Gloucestershire – Agriculture, Agritech and Land Management LSIP Stage Two Update

Introduction

There are three sections to this document:

- 1. Labour Market Intelligence and Economic Trends
- 2. Employers Reported Skills Needs (delineated Stage 1 and new Stage 2 findings)
- 3. Roadmap Priority Actions from Stage 1 Report

We are publishing the update for sectors within each region separately, all available here. The previous published outputs for Stage 1 are also still available for reference - Gloucestershire LSIP Report and Roadmap 2023 and Priority Findings.

The below Employers Reported Skills Needs findings are based on Stage 2 LSIP employer engagement conducted through deep dive interviews and focus groups, following the identification of new foci during Stage 1 of the LSIP. These skills needs are presented alongside the Stage 1 findings that are still being reported by employers, we have highlighted the Stage 2 findings in green to differentiate from the original reported unmet needs.

We will continue to explore these foci and identify any new employer's skills needs through continued research until May 2025. These findings are supported by updated Labour Market Intelligence for the sector in region.

Roadmap Priority Actions from Stage 1 have been included below to provide progress on any actions, updates on aligned activities and encourage response from the region's stakeholders.

The updated LSIP Progress report is due to be published at the end of June 2024.

1. Labour Market Intelligence and Economic Trends

Gross Value Added

The gross value added (GVA) data for Gloucestershire's Agriculture sector from 2011 to 2021 reveals a volatile performance over the decade. Starting with a GVA of 228 in 2011, the sector experienced an initial decline, reaching a low point in 2013 with a significant drop of 15.35%.

Year	GVA	Cumulative growth	
2012	£215		-6%
2013	£182		-20%
2014	£253		11%
2015	£228		0%
2016	£197		-14%
2017	£199		-13%
2018	£183		-20%
2019	£222		-3%
2020	£194		-15%
2021	£230		1%
Source: ONS(2023), F	Regional gross value added (balan	ced) by industry in 2019 chain	ed values.

A notable rebound occurred in 2014 with a substantial GVA increase of 39.01%, potentially due to a favourable turn in the factors previously mentioned or an influx of innovation and efficiency improvements within the sector. However, this surge didn't establish a steady upward trend, as subsequent years saw fluctuations, including another pronounced decrease in 2016.

Despite these ups and downs, there was an encouraging increase of 21.31% in 2019 and another substantial rise of 18.56% in 2021, suggesting a possible recovery or adaptation to new agricultural practices and markets. Yet, the cumulative change by 2021 is only a modest 0.88%, indicating that while the sector shows resilience and capacity for growth, it has not expanded significantly over the ten-year period in terms of its contribution to the regional economy.¹

Employment

Employment trends in Gloucestershire's Agriculture sector from 2018 to 2022 display a significant change, particularly from 2020 onwards. Employment remained constant at 3,000 from 2018 to 2020, with the Location Quotient (LQ) slightly decreasing, suggesting a steady but not expanding role of the sector in relation to the rest of the economy.

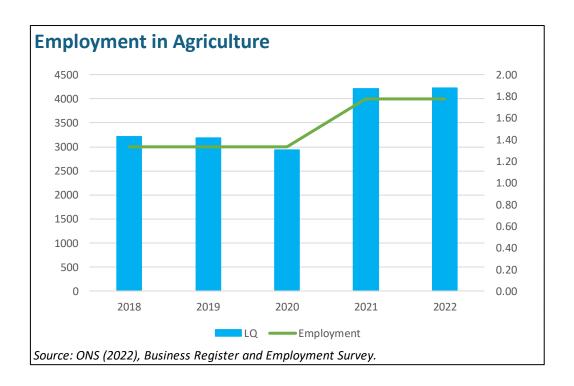
However, in 2021, there was a notable increase in both employment figures, rising to 4,000, and the LQ, which jumped to 1.87, indicating a significantly larger share of agricultural employment within the region compared to the national average. This increase was sustained into 2022, maintaining an LQ of 1.88, which could reflect an expansion in agricultural activities, possibly related to increased local food production or initiatives to boost the rural economy post-pandemic.

The overall trend highlights the Agriculture sector's growing importance and potential as a key employer in the regional economy.²

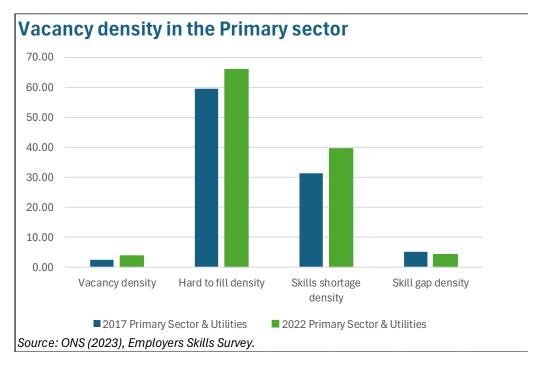
¹ Regional gross value added (balanced) by industry: local authorities by NUTS1 region - Office for National Statistics. (2019, December 19).

https://www.ons.gov.uk/economy/grossvalueaddedgva/datasets/regionalgrossvalueaddedbalancedlocal authoritiesbynuts1region

² Business Register and Employment Survey - Office for National Statistics. (n.d.). https://www.ons.gov.uk/surveys/informationforbusinesses/businesssurveys/businessregisterandemploy mentsurvey



Vacancies

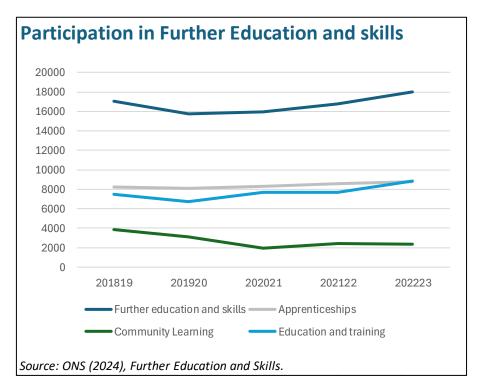


The vacancy figures for the primary and utilities sector in the South West of England from 2017 to 2022 indicate a growing challenge in filling positions. In five years, vacancies increased from 2,324 to 3,700, alongside a marked rise in hard-to-fill vacancies, from 1,384 to 2,439, suggesting increasing specialization within the sector. The rise in skill-shortage vacancies from 727 to 1,461 further underscores this issue.

Notably, vacancy density rose from 2.61% to 3.95%, reflecting an overall increase in open positions per thousand jobs. Conversely, skill gap density decreased from 5.06% to 4.27%, indicating a potential modest improvement in workforce skills or a response to training initiatives.

Despite the improvement in skill gap density, the densities for hard-to-fill and skill-shortage vacancies increased significantly, which may be indicative of an evolving sector where technological advancements and evolving regulations require increasingly specialised skills that are not readily available in the labour market.³

Participation in Further Education



The participation figures for Further Education and Skills in Gloucestershire from the academic years 2018-19 to 2023-24 reflect dynamic shifts. Starting at 17,030 in 2018-19, there was an initial decrease the following year to 15,780, potentially indicating changes in local policy, funding, or labour market demand.

The numbers slightly increased to 15,920 during 2020-21, suggesting a resilience or a response to the higher demand for re-skilling due to the pandemic's impact on the job market. A steady rise continued through 2021-22 and 2022-23, peaking at 18,010, possibly reflecting a prioritisation of skills development in the region's economic recovery plan. ⁴

³ Employer Skills Survey, Calendar year 2022. (2023, September 28). https://explore-education-statistics.service.gov.uk/find-statistics/employer-skills-survey/2022

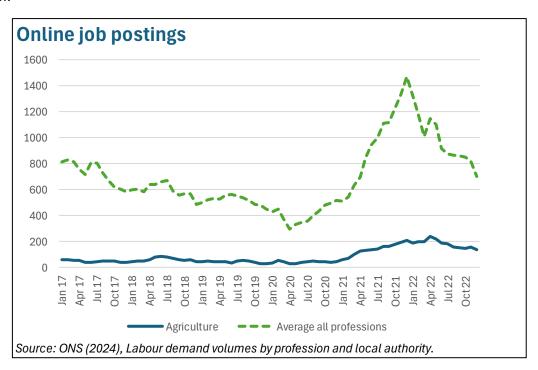
⁴ Further education and skills, Academic year 2023/24. (2024a, March 21). https://explore-education-statistics.service.gov.uk/find-statistics/further-education-and-skills

Online job postings

Online job postings in the Agriculture sector in Gloucestershire paint a picture of fluctuating demand for labour. There's a noticeable peak of postings in mid-2020, which could be related to seasonal agricultural work, often peaking during harvest times. However, it also corresponds with a period of significant disruption due to the COVID-19 pandemic, which may have affected the Agriculture sector's usual recruitment patterns, perhaps necessitating a greater reliance on online job postings to attract a workforce during a time of social distancing and lockdowns.

Following this peak, there is a noticeable decline in postings, returning closer to the levels seen in early 2017. This decline could indicate a stabilisation of the sector post-pandemic or could be a sign of a return to more traditional forms of recruitment as the situation normalises.

It's important to consider that the Agriculture sector traditionally does not rely heavily on online job postings, preferring more direct recruitment methods. Therefore, while these numbers offer some insight, they likely do not capture the full scope of employment opportunities in the sector.⁵



2. Employers Reported Skills Needs

We have continued to divide findings into approximated areas of need, and expect these to form a reasonably comprehensive picture intended to address current and expected unmet needs within the sector, both in terms of interventions in existing provision (micro or modular) and identification of potential new provision (although this falls primarily towards in-work and modular needs due to the methodology utilised in the LSIP primary research phase). The areas these are outlined under are:

⁵ Vassilev, G. (2023, February 13). Labour demand volumes by profession and local authority, UK - Office for National Statistics.

https://www.ons.gov.uk/employment and labour market/people inwork/employment and employee types/articles/labour demand volumes by profession and local authority uk/january 2017 to december 2022

- Sector Specific Skills, Technological Change and Digitalisation Skills Needs
- Critical Workplace, Core and Transferable skills
- Core Digital Skills
- Decarbonisation, Sustainability and Alignment to the UK's Net Zero Strategy Skills Needs

We have switched the order in which these sections are displayed as overwhelmingly critical and core skills needs have remined similar.

Please note the 'Systemic/Labour Market/Other reported needs' as contained within Stage 1 LSIP Priority Findings documentation will be covered in the LSIP Progress Report

We have continued to indicate where we believe businesses have reported these needs most significantly within career and occupational progression (from new entrants through to experienced) and believe there are areas of funding and provision that align more or less closely:

Current Employees (upskilling,	Employees (upskilling, skills gaps, new work functions)	from another sector (part	work and formal training e.g.	Younger/New Entrants/non- experienced 16- 19 and adults
For Example: In-house, innovation/AEB/LSIF	In- house/bespoke/Innovation/ AEB/ LSIF		Apprenticeship	For Example: T Levels, other 16 to 19 vocational, Vocational HE and preparatory

We do not intend to be prescriptive with how Education and Training Providers (and others) should respond to LSIP skills needs findings but to indicate where we see current potential opportunities.

NB: Stage 2 Findings are indicated in the table below via the shaded background – where we have kept Stage 1 findings these are still being significantly reported with no new requirements being highlighted.

Sector Specific and Technological Change

Need Statement	Provisional Priority	Experie nced Current Employ ees (upskilli ng, modula r, CPD)	Experienced/Occu pationally Competent New Employees (upskilling, skills gaps, new work functions)	Career movers from another sector (part experie nced and/or direct/li nked training e.g. Boot Camps	Those in both work and formal training e.g. apprenti ces	Younger/ New Entrants /non- experien ced (16- 19) and adults
education on land- hased policy	Short course offer for all key staff re future of the sector, green economy, achieving net zero, administrati on etc	x	x		X	x
Develop recruitment support training for employers around roles such as Ecologists	Short course developmen t of internal recruitment upskilling for relevant staff	X	X			
Support with how to embed Al into business	Technologic al change short course programme for managers/re levant staff	X	X			
Technology adoption and function: Automation/robotic	Technological change short course programme	X	х		X	X

data/image capture, involved in engineering engineerin			1	I		
data/image capture, involved in potentially service improvement or delivery (spraying), CPD approach preferred (modular upskittling) Connectivity/IoT and Technological x change short course or involved in engineering Reskilling and Technological x change short change involved in engineering Reskilling and Technological x change short change involved in engineering Reskilling and Technological x change short change involved in engineering Reskilling and Technological x change short change involved in engineering Reskilling and Technological x change short change involved in engineering Sensors/ ML and data systems Data within existing Technological x change short course programme for managers and those involved in engineering Data within existing Technological x change short course programme for managers and those involved in engineering Data within existing Technological x change short course programme for managers and those involved in engineering Data within existing Technological x change short course programme for managers and those involved in engineering Data within existing Technological x change short course programme for managers and those involved in engineering		for managers				
potentially service improvement or delivery (spraying), GPD approach preferred (modular upskilling) Connectivity/loT and Technologicalx importance/ impact on technology adoption programme for managers and those involved in engineering Reskilling and futureproofing existing workforce, understanding of sectoral change and schange management involved in engineering Sensors/ ML and data systems Data within existing technologicalx change short course programme for managers and those involved in engineering Data within existing technologicalx change short course programme for managers and those involved in engineering Data within existing technologicalx change short course programme for managers and those involved in engineering Data within existing technologicalx change short course programme for managers and those involved in engineering Data within existing technologicalx change short course programme for managers and those involved in engineering Technologicalx change short course programme for managers and those involved in engineering Technologicalx change short course programme for managers and those involved in engineering Technologicalx change short course programme for managers and those involved in engineering	,					
improvement or delivery (spraying), CPD approach preferred (modular upskilling) Connectivity/IoT and Technological x importance/ impact change short on technology course adoption programme for managers and those involved in engineering Reskilling and Technological x importance in the properties of the programme for managers and those involved in engineering existing workforce, course understanding of programme sectoral change and for managers change and those involved in engineering Sensors/ ML and data systems change short course programme for managers and those involved in engineering Data within existing Technological x technologies and usage – usage, value, adoption, integration for managers and those involved in programme for managers and those involved in engineering						
delivery (spraying), CPD approach preferred (modular upskilling) Connectivity/IoT and importance/ impact on technology adoption Reskilling and for managers and those involved in engineering Reskilling and futureproofing existing workforce, course understanding of sectoral change and for managers and those involved in engineering Sensors/ ML and data systems Data within existing fechnologically change short course understanding of sectoral change and those involved in engineering Data within existing technologies and usage – usage, value, adoption, integration Technologically change short course programme for managers and those involved in engineering Technologically change short course programme for managers and those involved in engineering Technologically change short course programme for managers and those involved in engineering Technologically change short course value, adoption, programme for managers and those		engineering				
CPD aproach preferred (modular upskilling) Connectivity/IoT and importance/ impact on technology adoption Reskilling and for managers and those involved in engineering Reskilling and for managers and those involved in engineering Rescorated change and for managers and those involved in engineering Reskilling and future proofing course programme sectoral change and those involved in engineering Sensors/ ML and data systems Category Data within existing trechnological change short course programme for managers and those involved in engineering Data within existing trechnological change short course programme for managers and those involved in engineering Data within existing Technological change short course programme for managers and those involved in engineering Data within existing Technological course programme for managers and those involved in engineering Data within existing Technological course programme for managers and those involved in engineering Data within existing Technological course programme for managers and those involved in engineering Data within existing Technological course programme for managers and those involved in engineering trechnologies and usage – usage, value, adoption, programme for managers and those	improvement or					
preferred (modular upskilling) Connectivity/IoT and Technological x importance/ impact change short on technology adoption Programme for managers and those involved in engineering Reskilling and Technological x change short course understanding of sectoral change and those involved in engineering Sensors/ ML and Technological change short course programme for managers and those involved in engineering Sensors/ ML and Technological x change short course programme for managers and those involved in engineering Data within existing Technological x change short course programme for managers and those involved in engineering Data within existing Technological x change short course programme for managers and those involved in engineering Data within existing Technological x change short course programme for managers and those involved in engineering Data within existing Technological x change short course programme for managers and those involved in engineering managers and those involved in engi	delivery (spraying),					
Upskilling) Connectivity/IoT and Technological x importance/ impact change short course programme for managers and those involved in engineering Reskilling and futureproofing characteristing workforce, understanding of sectoral change and change management involved in engineering Sensors/ ML and data systems Data within existing for managers and those involved in engineering Data within existing technological x change short course programme for managers and those involved in engineering Data within existing technological x change short course programme for managers and those involved in engineering Data within existing technological x change short course programme for managers and those involved in engineering Data within existing technological x change short course programme for managers and those involved in engineering Data within existing technological x change short course programme for managers and those involved in engineering Data within existing technological x change short course programme for managers and those involved in engineering	CPD approach					
Connectivity/IoT and Technological x importance/ impact change short course adoption programme for managers and those involved in engineering existing workforce, understanding of sectoral change and those involved in engineering exactoral change and those involved in engineering exactorate exac	preferred (modular					
Connectivity/IoT and Technological x importance/ impact change short course adoption programme for managers and those involved in engineering existing workforce, understanding of sectoral change and those involved in engineering exactoral change and those involved in engineering exactorate exac	upskilling)					
importance/ impact on technology adoption course programme for managers and those involved in engineering Reskilling and futureproofing change short course programme for managers and those involved in engineering Reskilling and futureproofing change short course programme for managers and those involved in engineering Sensors/ ML and Technological change short course programme for managers and those involved in engineering Data within existing technological x change short course programme for managers and those involved in engineering Data within existing technological x change short course programme for managers and those involved in engineering Technological x x x x x x x x x x x x x x x x x x x	Connectivity/IoT and	Technologicalx			x	х
on technology adoption programme for managers and those involved in engineering for managers and those of the programme for managers and the	<u> </u>	_				
adoption programme for managers and those involved in engineering Reskilling and Technological x change short course programme for managers and those involved in engineering Sensors/ ML and data systems Data within existing technologies and tose involved in engineering Data within existing technologies and usage – usage, value, adoption, integration for managers and those integration for managers and those integration for managers and those integration for managers and those involved in engineering Technological x x x x x x x x x x x x x x x x x x x	·	_				
for managers and those involved in engineering Reskilling and Technological x change short course programme for managers and those involved in engineering Sensors/ ML and data systems Data within existing technological x change short course programme for managers and those involved in engineering Data within existing technologies and usage – usage, value, adoption, programme for managers and those integration for managers and those integration for managers and those integration for managers and those involved in engineering Technologies and usage – usage, value, adoption, programme for managers and those integration for managers and those involved in engineering						
and those involved in engineering Reskilling and fechnological x change short existing workforce, understanding of programme sectoral change and change and those involved in engineering Sensors/ ML and data systems Data within existing technological x change short usage – usage, value, adoption, programme for managers and those involved in engineering Technological x x x x x x x x x x x x x x x x x x x	I	_				
involved in engineering Reskilling and Technological x x future proofing change short existing workforce, course understanding of sectoral change and for managers and those involved in engineering Sensors/ ML and Technological change short course programme for managers and those involved in engineering Data within existing technological x change short usage – usage, course value, adoption, programme for managers and those integration for managers and those integration for managers and those integration for managers and those						
engineering Reskilling and futureproofing change short course programme sexisting workforce, understanding of sectoral change and those involved in engineering Sensors/ ML and Technological change short course programme for managers and those involved in engineering Data within existing technologies and usage – usage, value, adoption, integration engineering Technological x x x x x x x x x x x x x x x x x x x						
Reskilling and futureproofing change short course programme sectoral change and for managers and those involved in engineering Data within existing technologies and usage – usage, value, adoption, integration in the first and in the first and those involved in engineering integration in the first and those involved in engineering integration in the formanagers and those involved in engineering integration in the formanagers and those involved in engineering integration in the formanagers and those involved in engineering integration in the formanagers and those involved in engineering integration in the formanagers and those involved in engineering integration integrat						
futureproofing existing workforce, understanding of sectoral change and for managers and those involved in engineering Sensors/ ML and Technological change short course programme for managers and those involved in engineering Data within existing technologies and usage – usage, value, adoption, integration for managers and those involved in engineering for managers and those involved in engineering for managers and those integration for managers and those				.,		
existing workforce, understanding of sectoral change and change and those involved in engineering Sensors/ ML and data systems Data within existing technologies and usage – usage, value, adoption, integration engineering course programme for managers and those involved in engineering to the formanagers and those involved in engineering to the fo	I	_		X		
understanding of sectoral change and for managers and those involved in engineering Sensors/ ML and change short course programme for managers and those involved in engineering Data within existing technologies and usage – usage, value, adoption, integration programme for managers and those involved in programme for managers and usage – usage, value, adoption, programme for managers and those		_				
sectoral change and for managers change and those involved in engineering Sensors/ ML and Technological change short course programme for managers and those involved in engineering Data within existing technologies and usage – usage, value, adoption, programme for managers and those integration Technologies and change short usage – usage, value, adoption, programme for managers and those integration To managers and managers and those involved in programme for managers and those	_					
change and those involved in engineering Sensors/ ML and Technological change short course programme for managers and those involved in engineering Data within existing technologies and usage – usage, value, adoption, integration for managers and those involved in for managers and those integration Technological x x x x x x x x x x x x x x x x x x x						
management involved in engineering Sensors/ ML and Technological change short course programme for managers and those involved in engineering Data within existing Technological x change short course programme for managers and those involved in engineering the change short change short usage – usage, value, adoption, programme integration for managers and those	-					
engineering Sensors/ ML and Technological change short course programme for managers and those involved in engineering Data within existing technologies and usage – usage, value, adoption, integration engineering Technological x x x x x x x x x x x x x x x x x x x	•					
Sensors/ ML and Technological change short course programme for managers and those involved in engineering Data within existing technological x change short usage – usage, course value, adoption, programme integration for managers and those	management					
change short course programme for managers and those involved in engineering Data within existing Technological x technologies and change short usage – usage, value, adoption, programme integration for managers and those		engineering				
course programme for managers and those involved in engineering Data within existing technologies and usage – usage, value, adoption, integration course programme for managers and those	Sensors/ ML and	Technological			×	x
programme for managers and those involved in engineering Data within existing technologies and usage – usage, value, adoption, integration programme for managers and those	data systems	change short				
for managers and those involved in engineering Data within existing technological x technologies and change short usage – usage, course value, adoption, programme integration for managers and those		course				
and those involved in engineering Data within existing Technological x x x X technologies and change short usage – usage, course value, adoption, programme integration for managers and those		programme				
involved in engineering Data within existing Technological x x x X technologies and change short usage – usage, course value, adoption, programme integration for managers and those		for managers				
engineering Data within existing Technological x x x X technologies and change short usage – usage, course value, adoption, programme integration for managers and those		and those				
Data within existing Technological x x technologies and change short usage – usage, course value, adoption, programme integration for managers and those		involved in				
Data within existing Technological x x technologies and change short usage – usage, course value, adoption, programme integration for managers and those		engineering				
technologies and change short usage – usage, course value, adoption, programme integration for managers and those		·	,	Y	x	X
usage – usage, course value, adoption, programme integration for managers and those			•	X		
value, adoption, programme integration for managers and those	•	_				
integration for managers and those						
and those	<u> </u>	i -				
	_					
involved in						
engineering ADA/Dand						
		_			X	X
		_				
	_					
for managers						
and those						
involved in						
engineering		-				
and also		and also				
explore		explore				

				I	
	methods with				
	college				
Understanding	Short course	x	X	x	Х
current and future	offer for all				
changes to sectoral	key staff re				
drivers/legislation/p	future of the				
olicy/ economic	sector, green				
factors/ area-based	economy,				
payments	achieving net				
	zero,				
	administratio				
	n etc				
Engineering in	Technological		Х	 х	х
widest sector, but	change short				
especially prevalent	course				
needs for/to	programme				
technicians,	for managers				
dealerships and	and those				
MRO, engineering	involved in				
attached to	engineering				
machinery,					
livestock, data,					
buildings &					
systems					
Agritech principles	Short course	Х		х	Х
and progression for	offer for all				
wider sectoral	key staff re				
impact	future of the				
,	sector, green				
	economy,				
	achieving net				
	zero,				
	administratio				
	n etc				
Farming is a high	Technological				
technology sector;	change short				
awareness is low in	course				
engineering and	programme				
data progression	for managers				
routes and CAEIG	and those				
TOUR OF THE OF THE OF	involved in				
	engineering				
	CHEILICEILIE				

Critical Workplace, Core and Transferable Skills

Need Statement	Provision al Priority	Experie nced Current Employ ees (upskilli ng, modula r, CPD)	Experienced/Occu pationally Competent New Employees (upskilling, skills gaps, new work functions)	Career movers from another sector (part experie nced and/or direct/li nked training e.g. Boot Camps	Those in both work and formal training e.g. apprentices	Younger/ New Entrants /non- experien ced (16- 19) and adults
Leadership, Management And Change management	Short course programm e for existing staff	X	х		х	
engineering/technic ian/MOR roles	Integrate Skillbuilder or similar and entry skills into non T Level 16 to 19 voc FE		X			X
Attitudes and work readiness	Explore the introductio n of Skillbuilder and work entry skills in pre-16				x	X

			I	I	T	
	and post-16					
	academic					
	education					
Understanding of	3. Short		X	Х	Х	х
sector, independent	course					
work ability, project						
	programme					
management	for existing					
principles, decision	staff and					
making and critical	build into					
thinking	Apprentices					
	hips, 16 to					
	19 and AEB					
	programme					
	s					
Resilience and anxiety	Explore the				х	X
in new entrants	introductio					
in now one and	n of					
	Skillbuilder					
	and work					
	entry skills					
	in pre-16					
	and post-16					
	academic					
	education					
Maths, measurement	Integrate	x	X	x	x	x
and analytics across	Skillbuilder					
all roles in sector	or similar					
	and entry					
	skills into					
	non T Level					
	16 to 19 voc					
	FE					
	· -					
	Chart					
	Short					
	course					
	programme					
	for existing					
	staff and					
	build into					
	Apprentices					
	hips, 16 to					
	19 and AEB					
	programme					
	s					
New entrants'	Explore the	X	X			
expectations and	introductio	-				
culture	n of					
transformation (inc.	Skillbuilder					
hybrid work	and work					
=						
expectations) –	entry skills					
	in pre-16					

senior/managerial/ow	and post-16						
ners	academic						
	education						
Extended practical	Further				Χ	Х	Х
experience (such as in	explore						
sandwich courses)	employers						
seen widely as	understandi						
immensely beneficial	ng of work						
	placements						
	and						
	provision						
	(Beyond T						
	Levels) into						
	16 to 19						
	and HE						
Support for	Establish	X	Х				
employers/owners to	skills						
identify/navigate and	brokerage						
broker needs	service for						
attached to upskilling,	employers						
CPD. Workforce							
development and							
reskilling							
Additional	Short	Х		X	X		
professional	course						
upskilling/CPD in	programme						
	for existing						
people, project, HR,	staff and						
compliance	build into						
	Apprentices						
	hips, 16 to						
	19 and AEB						
	programme						
	s						

Core Digital Skills

	Provisio	Experie	Experienced/Occu	Career	Those in	Younger/
	nal	nced	pationally	movers	both	New
	Priority	Current	Competent New	from	work	Entrants
		Employ	Employees	another	and	/non-
		ees	(upskilling, skills	sector	formal	experien
Need Statement		(upskilli	gaps, new work	(part	training	ced (16-
		ng,	functions)	experie	e.g.	19) and
		modula		nced	apprent	adults
		r, CPD)		and/or	ices	
		-		direct/li		
				nked		

				training e.g. Boot Camps		
System and Machine Programming for equipment such as agricultural machinery, sensors and automated systems	Short course program me for existing staff	X	х			
attached to the digital transformation of the sector: • d ata ownershi p and manage ment • d ata protectio n, sharing and security • d ata driven decision making			X	x	X	X

		ı	1	ı	1	
for						
complian						
ce/ability						
)						
• 1						
ocalised						
intelligen						
ce						
platforms						
ptationnis						
• d						
ata as						
driver						
efficiency						
and						
productiv						
ity						
• 0	;					
RM and						
data						
platforms						
Presentation abilities	Specialist	Χ			x	х
(more particular to	digital					
data-led/data	/data					
intelligence/platform	basic skills					
organisations)	programm					
organisations,	e (as from					
	constructi					
	on sector)					
	short					
	course					
	programm					
	e for the					
N4' (: 1 : 6	sector					\ <u>'</u>
Microsoft platforms	Specialist			x	x	X
	digital					
	/data					
	basic skills					
	programm					
	e (as from					
	constructi					
	on sector)					
	short					
	course					
	programm					
	e for the					
	sector					
Digital communications		Y	X	x	x	X
and social media	digital	^		^	,	•
ana social media	/data					
	ruata					

		1	T		1
	basic skills				
	programm				
	e (as from				
	constructi				
	on sector)				
	short				
	course				
	programm				
	e for the				
	sector				
Wider understanding of	Specialist	X		X	х
_	digital				
impacts on	/data				
	basic skills				
	programm				
	e (as from				
	constructi				
	on sector)				
	short				
	course				
	programm				
	e for the				
	sector				

Net Zero Skills

Need Statement	Provisional Priority	Experien ced Current Employe es (upskilli ng, modular , CPD)	Experienced/Occupa tionally Competent New Employees (upskilling, skills gaps, new work functions)	Career movers from another sector (part experien ced and/or direct/lin ked training e.g. Boot	Those in both work and formal training e.g. apprenti ces	Younger/ New Entrants/ non- experienc ed (16- 19) and adults
				Camps		
Increased knowledge of Green Finance, Net Zero and Green Strategy	Short course offer for all key staff re future of the sector, green economy, achieving net zero,	х	x		х	x

	odministr					
	administr					
	ation etc					
	Short	X	Х		х	
	course					
	offer for					
	all key					
Supply chain requirements	staff re					
and potential increasing	future of					
	the					
needs for compliance/ability)	sector,					
n respect to Net Zero	green					
nitiatives	_					
	economy,					
	achieving					
	net zero,					
	administr					
	ation etc					
Energy & efficiency top	Short course	x	х	Х	Х	x
oriorities:	offer for all					
onortios.						
· · ·	Ekey staff re					
missions and	future of the					
scopes	sector,					
•	Egreen					
ffective &	economy,					
appropriate	achieving					
measuremen	_					
	Fadministrati					
٠ ما مصط						
ol and	on etc					
'sustainable						
sustainability						
Validation and standardisatio	n Short course	x	х		Х	Χ
of decarbonisation/	offer for all					
	_					
_						
-	· ·					
sector	~					
	_					
	achieving					
	net zero,					
Eossil fuol usago within	_	<u></u>			V	v
_		Α			^	^
	iorrer for all		I	1		
agriculture – impact of						
agriculture – impact of equipment, alternative and	key staff re future of the					
Validation and standardisation of decarbonisation/sustainability requirements and standards, mitigation and carbon capture/credits pansector	n Short course offer for all key staff re future of the sector, green economy, achieving		X		x	X

emerging fuels (bio, methane,	sector,					
hydrogen, electrification)	green					
	economy,					
	achieving					
	net zero,					
	administrati					
	on etc					
Materials, alternatives and	Short course	Х			Х	Х
wastage/pollution	offer for all					
	key staff re					
	future of the					
	sector,					
	green					
	economy,					
	achieving					
	net zero,					
	administrati					
	on etc					
Conservation, biodiversity and	Short course	Х	х	Χ	Х	Х
stewardship – policy,	offer for all					
legislation, practise	key staff re					
	future of the					
	sector,					
	green					
	economy,					
	achieving					
	net zero,					
	administrati					
	on etc					

3. Roadmap Priority Actions for the Region

Please find below a summarised table of the actions developed in the Stage 1 LSIP. This has been taken from various sources, predominantly the <u>Gloucestershire LSIP Report and Roadmap 2023</u> and sectoral <u>Priority Findings</u> documentation, but also where appropriate has incorporated identified opportunities and actions from the ongoing strategic planning in collaboration, as guided during 2023 through G First LEP and Gloucestershire County Council's employment and skills activities.

Actions have been categorised as follows:

- Systemic Needs within the wider skills system (provision, support, funding)
- Improving Employer Engagement with post 16 education and training
- Messaging and Awareness to simplify and improve understanding of provision, support and funding
- Measuring Impact to ensure the LSIP has a tangible effect on the wider skills system
- Contractual Outputs as required by the Department for Education in the <u>LSIP guidance</u>
- Skills Needs Refinement as the basis for ongoing LSIP primary engagement activities
- Provision and Resourcing to highlight direct requests of post 16 providers

This summary will be incorporated with identified progress, issues and any additional identified needs or outputs in the Progress Report, expected to be made available June 2024.

We would welcome provider, partner and stakeholder feedback on these actions and any responses to these to ensure we can effectively highlight both ongoing need and any progress towards the actions identified in the Stage 1 Report. To that end we will be inviting all recipients to either respond verbally or in written format to highlight the regional response to the LSIP and employers' needs through direct response, aligned response and any additional information that may be pertinent to share – please do get in touch via lsip@businesswest.co.uk if you would like to book in a meeting to discuss this or any part of the LSIP so far.

Please find at the bottom of this document a glossary to support with reading this table.

Category	Priority Action	Outcome	Parties	Timescale	Specifics	Source
	Gloucestershire Economic Plan and Local Industrial Strategy where	e and shared approach to addressing employers' needs as a region		Ongoing, initial activities to support during LEP transition, November 2023 – March 2024		Report Section 1
	support programme in response to employers who "don't know what they don't know" as collaborative support mechanism	shared path for assistance across Gloucesters hire for	All stakeholders, with integration from providers and Growth Hubs	discussions underway, expected		Report Section 3
	database/resource of post 16 provision into the region	ng of training provision available, ensure shared intelligence for all parties	assist in development of resource/wor king group, to be held by accountable	activities to support during LEP transition post April 24	To investigate existing awareness and resourcing , utilising internal signpostin g resources and external agencies	

Systemic Needs		employer support provision to aid in regionwide supporting mechanisms	initiate first draft, take to GCC/LEP advisory board post LEP transition for input, approvals	First documentat ion completed, awaiting transition April 2024 onwards	
Systemic Needs	wide programmes via G First LEP,			Ongoing for duration of LSIP project	Report Introducti on
Systemic Needs / Improve Employer Engagement	Incorporate into LSIP engagement/signpo sting where appropriate Multiply and provision towards those with additional needs	opportunitie s for SEND, greater access to	incorporate	Complete, ongoing delivery	Report Section 1 and Section 3
Improve Employer Engagement		region-wide collaborative approach to	raise via advisory panel, April	Timescale to be discussed and approved	Report Section 3

				:1:		
	support	responsive		via advisory		
	programme	employer 		panel, April		
		support to		2024		
		placement				
		needs within				
		Post 16				
		education				
Improve Employer	Encourage	Better pre-	LSIP ERB to	LSIP		Report
Engagement	employers to	and post-16	incorporate,	incorporatio		Section 3
	provide	careers	· ·	n complete		
	•	information	·	August		
	learners and to	reflecting	-	2023,		
	improve Careers	changed	development	· ·		
		_	in partnership	ongoing		
	Information, Advice		with Careers			
	and Guidance	skills and	Hub			
			пир			
	(CAEIG)	entry				
		pathways				_
	LSIP integrated and	-		Completed,		Report
Engagement /Mess	•		incorporate	ongoing		Section 1
	and signposting	and tailored				and
Awareness		signposting			signpostin	Section 3
	engagements, to be	and referrals			g	
	aligned with	to be built				
	existing support	into LSIP				
	ensuring	activities,				
	collaboration and	additional				
	respect for those	resource				
	•	within LSIP				
	-	team for				
	in the region's areas					
	of responsibility	development				
	or reopenoisiary	requirement				
		s as				
		identified				
Improve Employer			Mith partner	Ongoing for	Markating	Donort
	Improve employer	Better	•		J	•
Engagement /	awareness of and		•	duration of	shared	Section 3
Messaging and	0 0	ng of need,	representativ		regional · ·	
Awareness	i ·	greater 		project,	vision,	
	utilising case	· ·	organisations		strategy,	
	studies and best	n of training	_	_	direct	
	i [*]	into growth	Providers and		engageme	
	content, identify	strategies		shared for	nt	
	further targeted		Authorities	further		
	activities to		Including	developme		
	improve awareness		Growth Hubs,	nt		
	of provision and		supporting			
	support		agencies, and			
			to integrate			
			into regional			
			strategy			
	<u>I</u>	<u> </u>	011 010 by		<u> </u>	

Messaging and Awareness	engage directly with FE education to ensure we can walk the walk	have direct experience of post 16 technical	Level placements and other opportunities	Initial conversatio ns for T Levels underway, wider work ongoing		Report Section 3
Messaging and Awareness	Collaborative clear messaging to simplify employer understanding of provision – changes, needs, involvement, amplify and encourage take up	More engagement, more referrals, facilitate introduction s, take-up of provision	_	Ongoing during LSIP delivery	Need shared vision to enable clear and concise prioritised multi- agency messaging	Report Section 3
Measuring Impact	provision following LSIP engagement	and demand is recorded and	devolution deal, Adult Education Budget (AEB), Adult Skills Fund (ASF)	and scope to be discussed and		Report Section 3
Measuring Impact	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 requirement s	LSIP ERB with education and training providers	To share research updates annually and provide both group and individual discussion sessions		Report Section 2

Measuring Impact	Develop agreed project metrics and performance indicators			Timescale and scope to be discussed and approved via advisory panel, April 2024		Report Section 3
Measuring Impact	Review responses to LSIP via direct response, accountability statements and LSIF progression	Ensure FE providers are aware of and responding to LSIP outputs	internally	Requests to FE Providers for updates and response April 2024 and 2025, review of accountabil ity statements June/July 2024		Report Section 3
Measuring Impact	Utilise additional quantitative metrics to both measure impact and better understand need	regionally agreed (and known) metrics towards post 16 technical	panel to outline potential metrics,	Timescale and scope to be discussed and approved via advisory panel, April 2024		Report Section 3
Contractual Output	Annual LSIP ERB progress report	progress and additional needs within region, outline future activities	from primary			Report Section 3
Skills Needs Refinement	Research – deep dives and continuation, understanding employers' needs	develop understandi	LSIP team, incorporating other sources	_	Internal function, ongoing	Report Section 1 and Section 3
Skills Needs Refinement	Develop lighter touch modes of LSIP engagement	Ensure SMEs can input into LSIP findings with	LSIP ERB	From April 2024		Report Section 3

	for employers with time constraints	less time commitment and receive similar signposting and support from LSIP activity			
Skills Needs Refinement	Further investigative work into needs for the 'green economy' (See Glossary for definition of green economy)	Clear understandi ng of priority sector for green aligned skills needs, timescales and requirement s	input from G First LEP/GCC and District Authorities	First green provision supply and demand project to be completed March 2024	Report Section 3 and GFirst LEP Skills Advisory Panel
Provision and Resourcing	Agriculture and Land-based industry, Advanced Manufacturing and Engineering, Construction and Built Environment, and Digital Industries: Incorporate Skillsbuilder or similar into post 16 for core/critical workplace skills	identified within each sector in Stage 1	and ITPs, potential for additional regional funding and support in some instances	Ongoing, expected updates in the LSIP ERB Progress Report 2024, that will be published on 28 th June 2024.	LSIP ERB Priority Findings Publicatio n
Provision and Resourcing	Engineering: Increase take up of maths and physics	new relevant entrants to work for this sector by addressing fundamental and baseline	academic routes and secondary schooling, sectoral needs for employer engagement via CAEIG and	TBC – further conversatio ns to clarify as responsibilit y and impact lies outside of LSIP	LSIP ERB Priority Findings Publicatio n
Provision and Resourcing	Advanced Manufacturing and Engineering:	Address needs within SMEs and career pathways	and ITPs, potential for additional	Ongoing, expected updates in the LSIP ERB	LSIP ERB Priority Findings Publicatio n

	Develop the addition of core business skills to post 16 Technical Education	within the sector	funding and support in some instances	Progress Report 2024, that will be published on 28 th June 2024.	
Provision and Resourcing	Agriculture and land-based industry: Pre-16 work entry skills, work readiness, communication and expectation	Improve new entrants understandi ng of workplace requirement s	and ITPs, potential for additional regional	Ongoing, expected updates in the LSIP ERB Progress Report 2024, that will be published on 28th June 2024.	LSIP ERB Priority Findings Publicatio n
Provision and Resourcing	Agriculture and Land-based industry, Advanced Manufacturing and Engineering, Construction and Built Environment: Short course development for the following skills: independent work, project management, critical thinking	address	FE Providers and ITPs, potential for additional regional funding and support in some instances	Ongoing, expected updates in the LSIP ERB Progress Report 2024, that will be published on 28 th June 2024.	LSIP ERB Priority Findings Publicatio n
Provision and Resourcing	Agriculture and Land-based industry, Construction and Built Environment: Extension of practical experience opportunities	Improved awareness and experience in new entrants to the sector of roles and responsibilities	some	Ongoing, expected updates in the LSIP ERB Progress Report 2024, that will be published on 28 th June 2024.	LSIP ERB Priority Findings Publicatio n
Provision and Resourcing	Agriculture and Land-based industry:	Increase peer learning opportunitie s and best practice		Ongoing, expected updates in the LSIP ERB	LSIP ERB Priority Findings Publicatio n

Provision and	Develop skills brokerage opportunity – upskilling, CPD, workforce development, reskilling Advanced	Direct	support in some instances	Progress Report 2024, that will be published on 28 th June 2024. Ongoing,	LSIP ERB
	Manufacturing and Engineering: Succession and backfilling planning, recruitment and retention		additional regional funding and support in some instances	expected updates in the LSIP ERB Progress Report 2024, that will be published on 28 th June 2024.	Priority Findings Publicatio n
Provision and Resourcing	Agriculture and Land-based industry, Advanced Manufacturing and Engineering and Digital Industries: Develop basic and specialist digital skills provision in long and short formats. Advanced Manufacturing and Engineering — specific needs in coding and software development.	Direct provision response, to address unmet need	FE Providers and ITPs, potential for additional regional funding and support in some instances	Ongoing, expected updates in the LSIP ERB Progress Report 2024, that will be published on 28th June 2024.	LSIP ERB Priority Findings Publicatio n
Provision and Resourcing	Agriculture and Land-based industry; Short course provision required for: Change management, adoption of technology and awareness and	Direct provision response, to address unmet need	FE Providers and ITPs, potential for additional regional funding and support in some instances	Ongoing, expected updates in the LSIP ERB Progress Report 2024, that will be published	LSIP ERB Priority Findings Publicatio n

Provision and Resourcing	engineering career change into agricultural roles Advanced Manufacturing and Engineering: Advanced Manufacturing-specific management development programme with SME specific	Direct provision response, to address unmet need	FE Providers and ITPs, potential for additional regional funding and support in some instances	on 28 th June 2024. Ongoing, expected updates in the LSIP ERB Progress Report 2024, that will be published on 28 th June	LSIP ERB Priority Findings Publicatio n
Provision and Resourcing	content/pathway Agriculture and Land-based industry: Short courses on legislative change and other economic, policy and environmental needs	Direct provision response, to address unmet need	FE Providers and ITPs, potential for additional regional funding and support in some instances	2024. Ongoing, expected updates in the LSIP ERB Progress Report 2024, that will be published on 28 th June 2024.	LSIP ERB Priority Findings Publicatio n
Provision and Resourcing	Agriculture and Land-based industry, Advanced Manufacturing and Engineering, Construction and Built Environment: Develop programme to attract lecturers from industry	Improve access to industry expertise for FE providers and learners		Ongoing, expected updates in the LSIP ERB Progress Report 2024, that will be published on 28th June 2024.	LSIP ERB Priority Findings Publicatio n
Provision and Resourcing	Agriculture and land-based industry; Earlier and more CAEIG integration, incorporating employers	Improve awareness of careers, pathways and opportunitie s, increase resilience and diversity of workforce	support in some	Ongoing, expected updates in the LSIP ERB Progress Report 2024, that will be published on 28th June 2024.	LSIP ERB Priority Findings Publicatio n

Provision and Resourcing	Engineering: Establish HR support group for region to address mental health, resilience and embracing change	improve retention and Quality of Life	regional funding and support in some instances	Ongoing, expected updates in the LSIP ERB Progress Report 2024, that will be published on 28 th June 2024.	LSIP ERB Priority Findings Publicatio n
Provision and Resourcing	Advanced Manufacturing and Engineering: Specific short course programmes for electrification, sustainability/, efficiency/, sustainability assessment, design and digital engineering, project flow, planning and management tools, lean project management methodologies, Quality Improvement, 3D Technologies, automation, maintenance, AI, systems integration		FE Providers and ITPs, potential for additional regional funding and support in some instances	Ongoing, expected updates in the LSIP ERB Progress Report 2024, that will be published on 28th June 2024.	LSIP ERB Priority Findings Publicatio n
Provision and Resourcing	Digital Industries: Managerial short course for people development	Direct provision response, to address unmet need	additional regional funding and support in some instances	Ongoing, expected updates in the LSIP ERB Progress Report 2024, that will be published on 28 th June 2024.	LSIP ERB Priority Findings Publicatio n
Provision and Resourcing	Digital Industries:	Direct provision	FE Providers and ITPs,	Ongoing, expected	LSIP ERB Priority

	Short course development for customer and client facing roles	response, to address unmet need	potential for additional regional funding and support in some instances	updates in the LSIP ERB Progress Report 2024, that will be published on 28 th June 2024.	Findings Publicatio n
Resourcing	Digital Industries: Development of project management methodologies training for progression	Direct provision response, to address unmet need	FE Providers and ITPs, potential for additional regional funding and support in some instances	Ongoing, expected updates in the LSIP ERB Progress Report 2024, that will be published on 28 th June 2024.	LSIP ERB Priority Findings Publicatio n
Resourcing	Digital Industries: Investigate development of in- house training methodology support and training	Direct provision response, to address unmet need	FE Providers and ITPs, potential for additional regional funding and support in some instances	Ongoing, expected updates in the LSIP ERB Progress Report 2024, that will be published on 28 th June 2024.	LSIP ERB Priority Findings Publicatio n
Resourcing	Digital Industries: Upskilling programme for existing software engineering employees: new coding languages, automation, Quality Assurance and Testing, data science and analytics, advanced digitalisation and service provision,	Direct provision response, to address unmet need	FE Providers and ITPs, potential for additional regional funding and support in some instances	Ongoing, expected updates in the LSIP ERB Progress Report 2024, that will be published on 28 th June 2024.	LSIP ERB Priority Findings Publicatio n

Provision and Resourcing	consultancy mindset. User Experience (UX) and design thinking, change management Digital Industries: Sector specific net zero programme: Data, storage, cloud infrastructure, energy and efficiency, sustainability frameworks, standards including ISO14001, climate change and impact	Direct provision response, to address unmet need	FE Providers and ITPs, potential for additional regional funding and support in some instances	Ongoing, expected updates in the LSIP ERB Progress Report 2024, that will be published on 28 th June 2024.	LSIP ERB Priority Findings Publicatio n
Provision and Resourcing	Digital Industries: teacher recruitment, retention and awareness, change initiative	Ensure industry expertise shapes provision and delivery aligns with need		Ongoing, expected updates in the LSIP ERB Progress Report 2024, that will be published on 28th June 2024.	LSIP ERB Priority Findings Publicatio n
Provision and Resourcing	Construction and Built Environment: Upskilling, Reskilling and Awareness of Retrofit and new technologies.	Awareness of requisite and upcoming requirement s in sector, improved understandi ng and uptake of provision, more resilient workforce	FE Providers and ITPs, potential for additional regional funding and support in some instances	Ongoing, expected updates in the LSIP ERB Progress Report 2024, that will be published on 28th June 2024.	LSIP ERB Priority Findings Publicatio n
Provision and Resourcing	Construction and Built Environment:	Improve access to career progression	FE Providers and ITPs, potential for additional	Ongoing, expected updates in the LSIP	LSIP ERB Priority Findings

	embed the following essential and work entry skills into all post 16 technical education programmes: communication, problem solving, teamwork, leadership	within sector	regional funding and support in some instances	ERB Progress Report 2024, that will be published on 28 th June 2024.	Publicatio n
Provision and Resourcing	Construction and Built Environment: Additional requirements for facilities in plumbing and heating as demand increases for newer technologies	resources	FE Providers and ITPs, potential for additional regional funding and support in some instances	Ongoing, expected updates in the LSIP ERB Progress Report 2024, that will be published on 28th June 2024.	LSIP ERB Priority Findings Publicatio n
Provision and Resourcing	Explore returners and career change/ career movers	Improve labour market liquidity and reduce barriers to work		Ongoing, expected updates in the LSIP ERB Progress Report 2024, that will be published on 28 th June 2024.	LSIP ERB Priority Findings Publicatio n
Provision and Resourcing	Develop CPD programme for trainers in sector	professional s have up to date understandi ng of change and needs in	additional regional funding and support in	Ongoing, expected updates in the LSIP ERB Progress Report 2024, that will be published on 28th June 2024.	LSIP ERB Priority Findings Publicatio n

ANNEX: Glossary

- AAQ: Alternative Academic Qualification
- Advisory Panel / SAP: Skills Advisory Panel for Gloucestershire
- AEB: Adult Education Budget
- ASF: Adult Skills Fund
- CAEIG: Careers Education, Information Advice and Guidance
- CPD: Continuing Professional Development
- ERB: Employer Representative Body
- FE: Further Education
- GCC: Gloucestershire County Council
- Green Economy: A green economy is defined as low carbon, resource efficient and socially inclusive. (<u>Definition source</u>)
- ISO14001: An internationally recognized standard for environmental management systems (EMS).
 - ITP: Independent Training Provider
- LA: Local Authority (e.g. Cheltenham Borough Council, Cotswold District Council. Forest of Dean District Council. Gloucester City Council. Stroud District Council. Tewkesbury Borough Council)
 - LEP: Local Enterprise Partnership in this instance, GFirst LEP
 - G First LEP Skills Advisory Panel:
- LEP Transition: The roles and responsibilities of GFirst LEP, Gloucestershire's Local Enterprise Partnership, will transfer to Gloucestershire County Council from April 2024. The deal was confirmed in this morning's County Council Cabinet meeting (November 22nd). More information here.
- LSIF: Local Skills Improvement Fund in this instance, the lead is South Gloucestershire and Stroud College (SGS) with supporting providers including Hartpury University and Hartpury College, Gloucestershire College, Cirencester College)
 - LSIP: Local Skills Improvement Plan
- LSIP ERB: Local Skills Improvement Plan Contracted Employer Representative Body in this instance, it is Business West Chambers of Commerce
- Post 16 Education: Post 16 education and further education refers to all post-16 learning and incorporates vocational training and work-based learning as well as more formal further education environments
- Primary Stakeholders (as defined for the LSIP): post 16 education and training providers, supporting agencies, sectoral bodies and local governmental agencies.
- Providers: When we mention 'providers' in this context, we are referring to Further Education institutions and organisations that offer post 16 technical education in the region including colleges, as well as Higher Education Institutions, Independent Training Providers and IoTs that cover this geography in respect of post 16 Technical provision.
- Retrofit: adding (a component or accessory) to something that did not have it when manufactured/originally built, particularly within domestic housing.
- RCU Vector: <u>Vector</u> is a tool for the education sector that provides a complete picture of all post-16 further education, including apprenticeships and higher education, alongside local community demographics, skills requirements and progression opportunities for the user's region this was developed by <u>RCU Ltd</u>.
 - SGS: South Gloucestershire and Stroud College
 - SEND: Special educational needs and disabilities
 - SEO: Search Engine Optimisation
 - SMEs: Small and Medium-Sized Enterprises
- Systemic Needs wider requirements identified via LSIP activities related to the wider skills system and not provision, including supporting initiatives and programmes, funding and resourcing and awareness and understanding of support.

- Technical Education: Government funding training and assessment for work, covering classroom, work and online based training. (<u>Definition source</u>)
- Technical Qualifications: Qualifications intended to deliver the skills needed to enter or progress in the workplace. (<u>Definition source</u>)
 - QI: Quality Improvement
 - QoL: Quality of Life