**Business West**

Gloucestershire

# LSIP Progress Report

June 2025

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GLOUCESTER CHELTENHAM

FOREST OF DEAN

STROUD COTSWOLD

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**Further Reading:**

This Progress Report is the culmination of three years of research into Skills Gaps in the local area for the following Priority Sectors:

- Digital Industries (IT, Tech and Business Services)
- Agriculture, Agritech and Land Management
- Construction and the Built Environment
- Advanced Manufacturing and Engineering

And Cross-Cutting Themes:

- Digitalisation
- Net Zero
- Core and Transferable Skills (Business and Administration)

In addition to the creation of the annual Progress Reports, Business West have created further deep dive reports and additional resources to explore the priority sectors and cross-cutting themes in more detail.

You can find all the preceding reports here:

**Progress Reports:**

- Gloucestershire LSIP Progress Report 2024
- Gloucestershire LSIP 2023 Report

**Priority Findings and Roadmaps:**

- Gloucestershire LSIP Roadmap
- Gloucestershire Priority Findings - 2024 - Advanced Manufacturing & Engineering
- Gloucestershire Priority Findings - 2024 - Agriculture, Agritech and Land Management
- Gloucestershire Priority Findings - 2024 - Construction and Built Environment
- Gloucestershire Priority Findings - 2024 - Digital Industries
- Gloucestershire Priority Findings - 2022-2023 - Digital Industries
- Gloucestershire Priority Findings - 2022 - 2023 - Construction and Built Environment
- Gloucestershire Priority Findings - 2022-2023 - Agriculture, Agri-Tech and Land Management
- Gloucestershire Priority Findings - 2022-2023 - Advanced Manufacturing & Engineering

**Deep Dive Reports:**

- IT and Digital Skills Nationwide Report
- Equality, Diversity and Inclusion Provision Report 2024
- Green Skills Provision Report

**Case Studies:**
- LSIP Case Study with Hartpury University and Hartpury College
- LSIP Case Study with CyNam
- LSIP Case Study with SGS College
- LSIP Case Study with Gloucestershire County Council

**Infographics:**
- Agriculture, Agritech and Land Management Impact Infographic - Gloucestershire LSIP
- Construction and the Built Environment Impact Infographic – Gloucestershire LSIP
- Advanced Manufacturing and Engineering Impact Infographic - Gloucestershire LSIP
- Digital Industries Impact Infographic - Gloucestershire LSIP
- Gloucestershire LSIP Methodology 2024
- Gloucestershire LSIP - Skills Snapshot
- Impact Infographic - Gloucestershire LSIP

**Webinars, Glossary and FAQs:**
- Gloucestershire LSIP Online Forum
- Local Skills Improvement Plans - A Myth Busting Webinar
- Glossary - Gloucestershire Local Skills Improvement Plan Roadmap
- Local Skills Improvement Plans - FAQs

# Contents:

**Summary of the Local Skills Improvement Plan (LSIP):**

The Local Skills Improvement Plan for Gloucestershire local area is a Department for Education funded project ensuring post-16 technical provision is aligned with the needs of employers in the region.

In order to determine which sectors would be the priority for Gloucestershire, the following factors were considered: High Value (GVA), High Employment, High Growth Potential and High Need/Change. Based on these criteria, Digital Industries (IT, Tech and Business Services), Agriculture, Agritech and Land Management, Construction and the Built Environment and Advanced Manufacturing and Engineering were selected as the priority sectors for the local area.

In addition to looking at the sector specific skills needs, the LSIP also looked at the following cross cutting themes: Sector Specific and Technological Change, Critical Workplace, Core and Transferable Skills (including Core Digital) and Net Zero Skills.

While this Local Skills Improvement Plan (LSIP) continues to operate on a Gloucestershire county level, devolution is underway, although it's not yet clear what this will look like for the region. Created in collaboration with Gloucestershire County Council, the LSIP for Gloucestershire incorporates the views of employers and stakeholders within the local area to produce a selective skills analysis and actionable priorities for key sectors in the region.

The primary focus of the LSIP's intended outputs is towards providers of post-16 Technical and Further Education, but the findings may be of benefit to others within the education, skills and support systems.

The aims of the LSIP are as follows:
- Gather and interpret employer intelligence about unmet skills needs for new entrants and within their existing workforce.
- Assist providers to act on this intelligence alongside existing research into the understanding of shortages, regional and occupational priorities, and known change to sectoral needs.
- Support with decision making for potential changes to existing core post-16 technical provision, to help close the gap between formal learning and work readiness.
- Identify skills needs within employers that may be met with additional non-core curricula delivery.

There is a clear appetite within the local area for the development of a regionwide response map, outlining the functions of support agencies in the local area to best help employers understand the full range of support available to them. Clarity of messaging, multi-agency support and a collaborative approach to the skills agenda were common trends that occurred during research. In addition, there is an apparent need for an external advisory function to provide impartial advice and to monitor provision and resourcing in the local area and clear signposting to these different support organisations.

**Strategic and Economic Context Update:**

During the period covered in this Progress Report, Gloucestershire's economy demonstrated resilience and attracted new investment, especially in high-growth and strategically important sectors. The county's advanced engineering and aerospace cluster saw a major boost with Safran Landing Systems expanding its Gloucester site.

In April 2025, aerospace company Safran opened a new engineering and support centre – a multi-million pound investment that modernised facilities and added capacity for Research and Development (R&D) and skills development.[1] This expansion was accompanied by an active hiring drive: Safran's Gloucester plant welcomed 204 new employees in 2024, with a further 30 recruits in early 2025.[2] Safran's Gloucester operations are engaged in key defence programs such as the Eurofighter Typhoon and the Global Combat Air Programme[3], underlining local participation in national security supply chains.

Investments in infrastructure and regeneration have also progressed. In November 2024, £11 million was confirmed for Gloucester's Greyfriars Quarter regeneration, enabling the redevelopment of the Eastgate Shopping Centre area into new retail, leisure and community spaces.[4] At the same time, funding was secured for Cheltenham's planned National Cyber Innovation Centre at the Golden Valley development – a flagship project to create a world-class cyber-tech hub adjacent to GCHQ (Government Communication Headquarters). These projects, now moving forward, are set to stimulate the Construction sector and support skills growth in digital, cyber and creative industries through new workspaces and innovation facilities.[5]

**Governance and Devolution**

Gloucestershire has experienced notable governance changes in the past year that shape the delivery of its LSIP. In April 2024, the county's Local Enterprise Partnership (GFirst LEP) was formally integrated into Gloucestershire County Council.[6] This transition has streamlined local economic leadership and created a new Gloucestershire Economic Growth Board under the County Council, ensuring continuity of key initiatives and closer alignment of skills and economic strategy with democratic oversight. The County's new Economic Strategy 2024–2034, launched in May 2024, provides a long-term vision ("Gloucestershire 2050") focused on greener, inclusive growth and emphasises stronger engagement with businesses in the post-LEP landscape.[7] Notably, the strategy highlights ambitions for Gloucestershire to become a hub for the UK's intelligence, security, and cyber agencies, as well as a centre for sustainable industries (digital

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[1] Safran Group (2025): Safran opens new engineering and support facilities in Gloucester, UK
[2] Safran Group (2025): Safran opens new engineering and support facilities in Gloucester, UK
[3] Safran Group (2025): Safran opens new engineering and support facilities in Gloucester, UK
[4] So Glos (2024): £11 million funding to transform Gloucester shopping centre and market is confirmed
[5] So Glos (2024): £11 million funding to transform Gloucester shopping centre and market is confirmed
[6] Gloucestershire County Council (2024): Blueprint for economic growth outlined in new strategy
[7] Gloucestershire County Council (2024): Blueprint for economic growth outlined in new strategy

communications, advanced manufacturing, agri-tech, and green/nuclear energy) by 2050 – indicating clear local alignment with national growth priorities.[8]

Regarding the current state of devolution in the local area, three key proposals for local government reorganisation are being developed by different partners across Gloucestershire after the local area was not included in the Government's fast track to devolution:

- **A single unitary authority for the entire county** (serving approximately 660,000 residents), put forward by Gloucestershire County Council.
- **Two unitary authorities**, dividing the county into eastern and western areas. The eastern authority would cover Cheltenham, Cotswold and Tewkesbury (population around 310,000), and the western authority would include Gloucester, Forest of Dean and Stroud (population around 350,000). This option is being led by Cheltenham Borough Council.
- **Two or three unitary authorities**, with one centred on an expanded Gloucester, reflecting its wider urban footprint and functional economic area. This proposal is being driven by Gloucester City Council.[9]

The authorities in the local area are still to decide the preferred option before the 28th November 2025 deadline established by the government to submit final proposals.[10]

**Skills and Providers**

Over the past year, local education and training providers have expanded their offer to meet emerging skills needs. Most prominently, Gloucestershire College opened a new £5 million Sustainable Construction Skills Centre at its Cheltenham campus in September 2024.[11] This state-of-the-art construction training facility – located in Cheltenham's Golden Valley – increases capacity for training tradespeople and construction professionals, as well as offering courses in electrical installation, plumbing, carpentry, groundworks and surveying.[12]

Other provider initiatives have reinforced local skills capacity in key sectors. Gloucestershire College, for example, has continued developing its Cyber and Digital Academy as part of the West of England Institute of Technology, upgrading its computing labs and engineering workshops in Cheltenham to support the booming cyber-tech industry.[13]

**Alignment Between Skills England's Priority Sectors and Gloucestershire's Strategic Focus**

There is strong alignment between Skills England's ten priority sectors and the current economic and skills priorities outlined in both Gloucestershire's Economic Strategy and the LSIP. This

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[8] Gloucestershire County Council (2024): Blueprint for economic growth outlined in new strategy
[9] Stroud District Council (2025): Initial Proposals for Local Government in Gloucestershire
[10] Stroud District Council (2025): Initial Proposals for Local Government in Gloucestershire
[11] So Glos (2024): Gloucestershire College reveals new £5m construction training centre
[12] So Glos (2024): Gloucestershire College reveals new £5m construction training centre
[13] Circle 2 Success (2024): Works underway to transform Gloucestershire College's Cheltenham Campus for Cyber, IT and Engineering

provides a solid foundation for further collaboration, integration of strategic objectives, and the coordinated development of policies and interventions that respond to both national and local needs.

- **Advanced Manufacturing** is identified as a key priority in both the national and local contexts. Gloucestershire's Economic Strategy and LSIP highlight this sector as central to future growth, with particular strengths in engineering, high-value manufacturing, and precision technologies.
- **Digital and Technologies** feature prominently in both Skills England's growth sectors and Gloucestershire's LSIP priority sectors (under "Digital Industries – IT, Tech and Business Services"). The county also has established specialisms in cyber security, artificial intelligence, and semiconductors.
- **Clean Energy Industries**, including green and nuclear energy, are explicitly referenced in Gloucestershire's Economic Strategy. This shows clear alignment with the national focus on the transition to net zero and the opportunities for growth in sustainable energy technologies.
- **Creative Industries** represent a sector with growth potential in Gloucestershire, particularly when considered alongside the county's focus on digital technologies and innovation.
- **Construction**, one of the ten Skills England priority sectors, is a recognised priority in Gloucestershire's LSIP, underlining both its economic importance and its role in delivering infrastructure to support wider growth.
- **Professional and Business Services** are a key enabler of economic activity across other sectors.
- **Agriculture, Agritech and Land Management** align well with the life sciences and clean energy growth sectors due to their relevance to food security, sustainable land use and decarbonisation.

There is further alignment in the underlying drivers of change across the national and local agendas:

- **Digitalisation** is recognised as a cross-cutting theme in Gloucestershire's LSIP and is central to many of the national growth sectors, including digital and technologies, advanced manufacturing, and financial services.
- **Net Zero and Climate Change** are key considerations in both the local strategy and the national industrial strategy. The focus on green energy, sustainable construction, and clean technologies supports shared objectives around climate resilience and economic modernisation.
- **Core and Transferable Skills**—including leadership, communication, and teamwork—are increasingly seen as essential for adaptability and productivity across all sectors.

This alignment offers a clear opportunity to strengthen collaboration between local stakeholders and national bodies, supporting the development of sector-specific plans that respond to both local strengths and national growth ambitions.

## What Has Been Achieved So Far?

Since the publication of the Gloucestershire LSIP in 2023, there have been clear, attributable outcomes over the past year, influencing curriculum reform, employer engagement, and investment decisions. Working across further education, business, and regional partners, the LSIP has begun to embed employer insight into system-level delivery and improve alignment between provision and demand.

Alongside the core outputs of the LSIP, Business West have undertaken a number of deep dive reports investigating skills needs and the potential opportunities in provision towards green skills priorities , and the current remit of employer-accessible Equality, Diversity and Inclusion provision. We have also delivered 'Meet The Expert' style skills exploration events to both help businesses identify emerging trends and technologies and need and to further engage with employers to refine our understanding of need into the future. The LSIP team has also provided a number of direct and bespoke skills advisory engagements in partnership with others.

The LSIP team has been integrated into ongoing developments towards regional planning for current and future skills needs, including with local area authorities and the education and training providers in the region. We continue to work closely with Gloucestershire County Council, having supported in the redevelopment of the Skills and Careers portal to ensure it aligns with employer needs, and have also helped with the induction of a new role, a county wide Green Skills Coordinator.

Business West Chambers of Commerce, via LSIP leads, are also involved in the development of the new county wide Local Growth Plan draft production, ensuring the county is prepared for further devolution requirements and to ensure we can operate on the same principles of collaborative and cohesive support into the future.

The Gloucestershire Roadmap, included in its entirety at the end of this report, outlines explicitly the summation of actions highlighted throughout LSIP activity since its inception in 2022 and we would recommend inclusion in any review of impact. We have included some example actions below to indicate some of the activities taken forwards;

| You Said | We Did |
|---|---|
| We need additional *training* and *education* to compliment the increasing use of technology and AI | Using funds from the Local Skills Improvement Fund, Cirencester College is developing *new IT learning environments,* and all FE colleges are integrating greater digital skills needs to prepare learners for the future of work |
| We need more *soft skills training* e.g. adaptability, resilience and problem solving | In response to the LSIP findings, *critical work skills* have been highlighted in all colleges' responses, with various strategies to integrate further business needs including with Gloucestershire College's strategic planning to reinvigorate curriculum areas through greater integration of employer engagement activities |
| We need more education around *career pathways* | We are working with Gloucestershire County Council, Gloucestershire Employment and Skills Hub and The Careers & Enterprise Company to review the Gloucestershire Skills and Careers Portal and ensure it aligns to employer's needs as reported in the LSIPs as well as those looking for *careers and skills advice and guidance* |
| We have made lots of positive steps towards *sustainability*, but need more support | In recognition of the need for further green skills support in the local area, Climate Leadership Gloucestershire is recruiting a *Green Skills Co-Ordinator* who will work within Gloucestershire County Council's Employment and Skills Hub |

The Gloucestershire Local Skills Improvement Fund (LSIF) proposal, lead by SGS College, secured £2.5m in funding towards regional priorities as identified in the LSIP across construction, digital and Agritech, with investment into new facilities and expansion and upgrading of existing resource. All of the LSIF projects across the four constituent colleges (Hartpury, SGS, Gloucestershire and Cirencester) will assist in future proofing the region's post-16 technical education and providing the latest and most relevant equipment and learning environments, ensuring learners leave ready for the workplace.

**Embedding Employer Voice in the System**

Through over 300 employer engagements during Stage 2 of the LSIP in Gloucestershire, Business West Chamber of Commerce have brokered new relationships and brought employer voice into curriculum development, workforce planning, and training design.

- Severn Wye Energy Agency used LSIP evidence and advisory support to explore sustainability-led workforce needs. With our input, they accessed green skills bootcamps, digital marketing training, and leadership CPD (continuing professional development). This is now feeding into their involvement in regional retrofit activity.
- Re-Solar partnered with the LSIP to define internship roles and explore skills in research, bid writing, and operations. Outcomes include new internship links with Plymouth University and revised role specifications based on LSIP-recommended provision.

We have also supported wider employer participation in curriculum co-design, forums, and boards.

*"Great to have the opportunity to contribute towards the Local Skills Improvement Plan (LSIP) supporting future enterprise across the South West. We consider hospitality in the suite of sustainable enterprises that can support communities and local economies."*

Greg Pilley, Managing Director, Stroud Brewery

**Shaping Provision Across Key Sectors**

LSIP findings have directly shaped provider planning and delivery in Gloucestershire, with new pathways, reformed curriculum, and investment secured across priority sectors:

**Digital and Cyber**

- Gloucestershire College has expanded Higher Technical Qualifications (HTQs) and T Levels in IT and embedded digital competencies across A-Level and adult learning provision.
- £3 million Institute of Technology (IoT) and £1 million LEP funding has supported the creation of a cyber innovation hub at the Cheltenham campus. Curriculum has been shaped by employer boards and LSIP intelligence, including the launch of the UK's first National Cyber Security Centre (NCSC) endorsed cyber degree apprenticeship, and Gloucestershire College are an anchor partner in the Golden Valley Cyber Park.

- Cirencester College have redeveloped part of their campus as a separate facility to embed professional digital skills into all courses, with digital identified as a priority at all levels
- Hartpury college and University have established the Agri Digital Skills Network

**Green Skills and Agri-Tech**

- Hartpury University and College has embedded LSIP findings into its "Hartpury Certificate Plus" employability framework. Activity includes:
    ο Rolling out T Levels in Agriculture (Livestock, Crops, Engineering) from 2024, and in Animal Management and Science from 2025
    ο Increasing apprenticeship places in Agriculture in response to employer demand
    ο Launching agri-tech CPD and short courses to support farm productivity through data-led decision making
    ο Embedding digital and communication skills across all full-time programmes
    ο Building the LSIF-funded SMART Livestock Hub, delivering CPD and employer-facing events focused on efficiency and data use
- Deep dive report of all employer facing short course provision for sustainability and green skills, including potential demand for 2030



Expected jobs required in 2030

Source: Local Government Association (2023), Local Green Jobs.
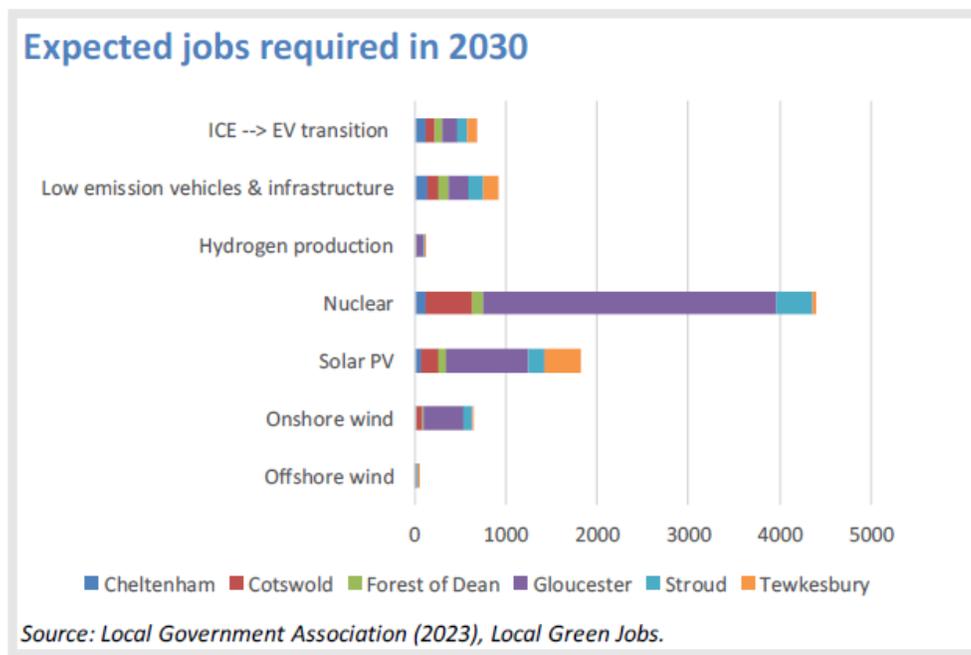
**Construction and Engineering**

- SGS College, with campuses in Gloucestershire, opened a new Construction Apprenticeship Centre in Berkeley aligned to regional Construction demand.
- Delivered a county-wide green curriculum covering PV (solar panels), heat pumps, thermal insulation, and airtightness.

- Over 50 employer engagement panels held to inform curriculum changes in 2023–24.
- Enhanced work-readiness, sustainability, and modular learning opportunities embedded across Engineering and Construction programmes.
- Hartpury have continued to develop a focus on STEM (Science, Technology, Engineering and Mathematics) skills in Agriculture as a strategic speciality as reported through the LSIP.

**Critical and Transferable Skills and Pathways for Progression**

- SGS College identified this theme as a key thread in the development of employment readiness in all provision, including specific foci on communication, resilience, digital skills and sustainability.
- Hartpury University and Hartpury College refined and further developed their 'Hartpury Certificate Plus' enrichment programme towards employability and recognition of desirable attributes.
- Gloucestershire College have embedded a focus on employability into all provision, increasing volumes of employer guided work activity within courses, and incorporated additional staff CPD towards changing employment needs.

## Employer Partnership Boards - March 2024

| You Said | We Did |
| --- | --- |
| You wanted to observe practical sessions to ensure learners are learning appropriate trade techniques; and learner timetables should reflect industry requirements | Mitie, Your Electrical, CITB, Chappell & Dix, Keyplan and Stephans & Giles have attended sessions and offered relevant advice and guidance to ensure practical learning is meeting industry requirements. Construction learners are now scheduled to start college 1 hour earlier in line with industry |
| Learners need further development of Microsoft Office Skills to ensure they are more employable | SGS College Digi-Ed Academy have designed and incorporated additional learning and resources for all learners to access |
| Young people are lacking fundamental mathematics skills within industry | Core Maths has been added as an additional academic subject |
| Animal Management learners need further development of large animal and livestock experience | Sessions have been arranged at Horseworld and St Werburghs City Farm to support the delivery of livestock unit |
| Beauty learners have a limited understanding of specific beauty techniques | The Industry Placement team have linked with Enrichment and sessions have been delivered in Gel Nails, Nail Art, Ear Piercing and Brow Lamination. Beauty staff have received additional external training |
| Further exposure for professional apprenticeships is required to support recruitment | KPMG, Aviva, Morrisons, Lloyds Banking, Babcock, Balfour Beatty, NHS, Bristol City Council, Motability and South Glos Council have all delivered careers talks and employability sessions during National Apprenticeship Week |

*SGS partnership boards example, March 2024*

**Building Long-Term Alignment and Culture Change**

The LSIP has helped catalyse stronger relationships across the local system, with providers now evidencing:

- Increased use of employer boards to shape provision
- Staff CPD aligned to LSIP sector priorities
- Integration of communication, resilience, and digital skills across full-time post-16 courses

Accountability Statements and LSIF bids show consistent reference to LSIP findings, evidencing a shift in how local skills planning is undertaken. Hartpury specifically noted that alignment with the LSIP "accelerated the meeting of specific industry needs" and would "leave a positive legacy for ongoing engagement."

Hartpury Ofsted Inspection, Outstanding, March 2024:

*"Senior staff work exceptionally well with the Employer Representative Body, Business West, and the Federation of Small Businesses to understand the needs of employers, almost all of whom are small- and medium sized enterprises. Leaders have responded very effectively to employers' requests for learners to gain employability skills such as written and verbal communication, presentation skills and how to be resilient at work. Staff work closely with small business partners to provide learners with the skills and knowledge to work on a self-employed basis.[...] Leaders have invested heavily in capital and physical resources to meet gaps in digital skills in Agriculture identified by strategic stakeholders and strategies such as, for example, the Local Enterprise Partnership, Employer Representative Bodies, the Local Skills Improvement Plan, and the Gloucestershire Economic Strategy."*

**Employer Forums and Agreed Outputs**

*The LSIP has supported a series of employer forums and curriculum engagement events across key sectors. These have helped define shared priorities and identify tangible actions for local skills planning. The following agreed outputs have emerged directly from these engagements:*

| Forum | Outcomes and Outputs |
|---|---|
| Gloucestershire City Region Board, multiple dates | LSIP intelligence and priorities fed into the draft Local Growth Plan for the region |
| Nuclear Skills Roundtable, Berkeley, Jan 2025 | Ensuring coherent and region wide understanding of priority interventions towards clean energy growth in Gloucestershire and wider South West |
| SGS Employers Conference, June 2024 | LSIP integration to share skills/work change and highlight partnership activity with SGS College, engagement with 60+ employers |
| SGS Construction Groundworker Employer Partnership Skills Meeting, Feb 2025 | Production of promotional video of Groundworker talking about the trade to raise awareness and benefits of the career. Integration of touch screen CSCS (Construction Skills Certificate Scheme) tests for on-site work. Further investigation of green skills and sustainability in groundworks |
| SGS Employer Partnership Skills Meetings – Business Curriculum Design and Influence, May 2024 | Development of further employability skills through 12-week 'Work Ready programme'. Lloyds Banking delivery of workshops over 4 days including mock interviews. Increase Problem Solving Skills – new classroom activity looking at current business news stories to analyse/evaluate solutions in groups. Day In The Life' experience marketing programme. |

## What Still Needs to be Achieved?

The first year of the LSIP was dedicated to identifying the skills needs in the local area and determining priority actions that could take place that would contribute to resolving skills gaps.

Over the course of the LSIP, Business West have been working collaboratively with local employers, training providers and stakeholders to address these challenges. Whilst we have made positive progress towards the majority of these actions, due to the evolving nature of the skills landscape there are some priorities that will remain 'underway'.

Through our ongoing conversations with employers in the local area it has become apparent that there is further work to be done to help with general understanding of the whole skills system, how to best interact with it to meet their needs and understanding the provision that is on offer. By providing this support and clarity, employers will be able to access future talent pipelines through further education, building relationships with local colleges through industry talks, hosting T Level Placements or work experience which can lead to longer term skills solutions such as Apprenticeship recruitment. Providing exposure to these industry experiences will give learners the opportunity to make informed choices about their career prospects and understand the full scope of roles in various sectors.

Through our collaborative work with stakeholders, training providers and employers we have been working towards localised solutions, including on issues that exist in other LSIP areas as highlighted through cross LSIP Sectorial Working Groups. Notably challenges around recruitment and retention of staff in local colleges, particularly in the Advanced Manufacturing and Engineering sector, were highlighted in our Roadmap Priorities. The primary concern with recruiting and retaining staff to Further Education Colleges is the difference between available salaries within industry compared to FE colleges, with those working in industry having the most coveted, up to date knowledge and skills but the salaries the industry can offer being substantially higher than that of education.

## Provision and Resourcing:

We have worked closely with Colleges, Independent Training Providers, Employers and Stakeholders to adapt and amend provision in the local area, ensuring it is responsive to the regional skills needs and bridging current and future skills gaps, and activities such as Skills Bootcamps. Introduced in the Autumn of 2020, Skills Bootcamps have evolved to become a key solution to some of the skills gaps in the local area, such as the Construction and Digital bootcamps that are being delivered by Gloucestershire College.

National and regional bootcamps align with the key priority sectors and local growth plans to deliver specific skills that are in demand, and as much of our research highlights, the short course and intensive training model is the preferred method for employers at this time.

While the majority of key priorities that relate to provision and resourcing are either completed or underway due to initiatives such as these Bootcamps, through actions by local Further Education Colleges or through national investment in skills such as the governments £20million contribution

to LSIPs to support the partnerships between colleges and construction companies, there are some actions where progress has not yet started. During initial research it was highlighted by employers in the Advanced Manufacturing and Engineering sector that regional support to address mental health, resilience and change management in the industry would reduce skills gaps. While elements of this such as resilience can be addressed through critical and transferable skills, we will continue to amplify any provision and resource in this area, and support training providers and partners in the area to develop this provision.

Despite these significant steps, the evolving nature of the skills landscape means that while the local area has made progress towards this priority action, it is unlikely that this will ever be 'completed'. We commit to continue working towards this priority in future iterations of the LSIP through promotion and attendance of ongoing initiatives such as Employer Partnership Boards at SGS College and Sector Forums to share intelligence and contributing to discussions regarding regional skills needs.

**Systemic Needs:**

Activity is underway to create a resource of accepted employer skills support bodies and initiatives in the local area to be shared with stakeholders, further education providers and employers to provide clear understanding of employer support provision to aid in regionwide supporting mechanisms. While this information is currently available through the Gloucestershire Careers and Skills Portal it is lacking in detail and so a review and update is required. It has also been identified that creating a comprehensive map of the services in the local area to navigate their skills needs and support available would be beneficial to employers in the local area, so we intend to start this activity in collaboration with Gloucestershire County Council.

**Employer Engagement:**

Employer Engagement priorities that have not yet been completed are all linked to strengthening collaboration between local employers and the future talent pipeline, and empowering local businesses to provide opportunities for careers education, information, advice and guidance (CEIAG) whether that be through careers talks, industry insight days or longer-term commitments such as T Level placements or work experience opportunities.

Through collaboration with local authorities and further education providers in the area we hope to assist in the development of up-to-date careers information for both pre- and post-16, reflecting changed roles, technical skills and entry pathways. In addition, it has been identified that a technical education placement support programme would provide county-wide collaborative and responsive support to employers offering careers education opportunities.

**Measuring Impact:**

As we draw this first iteration of the LSIP to a close we have been conducting various activities to gauge feedback from employers based on the progress made so far. 100% of attendees who responded to our survey at the Skills, Local Growth Planning and LSIP Update in March stated that they felt that LSIP was having an impact in the region. To gain further qualitative feedback we will be

reaching out to all employers who we have interacted with over the past three years to ensure further planning continues to respond to industry demand and employers are satisfied with the progress being made in the local area.
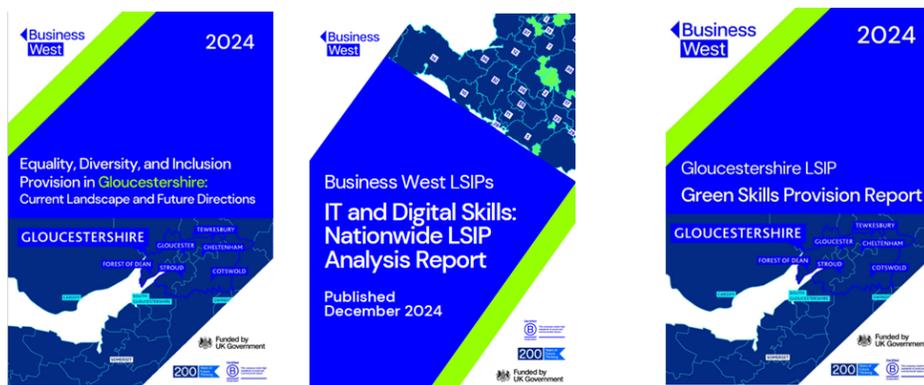
There was an intention to measure both impact of the existing provision, for example destination data for those completing courses, and better understand the need for new provision in the local area, by reviewing the uptake and evolution of post-16 technical education courses in the area. We intend to work with local authorities and government bodies to measure this change, however we are aware that through the course of the LSIP to date there have been vast changes to the skills system and therefore the data available to us may not be comparable and results of this activity may not add any value to the LSIP impact in the local area.

**Messaging and Awareness:**

The need for clear messaging and simplifying employer understanding of provision was clear from our initial research and while some progress had been made towards this through Business West activities as the LSIP Employer Representative Body (ERB) such as Skills Advisory Clinics and Signposting Local Provision (SLP) sessions, there is more to be done. A collaborative approach across the local area from Further Education Colleges, Local Authorities and stakeholders would secure further engagement with the skills system from employers in the region. By amplifying the support that is already available with a clear and cohesive message and outreach strategy, it would increase engagement with supporting agencies and improve take-up of existing provision, as well as ensuring employers in the area are aware of initiatives such as work placements and T-Levels that could help boost their workforce and access new talent pipelines in the area.

**Extension of identified priorities:**

Through our initial research we identified key topics that required further exploration that aligned with the key priority sectors and cross cutting themes of the LSIPs, including green skills and digital skills. To ensure these topics were fully explored and the findings of these reports added value, deep dive activities including Task and Finish Sprints were conducted. Some of the activities that have been undertaken as part of this deep dive activity have been highlighted in the table below, alongside the suggested Accountable Body. We will continue engaging with employers, partners and stakeholders and conducting these deep dive activities to explore key themes that occur from our research.

| Sprint | Area of Impact | Priority Action | Accountable Body |
|---|---|---|---|
| **IT and Digital Skills: Nationwide LSIP Analysis Report** | Provision and Resourcing | Integrate communication back into curriculum and revert to Information Communication Technology (ICT) | Training Providers |
| **IT and Digital Skills: Nationwide LSIP Analysis Report** | Messaging and Awareness | Reduce Gender Skills Gap and Digital Poverty promoting importance of IT skills and career pathways, additional support for females and lower socio-economic groups | Local Authorities |
| **IT and Digital Skills: Nationwide LSIP Analysis Report** | Provision and Resourcing | Integration of basic IT skills – back to basics approach including Microsoft Office | Training Providers |
| **IT and Digital Skills: Nationwide LSIP Analysis Report** | Messaging and Awareness | Support employers with identifying training opportunities and funding to upskill existing staff | LSIP ERB, Local Authorities |
| **IT and Digital Skills: Nationwide LSIP Analysis Report** | Provision and Resourcing | Adopt short courses and modular training as the preferred method of training | Local Authorities |
| **Equality, Diversity and Inclusion Provision in Gloucestershire: Current Landscape and Future Directions** | Provision and Resourcing | Ensure that mental health and wellbeing resources are accessible to all staff. | Employers |
| **Equality, Diversity and Inclusion Provision in Gloucestershire: Current Landscape and Future Directions** | Messaging and Awareness | Embed EDI in Business Strategy, create an EDI strategy, embrace and action regular feedback, utilise internal networks | Employers |

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| **Equality, Diversity and Inclusion Provision in Gloucestershire: Current Landscape and Future Directions** | Messaging and Awareness | Support employers to achieve Disability Confident Employer Status | Employers |
| **Equality, Diversity and Inclusion Provision in Gloucestershire: Current Landscape and Future Directions** | Employer Engagement | Amplify and create more EDI Networking and Events | Local Authorities |
| **Equality, Diversity and Inclusion Provision in Gloucestershire: Current Landscape and Future Directions** | Employer Engagement | Provide ongoing training and upskilling opportunities to staff | Employers |
| **Equality, Diversity and Inclusion Provision in Gloucestershire: Current Landscape and Future Directions** | Systemic Needs | Inclusive Recruitment Practices | Employers |
| **Equality, Diversity and Inclusion Provision in Gloucestershire: Current Landscape and Future Directions** | Systemic Needs | Support Funding, Resources and Policy Development | Local Authorities |
| **Equality, Diversity and Inclusion Provision in Gloucestershire: Current Landscape and Future Directions** | Systemic Needs | Foster Collaboration between businesses, education Local Authorities and EDI organisations | Local Authorities, LSIP ERB, Training Provider |
| **Green Skills Provision Report** | Systemic Needs | Improved Clarity in defining green skills and pathways, Monitoring and evaluation | Local Authorities, Training Providers |
| **Green Skills Provision Report** | Systemic Needs | National Resources Mapping Green Skills Courses | Local Authorities |
| **Green Skills Provision Report** | Provision and Resourcing | Consistency and clarity in Course Titles and course labelling | Training Providers, Local Authorities |

**ANNEX A PRIORITIES AND ACTIONS (ROADMAP)**

| Roadmap section | Priority | Action/Activity/ Milestone | Partners Involved (detail the role and responsibilities of the ERB and relevant parties) | Timescale (start and likely end dates - original and any revisions) | Method of Implementation and outcomes expected | Monitoring arrangements - (how is progress monitored and at what intervals) | Monitoring progress status |
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| Systemic Needs | Align LSIP activity with Gloucestershire Economic Plan and Local Industrial Strategy to provide collaborative and shared approach to addressing employers' needs as a local area | LSIP input provided to support employment and skills priorities within updated Economic Strategy | Gloucestershire County Council (GCC) Employment and Skills Forum (ESF, as in the GCC Economic Strategy, 2024) and constituent teams through the LEP transition | Ongoing, initial activities to support during LEP transition, November 2023 – May 2024 | Cross party discussion to ensure maximum feasible alignment of LSIP activities and input of current intelligence of employer need | Alignment ensured via monthly LSIP meetings with GCC, and via re-established ESF following LEP transition | Underway |
| Systemic Needs | Align LSIP activity with Gloucestershire Economic Plan and Local Industrial Strategy to provide collaborative and shared approach | LSIP Activities in year 3 to be aligned with identified needs | Gloucestershire County Council (GCC) Employment and Skills Forum (ESF, as in the GCC Economic Strategy, 2024) and constituent teams through | Ongoing, initial activities to support during LEP transition, November 2023 – May 2024 | Cross party discussion to ensure maximum feasible alignment of LSIP activities and input of current intelligence of employer need | Alignment ensured via monthly LSIP meetings with GCC, and via re-established ESF following LEP transition | Underway |

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| | to addressing employers' needs as a local area | | the LEP transition | | | | |
| **Systemic Needs** | Develop area-wide multi-agency support programme (and clarity of message) for employers who "don't know what they don't know" about future skills needs and opportunities | Topic scope to be agreed via the ESF to ensure shared assistance across Gloucestershire for employers to understand need and support routes | All stakeholders and supporting agencies, with integrated support from providers and Growth Hubs | Ongoing, initial discussions underway, expected first proposal April 2024 | ESF to set scope and Terms of Reference (ToR) for area-wide working group | LSIP and GCC co-ownership and division of tasks and capacity | Completed |
| **Systemic Needs** | Develop area-wide multi-agency support programme (and clarity of message) for employers who "don't know what they don't know" about future skills needs and opportunities | Combining of Gloucestershire Skills Portal and Careers Hub website (GCC), refresh of content and links to ensure visibility and access | All stakeholders and supporting agencies, with integrated support from providers and Growth Hubs | Ongoing, initial discussions underway, expected first proposal April 2024 | ESF to set scope and ToR for area-wide working group | LSIP and GCC co-ownership and division of tasks and capacity | Completed |
| **Systemic Needs** | Create new or update existing database/resource of post-16 | Initial resource created to ensure shared single source of | LSIP ERB to assist in development of resource and | Ongoing, initial activities to support during | To investigate existing awareness and resourcing, | LSIP ERB to complete initial scoping activities to | Completed |

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| | provision delivered into the local area to provide clear understanding of training provision available | intelligence for all parties who may benefit | working group via GCC and/or ESF | LEP transition post April 24 | utilising internal signposting resources and external | provide starting point for ESF, June 2024 | |
| **Systemic Needs** | Create a resource of accepted employer skills support bodies and initiatives in the local area | Resource shared with stakeholder, provider, and employer audiences in multi-agency campaign to provide clear understanding of employer support provision to aid in regionwide supporting mechanisms | LSIP ERB to initiate first draft, take to GCC ESF for input, approvals, and alignment of activities | First documentation completed, awaiting transition April 2024 onwards, resource to be shared Q3/4 2024 | To investigate existing awareness and resourcing, utilise internal signposting resources and external agencies e.g. Growth Hubs | LSIP ERB to ensure on initial agenda for ESF once reformed | Underway |
| **Systemic Needs** | Incorporate into LSIP engagement/sign posting where appropriate Multiply and provision towards those with additional needs | LSIP ERB to research and include additional opportunities and initiatives for SEND support, providing greater access to potential labour market for employers and | LSIP ERB to incorporate into engagement follow up activities and year 3 outputs | Complete, ongoing delivery | LSIP ERB to research, create campaign and individual signposting and to disseminate via SAP and stakeholder organisations | Number employers engaged in services, testimonials/ referrals | Completed |

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| | | identified best practise | | | | | |
| **Employer Engagement** | Investigate potential of a technical education placements support programme | Develop a county-wide collaborative approach to ensure responsive employer support to placement needs within post-16 education | LSIP ERB to raise via advisory panel, April 24 onwards, to work with careers services and others | Timescale to be discussed and approved via advisory panel, April 2024 | LSIP ERB to assist in development of resource and working group via GCC and/or ESF | Communication with GCC | Not yet started |
| **Employer Engagement** | Investigate potential to measure satisfaction with provision following LSIP engagement | Ensure employer satisfaction and demand is recorded and measured for county-wide planning within LSIP and through post-16 providers in third year activities | LEP transition and devolution deal, Adult Skills Fund (ASF) | Timescale and scope to be discussed and approved via advisory panel, April 2024 | Re-engagement and surveying of business engaged with LSIP | Survey results to be shared with providers and external advisory panel | Not yet started |
| **Employer Engagement** | Encourage employers to provide opportunities to learners and to improve Careers Education, | Assist in the development of up-to-date pre- and post-16 careers information reflecting | LSIP ERB to incorporate existing intelligence, working with Careers Hub leads and | LSIP incorporation complete August 2023, ongoing partners hip activities | Agreed adoption of systemic supporting initiatives and/or resources | LSIP ERB to ensure on initial ESF agenda once reformed | Underway |

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| | Information, Advice and Guidance (CEIAG) | changed roles, technical skills, and entry pathways | Careers Enterprise Company (CEC) on potential for pan-area resource development | | | towards employers needs | |
| **Employer Engagement** | LSIP integrated and expanded referrals and signposting service for all engagements, to be aligned with existing support ensuring collaboration with those already delivering in the local area's areas of responsibility | Comprehensive direct and tailored signposting and referrals to be built into LSIP activities, additional resource within LSIP team for workforce development requirements as identified | LSIP ERB to incorporate into all employer engagement activities | Completed, ongoing refineme nt | LSIP ERB to use prior engagement with and understanding of widest skills system to provide value to employers | Minimum bi-annual review of signposting | Completed |
| **Messaging and Awareness** | Improve employer awareness of and engagement with post-16 provision, utilising case studies and best practise for content, identify | Better understanding of need, greater incorporation of training into growth strategies | With partner ERBs, sector representative organisations, Training Providers and Local Authorities. Including Growth Hubs, supporting agencies, and to | Ongoing for duration of LSIP project, with intelligence on impact shared for further development | Marketing, shared local vision, strategy, direct engagement | Via direct engagement tracking, communications tracking and via partner organisations (through ESF) | Completed |

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| | further targeted activities to improve awareness of provision and support | | integrate into local strategy | | | | |
| **Messaging and Awareness** | Business West to engage directly with FE education to ensure we can talk with expertise to employers about placements and requirements | LSIP ERB to have direct experience of post-16 technical educational requirements, incorporate into messaging and supporting services, LSIP ERB to investigate T Level placements and other opportunities to engage with FE provision | LSIP ERB to identify T level and apprenticeship providers to work with on placements | Apprentice secured, initial conversations for T Levels underway, wider work ongoing | LSIP ERB to complete scoping and commence placement programmes | Initial T Level placement agreement underway, Apprentice taken on within Business West | Completed |
| **Messaging and Awareness** | Collaborative clear messaging to simplify employer understanding of provision – changes, needs, involvement, amplify and | Secure further engagement and referrals to supporting agencies and take-up of existing provision | LSIP ERB to raise via advisory panel, April 24 onwards | Ongoing during LSIP delivery | Need shared vision to enable clear and concise prioritised multi-agency messaging | Monitoring potentially to be undertaken by LSIP ERB and shared with ESF, or coordinated via council means | Underway |

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| | encourage take up | | | | | | |
| **Measuring Impact** | Investigate potential to measure satisfaction with provision following LSIP engagement | Ensure employer satisfaction and demand is recorded and measured for county-wide planning within LSIP and through post-16 providers in third year activities | LEP transition and devolution deal, Adult Skills Fund (ASF) | Timescale and scope to be discussed and approved via advisory panel, April 2024 | Re-engagement and surveying of business engaged with LSIP | Survey results to be shared with providers and external advisory panel | Not yet started |
| **Measuring Impact** | Collaborate with providers to ensure new provision meets employers' needs | Ensure providers have timely sight of employers' needs reported to the LSIP to integrate response to changing modalities and requirements | LSIP ERB with education and training providers | Ongoing throughout LSIP delivery | To share research updates annually and provide both group and individual discussion sessions | LSIP ERB to provide minimum quarterly invites to all education and training providers identified | Completed |
| **Measuring Impact** | Develop agreed project metrics and performance indicators to ensure project performance can be evaluated for | LSIP Impact metrics to be discussed and agreed via ESF (or through GCC prior to re-establishment) | LSIP ERB with advisory panel and all providers | Timescale and scope to be discussed and approved via advisory panel, April 2024 onwards | Agree metrics to record, utilise ERB for aggregation of statistical analysis | LSIP ERB to prepare and provide analysis on minimum quarterly basis | Not yet started |

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| | impact and progression | | | | | | |
| **Measuring Impact** | Review responses to LSIP via direct response, accountability statements and LSIF progression | LSIP ERB to analyse, discuss and share reviews of accountability updates and informal updates from ITPs Ensure FE providers are aware of and responding to LSIP outputs | LSIP ERB to undertake internally, reliant on FE and ITPs, to discuss with GWP for ITP input | Requests to FE Providers for updates and response April 2024 and 2025, review of accountability statements June/July 2024 | LSIP ERB to propose and coordinate in partnership with GCC intelligence and ESF | LSIP ERB to report via the ESF | Underway |
| **Measuring Impact** | Utilise additional quantitative metrics to both measure impact and better understand need | Utilisation of locally agreed (and known) metrics towards post-16 technical provision uptake and change in provision | LSIP ERB with advisory panel to outline potential metrics, capacity and access | Timescale and scope to be discussed and approved via advisory panel, April 2024 | GCC and LSIP ERB to agree joint capacity and need | LSIP ERB to report via the ESF | Not yet started |
| **Skills Needs Refinement** | Research – deep dives and continuation, understanding employers needs | Refine and develop understanding of local area skills needs against priority deep dive topics outlined in LSIP Report 2023-24 | LSIP team in partnership, utilisation of secondary research | Initial findings March 24, updated report Jun 24 | Internal function, ongoing, ongoing discussion with GCC, district authorities and FE colleges | LSIP ERB to outline intended activities with ESF | Completed |

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| **Skills Needs Refinement** | Develop lighter touch modes of LSIP engagement for employers with time constraints | Develop survey and short self-service portal to ensure SMEs can input into LSIP findings with less time commitment and receive similar signposting and support from LSIP activity | LSIP ERB to develop and gain approval via GCC | From April 2024 | Utilisation of internal resource to develop against LSIP progress and priorities so far | Internal project management oversight | Completed |
| **Skills Needs Refinement** | Further investigative work into needs for the 'green economy' | Develop through additional secondary research and partnership activities a clear understanding of priority sectors for green aligned skills needs, timescales and requirements | LSIP working in partnership with GCC, Climate Leadership Gloucestershire and District Authorities | First green provision supply and demand project to be completed March 2024 | Initial secondary research and provide surveying, ongoing refinement of outputs developed in partnership | Project outputs decided in partnership with GCC | Completed |
| **Provision and Resourcing** | Develop and update provision, facilities and resources to meet needs outlined in the LSIP Roadmap | Assist Colleges to amend, update and create provision in line with LSIP priorities and skills needs | FE and other education and training Providers | Ongoing | Hold EPB (Employer Partnership Boards) or equivalent to engage employers | Annual attendance to EPBs | Underway |

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| **Provision and Resourcing** | Agriculture and land-based industry /Manufacture and Engineering /Construction and Built Environment/ Digital – Skill Builders or similar into p16 for soft and core/critical workplace skills | Address core skills needs identified within each sector in Stage 1 | FE Providers and ITPs, potential for additional regional funding/support in some instances | Ongoing | LSIP ERB ongoing review of provider response to sector specific requirements withing the LSIP | Monitoring arrangements vary depending on provider and sector | Underway |
| **Provision and Resourcing** | Manufacture and Engineering: Increase take up of maths and physics GCSE and A Levels and manu AAQ | Increase the size of the top of funnel into these sectors by addressing core/baseline skills requirements | Within academic routes and secondary schooling, sectoral needs for employer engagement via CAEIG and integration | TBC, responsibility, and impact lies outside of LSIP | LSIP ERB ongoing review of provider response to sector specific requirements withing the LSIP | Monitoring arrangements vary depending on provider and sector | Underway |
| **Provision and Resourcing** | Manufacturing and Engineering: Develop the addition of core business skills to post-16 Technical Education | Address needs within SMEs and career pathways within the sector | FE (further education) Providers and ITP (Independent Training Provider)s, potential for additional regional | Ongoing | LSIP ERB ongoing review of provider response to sector specific requirements withing the LSIP | Monitoring arrangements vary depending on provider and sector | Underway |

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| Provision and Resourcing | | | funding/support in some instances | | | | |
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| **Provision and Resourcing** | Agriculture and land-based industry: Pre-16 work entry skills | Improve new entrants understanding of workplace requirements | FE Providers and ITPs, potential for additional regional funding/support in some instances | Ongoing | LSIP ERB ongoing review of provider response to sector specific requirements withing the LSIP | Monitoring arrangements vary depending on provider and sector | Completed |
| **Provision and Resourcing** | Agriculture and land-based industry / Manufacture and Engineering / Construction and Built Environment: Short course development – independent work, project management, critical thinking | Direct provision response, to address unmet need | FE Providers and ITPs, potential for additional regional funding/support in some instances | Ongoing | LSIP ERB ongoing review of provider response to sector specific requirements withing the LSIP | Monitoring arrangements vary depending on provider and sector | Underway |
| **Provision and Resourcing** | Agriculture and land-based industry / Construction and Built Environment: Extension of | Improved awareness & experience in new entrants to the sector of roles | FE Providers and ITPs, potential for additional regional funding/support | Ongoing | LSIP ERB ongoing review of provider response to sector specific requirements withing the LSIP | Monitoring arrangements vary depending on provider and sector | Not yet started |

| | practical experience opportunities | and responsibilities | in some instances | | | | |
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| **Provision and Resourcing** | Agriculture and land-based industry: Develop skills brokerage opportunity – upskilling, CPD, workforce development, reskilling | Increase peer learning opportunities and osmotic best practise development | FE Providers and ITPs, potential for additional regional funding/support in some instances | Ongoing | LSIP ERB ongoing review of provider response to sector specific requirements withing the LSIP | Monitoring arrangements vary depending on provider and sector | Underway |
| **Provision and Resourcing** | Manufacture and Engineering: Succession and backfilling planning, recruitment and retention | Direct provision response, to address unmet need | FE Providers and ITPs, potential for additional regional funding/support in some instances | Ongoing | LSIP ERB ongoing review of provider response to sector specific requirements withing the LSIP | Monitoring arrangements vary depending on provider and sector | Underway |
| **Provision and Resourcing** | Agriculture and land-based industry / Manufacture and Engineering / Digital: Develop basic and specialist digital skills provision in long and short formats. Manufacture and | Direct provision response, to address unmet need | FE Providers and ITPs, potential for additional regional funding/support in some instances | Ongoing | LSIP ERB ongoing review of provider response to sector specific requirements withing the LSIP | Monitoring arrangements vary depending on provider and sector | Underway |

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| | Engineering – specific needs in coding/softdev | | | | | | |
| **Provision and Resourcing** | Agriculture and land-based industry; Change management, tech adoption and awareness, short courses and for engineering roles | Direct provision response, to address unmet need | FE Providers and ITPs, potential for additional regional funding/support in some instances | Ongoing | LSIP ERB ongoing review of provider response to sector specific requirements withing the LSIP | Monitoring arrangements vary depending on provider and sector | Underway |
| **Provision and Resourcing** | Manufacture and Engineering: Manufacture-specific management development programme (with SME specific content/pathway?) | Direct provision response, to address unmet need | FE Providers and ITPs, potential for additional regional funding/support in some instances | Ongoing | LSIP ERB ongoing review of provider response to sector specific requirements withing the LSIP | Monitoring arrangements vary depending on provider and sector | Completed |
| **Provision and Resourcing** | Agriculture and land-based industry: Short courses on legislative change and other economic/policy/environmental needs | Direct provision response, to address unmet need | FE Providers and ITPs, potential for additional regional funding/support in some instances | Ongoing | LSIP ERB ongoing review of provider response to sector specific requirements withing the LSIP | Monitoring arrangements vary depending on provider and sector | Underway |

| Provision and Resourcing | Agriculture and land-based industry / Manufacture and Engineering / Construction and Built Environment: Develop programme to attract lecturers from industry | Improve access to industry expertise for FE providers and learners | FE Providers and ITPs, potential for additional regional funding/support in some instances | Ongoing | LSIP ERB ongoing review of provider response to sector specific requirements withing the LSIP | Monitoring arrangements vary depending on provider and sector | Underway |
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| Provision and Resourcing | Agriculture and land-based industry; Earlier and more CAEIG integration, incorporating employers | Improve awareness of careers, pathways and opportunities, increase resilience/diversity of workforce | FE Providers and ITPs, potential for additional regional funding/support in some instances | Ongoing | LSIP ERB ongoing review of provider response to sector specific requirements withing the LSIP | Monitoring arrangements vary depending on provider and sector | Underway |
| Provision and Resourcing | Manufacture and Engineering: Establish HR support group for region to address MH, resilience and 'embracing change' | Improve internal support mechanisms (partic. In SMEs) to improve retention and QoL | | Ongoing | LSIP ERB ongoing review of provider response to sector specific requirements withing the LSIP | Monitoring arrangements vary depending on provider and sector | Not yet started |

| Provision and Resourcing | | | | | | | |
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| **Provision and Resourcing** | Manufacture and Engineering: Specific short course programmes for electrification/sustainability/efficiency/ sustainability assessment, design and digital eng, project flow, planning and management tools, lean/QI, 3d tech, automation, maintenance, AI, systems integration | Direct provision response, to address unmet need | FE Providers and ITPs, potential for additional regional funding/support in some instances | Ongoing | LSIP ERB ongoing review of provider response to sector specific requirements withing the LSIP | Monitoring arrangements vary depending on provider and sector | Underway |
| **Provision and Resourcing** | Digital: Managerial short course for people development | Direct provision response, to address unmet need | FE Providers and ITPs, potential for additional regional funding/support in some instances | Ongoing | LSIP ERB ongoing review of provider response to sector specific requirements withing the LSIP | Monitoring arrangements vary depending on provider and sector | Underway |
| **Provision and Resourcing** | Digital – short course development for customer and | Direct provision response, to address unmet need | FE Providers and ITPs, potential for additional regional funding/support | Ongoing | LSIP ERB ongoing review of provider response to sector specific | Monitoring arrangements vary depending on provider and sector | Underway |

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| | client facing roles | | in some instances | | requirements withing the LSIP | | |
| **Provision and Resourcing** | Digital – development of project management methodologies training for progression | Direct provision response, to address unmet need | FE Providers and ITPs, potential for additional regional funding/support in some instances | Ongoing | LSIP ERB ongoing review of provider response to sector specific requirements withing the LSIP | Monitoring arrangements vary depending on provider and sector | Underway |
| **Provision and Resourcing** | Digital – investigate development of in-house training methodology support/training | Direct provision response, to address unmet need | FE Providers and ITPs, potential for additional regional funding/support in some instances | Ongoing | LSIP ERB ongoing review of provider response to sector specific requirements withing the LSIP | Monitoring arrangements vary depending on provider and sector | Completed |
| **Provision and Resourcing** | Digital – upskilling programme for existing software engineering employees; new languages, automation, QA/test, data science and analytics, advanced digitalisation and service provision, consultancy mindset. UX and | Direct provision response, to address unmet need | FE Providers and ITPs, potential for additional regional funding/support in some instances | Ongoing | LSIP ERB ongoing review of provider response to sector specific requirements withing the LSIP | Monitoring arrangements vary depending on provider and sector | Underway |

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| | design thinking, change management | | | | | | |
| **Provision and Resourcing** | Digital – sector specific Net Zero programme: Data, storage, cloud, energy and efficiency, sustainability frameworks, standards inc. ISO14001, climate change and impact | Direct provision response, to address unmet need | FE Providers and ITPs, potential for additional regional funding/support in some instances | Ongoing | LSIP ERB ongoing review of provider response to sector specific requirements withing the LSIP | Monitoring arrangements vary depending on provider and sector | Underway |
| **Provision and Resourcing** | Digital - teacher recruitment, retention and awareness/change initiative | Ensure industry expertise shapes provision and delivery aligns with need | | Ongoing | LSIP ERB ongoing review of provider response to sector specific requirements withing the LSIP | Monitoring arrangements vary depending on provider and sector | Underway |
| **Provision and Resourcing** | Construction and Built Environment – retrofit and new technologies – reskilling/upskilling/awareness | Awareness of requisite and upcoming requirements in sector, improved understanding and uptake of provision, more | FE Providers and ITPs, potential for additional regional funding/support in some instances | Ongoing | LSIP ERB ongoing review of provider response to sector specific requirements withing the LSIP | Monitoring arrangements vary depending on provider and sector | Completed |

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| | | | resilient workforce | | | | |
| **Provision and Resourcing** | Construction and Built Environment - embed essential and work entry skills into all p16 programmes – communication, problem solving, teamwork, leadership | Improve access to career progression within sector | FE Providers and ITPs, potential for additional regional funding/support in some instances | Ongoing | LSIP ERB ongoing review of provider response to sector specific requirements withing the LSIP | Monitoring arrangements vary depending on provider and sector | Underway |
| **Provision and Resourcing** | Construction and Built Environment – additional requirements for facilities in plumbing and heating as demand increases for newer technologies | Develop facilities to ensure sector has the specialist resources required to upskill and reskill towards new technologies | FE Providers and ITPs, potential for additional regional funding/support in some instances | Ongoing | LSIP ERB ongoing review of provider response to sector specific requirements withing the LSIP | Monitoring arrangements vary depending on provider and sector | Completed |
| **Provision and Resourcing** | Construction and Built Environment – explore returners and movers programme into sector, develop resource for | Improve labour market liquidity and reduce barriers to work | | Ongoing | LSIP ERB ongoing review of provider response to sector specific requirements withing the LSIP | Monitoring arrangements vary depending on provider and sector | Underway |

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| | employers to identify and address soft skills | | | | | | |
| **Provision and Resourcing** | Construction and Built Environment – develop CPD programme for trainers in sector | Ensure teaching professionals have up to date understanding of change and needs in the sector | FE Providers and ITPs, potential for additional regional funding/support in some instances | Ongoing | LSIP ERB ongoing review of provider response to sector specific requirements withing the LSIP | Monitoring arrangements vary depending on provider and sector | Underway |