculty members to ensure they stay updated with the latest advancements in advanced manufacturing. Support faculty attendance at workshops, conferences, and training programmes that focus on these emerging technologies.

**Engage with the local community:** Actively engage with local businesses, schools, and community organisations to promote the relevance and benefits of advanced manufacturing. Organise events, workshops, and demonstrations to showcase the applications and opportunities available in these areas.

**Foster research and innovation:** Encourage faculty and students to engage in research projects related to advanced manufacturing. Establish research collaborations with industry partners to explore innovative solutions and drive advancements in these fields.

**Leverage digital platforms for marketing:** Utilise digital marketing strategies to raise awareness around the College's advanced manufacturing and engineering offerings. Showcase success stories, student projects, and the availability of state-of-the-art equipment in these areas.

**Establish knowledge exchange networks:** Create platforms and networks for knowledge sharing and collaboration among students, faculty, industry experts, and other educational institutions in the field of advanced manufacturing. Encourage the exchange of ideas, experiences, and best practices to foster innovation and growth in these sectors.

**Strengthen strategic partnerships:** Forge strategic partnerships with companies specialising in advanced manufacturing. Collaborate with these industry partners to offer students opportunities for industry placements, internships, and real-world projects to bridge the gap between theoretical knowledge and practical application.

**Develop specialised apprenticeship programmes:** Work closely with industry partners to design apprenticeship programmes focused on advanced manufacturing. These programmes should provide apprentices with practical exposure to industry-relevant projects and the opportunity to work with cutting-edge technology in these fields.

**Offer industry-recognised certifications:** Collaborate with industry bodies and certification organisations to offer industry-recognised qualifications specific to advanced manufacturing. These certifications will validate students' expertise and enhance their employability in sectors where these advanced technologies are utilised.

**Create a regional Industry 4.0 Hub:** Allocate resources to equip the College with state-of-the-art facilities dedicated to advanced manufacturing. Create specialised labs and workshops with advanced equipment and tools to provide students and businesses with hands-on experience and training in these technologies.

# Construction

"We're proud to be working with Calderdale College's Construction students to give them unique experiences on live building sites with highly-qualified teams as large-scale projects come together."

Katie Hardisty,
**Corporate Social Responsibility Manager, Kier**

**Employers should be at the heart of the curriculum design**

The construction industry is an ever-evolving field that requires continuous innovation to stay at the forefront of modern methods and technologies.

To ensure that students are properly prepared for the rigors of the construction industry, a comprehensive curriculum area focusing on construction must be developed. This curriculum area should cover all aspects of the construction industry, from traditional methods and materials to modern technologies, such as augmented and virtual reality, and the professional trades, such as surveying, that are necessary for the successful completion of a construction project.

This curriculum area should also cover topics such as safety, sustainability, and the economic and legal aspects of construction. Through this curriculum area, students will gain the knowledge and skills needed to become successful in the construction industry. In addition to providing theoretical knowledge, the curriculum should also emphasise practical, hands-on experience.

This can be achieved through partnerships with employers, allowing students to gain real-world experience through apprenticeships, onsite delivery, and other workplace-based learning opportunities.

Employers should be at the heart of the curriculum design, providing guidance and expertise that will ensure that students are receiving the most up-to- date and relevant training. By developing and implementing a comprehensive curriculum area focusing on construction, we can ensure that our students are properly prepared for the rigors of the construction industry.

It should also incorporate practical, hands-on learning experiences through partnerships with employers. Through this curriculum area, students will gain the knowledge and skills necessary to become successful in the construction industry.

**11k construction businesses in West Yorkshire***

**39% of construction businesses in West Yorkshire have hard to fill vacancies****

**73K employees in the sector in West Yorkshire*****

* Source: UK Business Counts, Office for National Statistics. ** Source: West Yorkshire Combined Authority Business Survey 2022. *** Source: Annual Population Survey.

## Our Priorities

**Embrace new technologies:** Develop a clear roadmap for integrating new technologies into the construction curriculum. This will include incorporating Building Information Modelling (BIM), Computer-Aided Design (CAD), Virtual Reality (VR), and other emerging tools to enhance student learning experiences and prepare them for modern construction practices.

**Establish partnerships with employers and stakeholders:** Collaborate with construction industry employers, professional organisations, and other stakeholders to align the curriculum with the needs of the industry. Engage in regular dialogues, advisory boards, and joint initiatives to ensure the curriculum remains relevant and up to date.

**Integrate modern methods of construction:** Introduce modules or courses focusing on modern methods of construction (MMC), such as modular construction, off-site fabrication, and sustainable building practices. Emphasise the importance of efficiency, sustainability, and safety in these methods.

**Foster industry connections through work placements:** Forge partnerships with construction companies and organisations to offer work placement opportunities for students. These placements allow students to gain practical experience, apply their learning in real-world settings, and establish valuable industry connections.

**Develop a professional development programme:** Implement a professional development programme for staff to enhance their knowledge and skills in utilising new technologies and teaching modern construction methods. Offer training sessions, workshops, and resources to support their continuous professional development.

**Enhance digital literacy:** Provide students with training and resources to improve their digital literacy skills, particularly in relation to construction-specific software, BIM, and CAD tools. Encourage them to develop, use and master these technologies, which are becoming essential in the construction industry.

**Regularly review and update the curriculum:** Establish a process for regularly reviewing and updating the construction curriculum to ensure it remains aligned with industry trends and technological advancements. Engage industry experts and employers in the review process to gain their valuable insights and feedback.

**Promote collaborative learning:** Foster collaboration among different departments within the College to provide students with a holistic educational experience. Encourage interdisciplinary projects, where construction students can work alongside students from other relevant fields such as engineering, creative industries, and sustainability, to develop a comprehensive understanding of the construction industry's broader context.

# Health, Life Science & Education

"Working alongside Calderdale College is a crucial part of our collective commitment as leaders in Calderdale to enable our communities to access training in skills to work well, live well and flourish."

Brendan Brown,
**Chief Executive, Calderdale & Huddersfield NHS Foundation Trust**

**As the world evolves, Health and Life Science continues to be a critical area of further education**

The demand for professionals in this sector continues to grow, as does the need for qualified educators to teach the relevant courses. This Strategic Plan for Health and Life Science in the further education context aims to provide a roadmap for developing and delivering high- quality education and research initiatives, with the ultimate goal of enhancing the health and wellbeing of society.

This plan will provide a framework for expanding and improving existing educational programs, as well as creating new ones, in order to meet the changing needs of the sector.

It will also focus on building collaborative relationships with other relevant stakeholders, such as healthcare providers, employers, and research institutions, to ensure that the educational objectives are met. The plan will also outline strategies for recruiting and retaining qualified staff, equipping them with the necessary resources and expertise, and providing a safe and nurturing learning environment.

By following the Strategic Plan, the further education context will become a leader in providing outstanding education and research opportunities in Health and Life Science.

**3.7K vacancies in the NHS in West Yorkshire, almost 6% of the NHS workforce in the region***

**162K employees in Health & Social Work in West Yorkshire, 15% of total employment in the region****

**40% of vacancies in the NHS are in nursing, midwifery and health visiting positions***

*Source: West Yorkshire Integrated Care Board Focus on Workforce Report 2023. **Source: Business Register and Employment Survey.

# Our Priorities

**Embrace new technologies:** Develop a clear roadmap for integrating new technologies into the Health and Life Science curriculum. This may include incorporating health informatics, wearable devices, and other emerging tools to enhance student learning experiences and prepare them for modern healthcare practices.

**Establish partnerships with healthcare providers and stakeholders:** Collaborate with healthcare organisations, medical professionals, and other stakeholders to align the curriculum with the needs of the healthcare industry. Engage in regular dialogues, advisory boards, and joint initiatives to ensure the curriculum remains relevant and up to date.

**Integrate cross departmental learning:** Create opportunities for interdisciplinary learning by collaborating with related fields such as nursing, midwifery, and sciences. Foster collaboration among different departments to provide students with a comprehensive understanding of the healthcare sector and promote teamwork skills.

**Incorporate experiential learning:** Provide students with practical experiences through internships, clinical placements, or simulated environments. Collaborate with healthcare facilities to offer hands-on training opportunities that allow students to apply their knowledge in real-world settings.

**Foster community engagement:** Encourage students to engage with the local community and contribute to public health initiatives. Collaborate with community organisations and public health agencies to provide students with opportunities to apply their skills and knowledge to benefit the community's health and well-being.

**Implement immersive learning experiences:** Integrate immersive learning experiences, using VR and AR technologies, into the Health and Life Science curriculum. Develop virtual simulations and interactive scenarios that allow students to practice clinical skills, patient assessments, and decision making in realistic healthcare environments.

**Enhance T Level curriculum:** Develop and enhance the T-Level curriculum in Health and Life Sciences to align with industry standards and provide students with comprehensive and practical knowledge. Collaborate with industry experts and professional bodies to ensure the curriculum meets the needs of employers and prepares students for successful careers.

**Maximise apprenticeship provision:** Expand apprenticeship provision in the Health and Life Science sector by working closely with healthcare employers and apprenticeship providers. Develop apprenticeship programmes that offer a combination of on-the-job training, classroom instruction, and mentorship to provide students with valuable practical experience and industry-specific skills.

**Foster innovation and entrepreneurship:** Create an environment that encourages innovation and entrepreneurship within the Health and Life Science curriculum. Offer opportunities for students to develop entrepreneurial skills, explore innovative ideas, and collaborate on projects that have the potential to make a positive impact in the healthcare industry.

**Develop digital literacy and data analysis skills:** Equip students and staff with essential digital literacy skills and data analysis capabilities required in the modern healthcare sector.

# Creative Industries

"Calderdale is overflowing with creativity. We are delighted to be partnering with the College to promote Calderdale's standing as a cultural centre for creative production, to ensure that we, as a united community, grasp this opportunity to bring the Creative Industries and young people closer together."

Jeremy Hall,
**Chairman & Managing Director, Dean Clough**

**The Creative Industries are an increasingly important sector to the UK economy**

The Creative Industries are an increasingly important sector to the UK economy, having been identified as a key driver of economic growth in recent years. For the Further Education sector, this presents an opportunity to cultivate the skills and knowledge of the next generation of creative professionals, allowing them to contribute to the continuing growth of this sector. This Strategic Plan will outline the objectives and activities necessary to ensure that the Creative Industries within Further Education are well positioned to create and sustain a vibrant, innovative and successful future.

It is essential that we provide comprehensive education which prepares individuals for their chosen careers, equipping them with the skills and knowledge necessary to work in the Creative Industries. We must also ensure that our students are able to access the opportunities available within this sector, and that the wider industry is well informed about the talents and capabilities of those in the Further Education sector. In order to achieve these objectives, we must develop a Strategic Plan that is focused on both the short-term and long-term goals of the Creative Industries. This plan will provide a framework for the development of our educational offerings, the support for our students, and the engagement with the industry.

We will also focus on the delivery of sustainable and successful outcomes for all stakeholders involved. This Strategic Plan will provide an overview of the objectives, activities and strategies necessary to ensure that the Creative Industries within Further Education are well positioned to create and sustain a vibrant, innovative and successful future. It is our hope that this plan will serve as a guide for Further Education institutions, businesses and other stakeholders to ensure that the Creative Industries can continue to contribute to the economic growth of the UK in the years to come.

## Home to almost 9K businesses employing 48K people*

## Fastest growing creative sector outside London & Scotland*

## The sector is worth £2bn to our regional economy*

* West Yorkshire Combined Authority Creative Industries Showcase.

# Our Priorities

**Embrace cutting-edge technologies:** Explore emerging technologies such as Virtual Reality (VR), Augmented Reality (AR), and interactive media to enhance student learning experiences and enable them to push the boundaries of creativity in fields like computer games design, animation, performing arts, art and design, and production arts.

**Cultivate industry partnerships and collaborations:** Foster deep and meaningful partnerships with key stakeholders in the creative industries, including renowned artists, designers, production companies, and performing arts institutions. Collaborate on joint projects, mentorship programs, and industry-led initiatives to provide students with real-world exposure, networking opportunities, and industry-relevant experiences.

**Establish a sector leading Digital, Art and Performance Centre:** Create an innovative and purpose-built Digital, Art and Performance Centre as a central hub for creative expression and collaboration. Equip the centre with advanced technologies and immersive experiences to nurture the talents of digital, art and performance students and provide them with a professional platform to showcase their skills.

**Develop specialised pathways and programs:** Craft specialised pathways within the creative industries curriculum, tailoring them to the unique demands of disciplines such as computer games design, animation, performing arts, art and design, and production arts. These programs should reflect industry trends, anticipate emerging skills requirements, and offer students the opportunity to specialise in their chosen fields.

**Foster cross departmental collaborations:** Encourage collaborations and cross-pollination of ideas among students across different creative disciplines. Facilitate collaborative projects and initiatives that bring together computer games designers, animators, performing artists, visual artists, and production arts specialists to explore new frontiers and encourage innovative problem-solving.

**Provide immersive experiential learning opportunities:** Develop immersive experiential learning opportunities for students, such as industry internships, work placements, and site visits. Forge partnerships with local creative companies, art studios, animation studios, theatre groups, and production companies to enable students to gain practical experience, work on real projects, and develop a deep understanding of the creative industries.

**Cultivate entrepreneurship and freelancing skills:** Foster an entrepreneurial mindset among students and provide them with the necessary skills and resources to pursue entrepreneurial endeavours within the creative industries. Offer training on business development, project management, and marketing to empower students to become creative entrepreneurs and freelancers.

**Emphasise digital and multimedia literacy:** Equip students with strong digital skills and multimedia literacy by integrating comprehensive training on industry-standard software, digital media production techniques, and multimedia storytelling. This will enable students to effectively utilise digital tools and platforms, adapt to evolving technologies, and create impactful creative content. Showcase student work and performances: Organise regular showcases, exhibitions, screenings, and performances to celebrate the creative accomplishments of students. Provide platforms for students to display their artwork, present their games, showcase animations, and stage performances to industry professionals, potential employers, peers, and the wider community.

**Stay at the forefront of creative innovation:** Foster a culture of continuous learning and innovation within the college's creative industries curriculum. Stay connected with industry trends, research

advancements, and evolving artistic practices. Encourage faculty development programmes, participation in creative conferences, and collaborations with industry leaders to ensure the curriculum remains fresh, forward-thinking, and at the forefront of creative innovation.

# Business, Professional & Services

"It's really important for us to support our local community through apprenticeships, and the work we are doing collaboratively with Calderdale College is enabling us to develop our workforce and upskill existing members of staff."

Louise Kenyon,
**Graduate and Apprenticeship Recruitment Partner at Covéa Insurance**

**Designed to provide learners with the skills and knowledge to pursue their chosen career pathsm**

The Business and Professional curriculum within Further Education is designed to provide learners with the skills and knowledge to pursue their chosen career paths.

This Strategic Plan outlines the objectives and strategies to ensure the success of this curriculum. It will provide the resources and support needed to ensure the best possible learning experience for students and to ensure that the curriculum meets the needs of employers and industry. It will also identify the curriculum's performance in comparison to other further education providers, allowing for ongoing review and improvement.

This plan will provide a framework for the continued development of the curriculum, ensuring that it remains up-to-date and relevant to the needs of learners, employers, and industry. Examples of the courses available within the business and professional curriculum include accounting, business administration, entrepreneurship, human resources, hospitality, catering, marketing, and professional studies. These courses provide learners with the skills and knowledge necessary to succeed in their chosen career paths. They also provide a foundation for further study and qualifications, which can help students to progress in their chosen field.

**23% expected growth***

**70% reporting skills gaps, 11% hard to fill vacancies***

**332K+ employed in Leeds City region***

* West Yorkshire Local Skills Improvement Plan (Financial and Professional Services).

# Our Priorities

**Collaborate with industry stakeholders:** Establish strong partnerships with businesses, professional associations, and industry experts. Engage in regular dialogue to understand industry needs, contribute to curriculum design, and create opportunities for T Level work placements and apprenticeships.

**Develop T Level pathways:** Incorporate T Level pathways within the Business and Professional curriculum, specifically focusing on areas such as hospitality, accounting, business administration, and marketing. Design these pathways to align with the T Level Curriculum requirements, providing students with a comprehensive and industry-relevant educational experience.

**Develop Apprenticeship provision:** Develop and promote apprenticeship programmes in collaboration with employers in the Business, Professional and Service sectors. Provide opportunities for students to gain practical skills and work experience through apprenticeships, combining classroom learning with on-the-job training.

**Integrate practical learning experiences:** Design and deliver practical learning experiences within the curriculum that replicate real-world scenarios in the hospitality, accounting, business, and marketing sectors. Incorporate case studies, simulations, and industry projects to develop students' practical skills, problem-solving abilities, and critical thinking.

**Enhance digital and technological skills:** Incorporate modules that focus on digital skills and emerging technologies relevant to these sectors. Integrate topics such as data analytics, digital marketing strategies, financial software applications, and customer relationship management tools, to prepare students for the digital demands of these industries.

**Provide industry-led qualifications:** Collaborate with professional bodies and industry organisations to offer certifications and qualifications recognised within the business, professional and service sectors. Ensure that students have the opportunity to gain industry-standard certifications, enhancing their employability and career prospects.

**Support career guidance and employability skills:** Provide dedicated career guidance services to help students explore career opportunities, develop job search skills, and prepare for interviews for their future career. Offer workshops on CV writing, networking, and professional standards to enhance students' employability skills.

**Continuously evaluate and improve:** Conduct regular evaluations of the curriculum to assess its effectiveness in meeting the needs of learners, employers, and the evolving demands of the sector. Use feedback from industry partners, students, and curriculum teams to make necessary improvements and ensure ongoing alignment with sector-specific requirements.

**Integrate sustainability practices:** Embed sustainability principles and practices across the Business and Professional curriculum, emphasising the importance of the green agenda. Incorporate modules on sustainable business strategies, corporate social responsibility, and environmental management, equipping students with the knowledge and skills to contribute to sustainable practices in their future careers.

# A Digital College

"Working with Calderdale College, we have together developed powerful applications using immersive technologies and are helping young people to focus their expertise and understanding of how VR and gaming technologies can be used in different industries."

Taran Singh,
**Director, Interactive 3D Design**

**The 'Digital College' is an exciting new project that will transform the way our college operates**

Our goal is to create a fully integrated digital platform that will enable our college to meet the educational needs of our students more effectively and efficiently.

We plan to leverage technology to improve the student experience, enhance the quality of our services, and create an environment in which our college can remain competitive in the 21st century.

This Strategic Plan outlines our vision, goals, strategies, and actions for creating a Digitally-enabled College. We will focus on improving our digital infrastructure, adopting technology-based solutions, and creating a culture of innovation to ensure our Digital College is successful.

Examples of digital technologies that would be used in our curriculum and workplace include online learning platforms, data analytics tools, cloud-based computing, virtual reality, and artificial intelligence. By leveraging these technologies, we will create an engaging and interactive learning environment in which our students can thrive.

## 400K adults in the region lack foundation digital skills*

## UK's fastest growing sector, 50k jobs in 8,675 businesses in West Yorkshire*

## 0.5m workers lack essential workplace digital skills*

* West Yorkshire Local Skills Improvement Plan.

## Our Priorities

**Develop a comprehensive digital strategy:** Develop a digital strategy that aligns with the College's overall vision and goals. Identify key focus areas, such as digital infrastructure, digital skills development, online learning platforms, and digital communication tools, to guide the implementation of technology across Calderdale College.

**Upgrade digital infrastructure:** Invest in robust and reliable digital infrastructure, including high-speed internet connectivity, Wi-Fi access points, and network security measures. Ensure the College's infrastructure can support the increasing demands of digital technologies and provide a seamless experience for students and staff.

**Expand online learning opportunities:** Expand the range of online courses and programmes offered by the College, providing flexible learning options for students. Develop engaging and interactive online learning platforms that leverage multimedia resources, virtual classrooms, and collaborative tools to facilitate student engagement and learning outcomes.

**Enhance digital skills training:** Implement comprehensive digital skills training programmes for students, faculty, and staff. Offer training on digital tools, software applications, data literacy, AI and cybersecurity to ensure everyone has the necessary competencies to navigate the digital landscape effectively.

**Integrate digital technologies into teaching and learning:** Encourage curriculum to integrate digital technologies, such as learning management systems, virtual learning environments, and educational apps, into their teaching practices. Foster innovation and creativity in the use of technology to enhance student engagement, collaboration, and knowledge acquisition.

**Implement a robust data management system:** Develop a centralised data management system that enables efficient collection, storage, and analysis of data. Maximise data analytics to gain insights into student performance, engagement, and learning outcomes, enabling evidence-based decision-making and targeted interventions.

**Improve digital accessibility:** Ensure that digital resources, platforms, and learning materials are accessible to all students, including those with disabilities. Implement best practices for digital accessibility, such as providing alternative formats, closed captioning, and screen reader compatibility, to promote inclusive learning environments.

**Foster digital collaboration and communication:** Implement collaborative tools and digital communication platforms to facilitate seamless communication and collaboration among students, employers, staff, and external stakeholders. Foster a digital culture that encourages active participation, knowledge sharing, and teamwork.

**Empower staff with digital tools and training:** Provide ongoing professional development opportunities for staff to enhance their digital competencies and leverage technology effectively in their roles. Equip staff with the necessary digital tools and resources to streamline administrative processes, improve efficiency, and provide quality support to students, including the introduction of AI technologies.

**Enhance student support services through digital channels:** Develop comprehensive digital student support services, such as online counselling, virtual tutorials, and digital career guidance resources. Maximise technology to provide personalised and accessible support to students, enhancing their overall college experience.