

Annex B – Roadmap for Delivery

Transforming the Skills Landscape in Norfolk and Suffolk

The Norfolk and Suffolk Local Skills Improvement Plan (LSIP) 2.0 represents a landmark shift in how our regional economy develops its greatest asset: its people. This plan is not merely a strategic document; it is a legally backed, employer-led mandate designed to bridge the gap between the skills businesses need and the training which providers deliver. By moving from a 'supply-driven' to a 'demand-driven' model training will directly contribute to the productivity and growth of Norfolk and Suffolk.

Our region stands at the forefront of a technical revolution. From the 'Energy Coast', which hosts 40% of the UK's offshore wind power, to the global leadership in food security found at the Norwich Research Park. Norfolk and Suffolk are central to the UK's Industrial Strategy.

However, this potential can only be realised if our workforce is equipped to handle the complexities of transitioning to renewable effective energy use, Advanced Manufacturing, and Life Sciences and Agri-Tech. It should be noted that we will only maximise the local benefits of NSIPs, if we are able to identify the skills and capabilities that local businesses need to support these projects and can deliver a coordinated response from our FE and HE partners.

This LSIP provides the essential conduit between these high-level economic ambitions and the practicalities of the classroom.

Breaking Down System Complexity

For too long, the skills system has been perceived as difficult to navigate, particularly for the Small and Medium Enterprises (SMEs). This LSIP introduces a 'No Wrong Door' approach, with an ambition to simplify the landscape through:

- **Enhanced System Navigation:** Supporting the creation of a unified entry point for employers to access workforce training and influence future curriculum development.
- **Cohesive Progression Pathways:** Strengthening the links between FE and HE to ensure clear routes from entry-level roles to Level 8 specialised expertise.
- **Inclusive Growth:** Integrating with the 'Get Britain Working' agenda to ensure that digital literacy and technical skills are accessible to all, including the economically inactive and those in the foundational economy.

A Collaborative Commitment

The success of this plan relies on the collaboration between the Employer Representative Body (ERB), Local Authorities, and our diverse range of training providers across HE and FE. This joint working ensures that the LSIP is not a static report, but a live roadmap for delivery that will be rigorously monitored and reviewed.

Our priorities are outlined as steps designed to get us towards an end goal of transforming the local skills landscape – whilst we have outlined the initial steps with a level of certainty, we have also identified anticipated steps, which will depend on initial feasibility work and feedback and will be evidence driven.

In Norfolk and Suffolk, we are no longer just reacting to the labour market of today; we are actively working to upskill our current workforce and train the future workforce. Together, we are building a skills system that is responsive, resilient, and most importantly driven by the voice of our employers.

In delivery of the priorities and subsequent actions, the LSIP team will engage with and support various stakeholders not limited to but including the following, identifying lead organisations for specific tasks where appropriate :

- Independent Training Providers
- FE Colleges
- HE Institutions
- VCSFE Sector
- Sector Groups
- Local Authorities
- Placed based skills team/District Groups
- Other ERB's within the region such as FSB
- Trade Unions
- Sector Bodies/Sector Specific Membership Groups
- Trade Associations

Priority 1 – Increase System Navigation for Employers

Evidence suggests that the primary barrier for local employers particularly Small and Medium Enterprises (SMEs) is the overwhelming complexity of the skills landscape in Norfolk and Suffolk.

This priority focuses on simplifying that experience to ensure that no business is left without a solution.

This strategic Priority seeks to simplify the complex skills landscape to ensure a 'No Wrong Door' approach for businesses, particularly SMEs.



In delivery of this priority, the objectives and actions will be taken, based on the outcomes of initial feasibility studies and will be dependent upon the success of each preceding action. Each objective will take into account any good work or best practice that has already been achieved locally i.e. Norfolk Apprenticeship Service can demonstrate best practice with their own brokerage service. Working in collaboration, the LSIP and Local Authorities skills teams will review the feasibility of a standardised TNA and the data that will be gathered before rolling it out wider. This priority has already been discussed in principal and the direction of travel agreed at the LSIP Senior Management Group.

Initial engagement has already taken place with training provision providers. The above work and subsequent activity would involve more referrals and could stimulate additional joint working opportunities to provide potential solutions for businesses in the region.

The LSIP will take a phased approach to ensure that we have significant engagement and buy-in from stakeholders before moving forward to objective 2 and 3.

Objective	Lead Organisation	Partners	Initial Activities	Timescale	Expected Outcomes	Monitoring & Measurement
No. 1 Standardised Training Needs Analysis (TNA) Feasibility Study	LSIP Team & Norfolk & Suffolk Skills Hub (NCC/SCC)	FE /HE Colleges, ITPs, Growth Hub, DWP	Core strategic Partners to develop the Feasibility for the delivery of a Standardised TNA.	Completed by Oct 26	Complete understanding of current landscape on TNAs & best practice amongst existing TNAs.	
			NCC/SCC/LSIP to develop data collection requirements	Nov 26 – Dec 26	Simplified Access for Employers	

			Workshop best practice from Norfolk Apprenticeships / FE Providers	Jan 27	Best Practice to be embedded in new TNA	Unified data collection across Norfolk and Suffolk.
			Deliver a series of Employer & Provider Meetings to Review Feasibility Findings	Jan 27 – Mar 27	Agreement & Approval from all relevant stakeholders & employers	

Based upon the above actions and their subsequent outcomes, we will follow the evidence and aim to deliver the following anticipated activities, subject to funding and resources required to deliver effectively.

Objective	Anticipated Lead Organisation	Anticipated Partners	Expected Activities	Anticipated Timescale	Expected Outcomes	Monitoring & Measurement
No. 2 Standardised Training Needs Analysis (TNA) Proposed Delivery post feasibility study			Design of TNA to be adopted by FE/HE & ITPs	Apr 27 – May 27	Adoption Agreement to be signed by all Providers	Signed TNA Adoption Agreement
	LSIP Team & Local Authorities (LA)	FE /HE Colleges, ITPs, Growth Hub, DWP	Confirm Data Sharing Requirements	Launch TNA Sept 27	Upskilled Brokers Knowledge	Referrals to Provision
	LSIP Team & Local Authorities (LA)	FE /HE Colleges, ITPs, Growth Hub, DWP	Create Digital Data Dashboard - using Norfolk Apps as best practice	Launch TNA Sept 27 Completion by Mar 28	Digital Data Collection	Shared working practices through Public Sector Brokers
			Co-Design Marketing activity to Support Launch			
No. 3 Feasibility Study: Dedicated Skills Brokerage	LSIP Team & Local Authorities (LA)	FE/HE Providers Chambers of Commerce, DWP	Core Strategic Partners to conduct Feasibility study of Brokerage system, exploring key deliverers and financial implications and costs	Ongoing from Mar 28	Clear plan & direction created for single point of entry across skills system to identify upskilling and new training opportunities for referral into	Study completion; stakeholder agreement on brokerage model.

					training provision	
No. 4 Brokerage Upskilling Programme	LSIP Team & Local Authorities (LA)	FE/HE Providers Chambers of Commerce, DWP	Build & Launch Brokerage Service	Ongoing from Mar 28	Brokers trained across the full breadth of local provision, delivery service	Number of referrals made to local provision, TNA's Completed

Priority 2 – Aligning Further & Higher-Level Skills Provision to Employer Demand

Ensuring that current and planned provision meets higher-level employer demand is critical to driving up regional productivity. This priority aims to make the progression from further education to higher education (Levels 4-8) visible and effective.

The LSIP will strategically map FE, HE, and Higher Technical Qualification (HTQ) provision directly to the needs of identified growth sectors, as outlined in the Norfolk Local Growth Plan and the Suffolk Economic Strategy.

The goal is to provide a clear assessment of graduation pathways for higher apprentices and graduates, ensuring the regional labour market pipeline is equipped with technically specialised learners for the 2026–2029 period.



Some provision mapping has/is already taking place via FE and HE and Groups [what groups?]. This Priority will be delivered in full collaboration with all partners to ensure that a comprehensive view is gathered of the local landscape – identifying good practice and gaps in provision. This work will build on the existing work which is taking place across the region.

Objective	Anticipated Lead Organisation	Anticipated Partners	Activities	Anticipated Timescale	Expected Outcomes	Monitoring & Measurement
No. 1 Strategic Mapping of Level 4-8 Provision	LSIP Team	HE/FE, Sector Groups, Skills England, DWP	Initial Assessment of existing local mapping to understand the current landscape & identify any gaps	July 2026 – Sept 26	Definitive starting point for ongoing mapping	Live ongoing feed of provision for FE/HE pathways across Norfolk and Suffolk
	LSIP Team & LAs	HE/FE, Sector Groups,	Define who will map each of the identified	Oct 26 – Dec 26	Collaborative Activity to articulate provision gaps	No. of Provision Gaps

		Skills England, DWP	gaps & what resources are needed			
	HE/FE/LSIP Team/LA	Skills England, DWP	Compile complete overview of pathways for FE HE Provision	Jan 27 Ongoing	Comprehensive research of pathways for sectors easily understood by employers	Live ongoing feed of provision for FE/HE pathways across Norfolk and Suffolk

Based upon the above actions and their subsequent outcomes, we will follow the evidence and aim to deliver the following anticipated activities, subject to funding and resources required to deliver effectively.

Objective	Lead Organisation	Partners	Activities	Timescale	Expected Outcomes	Monitoring & Measurement
No. 2 Co-Design Curriculum Workshops	LSIP Team, Sector Groups	Keystone Employers, LSIP, FE/HE Provision	Ensure employer need is mapped to provision and co-design solutions where applicable	Jan 27 - Ongoing	Create a continuous feedback loop from demand to curriculum output to employers	Ensure new programmes are designed aligned to need, and articulate to employers as solutions
No. 3 Higher Apprenticeship Promotion	LSIP Team & Local Authorities (LA)	FE / HE Colleges, ITPs, DWP	Ongoing promotion of Higher Apprenticeships and benefits to Employers	July 2026 - Ongoing	Utilisation of higher apprenticeships across the region	Number of Apprenticeships increased

Priority 3 – Equip the Net Zero (Renewable Effective Energy Use) & Technical Workforce

Norfolk and Suffolk are uniquely positioned as the UK's 'Energy Coast,' requiring a highly specialised workforce to meet the demands of the Industrial Strategy and major local infrastructure projects.

This priority aligns technical provision with the specific requirements of **Nationally Significant Infrastructure Projects (NSIPs)**.

The LSIP will act in a convening role, identifying granular workforce deficits and ensuring that technicians and engineers have clear, advanced progression routes that match the long-term needs of the energy and manufacturing sectors.



The objectives below are designed to compliment and build upon the good work which is already taking place in the region. Skills England have already commenced creating and convening effective partnerships to ensure that the region is equipped with the right skills at the right time for NSIPs and the LSIP will look to add further value to these activities.

The LSIP has highlighted priority areas below designed to work in tandem with current activities across the region i.e. not siloed working, but joint working aligning with activities of keys stakeholders across the two counties.

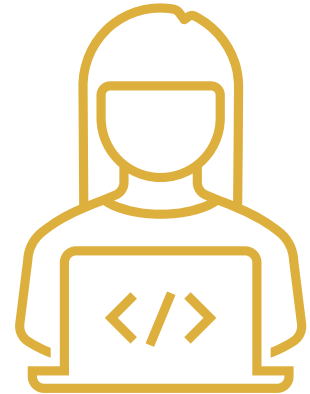
Objective	Anticipated Lead Organisation	Partners	Anticipated Activities	Anticipated Timescales	Expected Outcomes	Anticipated Monitoring & Measurement
No. 1 Understand NSIP Workforce Requirements Analysis	LSIP Team / LAs / NSIP Reps.	Sector Bodies, Sector Groups, TEC	Convene groups for data discussion around skills needs and future skills needs	July 2026 - Ongoing	Compiled data of current and future training requirements, aligned with curriculum and needs within.	Live ongoing feed of provision for FE/HE pathways across Norfolk and Suffolk
No. 2 Co- Design Curriculum Workshops Building on Existing LSIF Provision	LSIP Team, Sector Groups	Keystone Employer s LSIP FE / HE	Ensure employer need is mapped to provision and co-design solutions where applicable	July 2026 - Ongoing	Create a continuous feedback loop from demand to curriculum output to employers	Track the number of new programmes and ensure that they are designed to be aligned to need, and that they can articulated to employers as 'solutions'
No. 3 Apprenticeship Promotion	LSIP Team & Local Authorities (LA)	FE / HE Colleges, ITPs, DWP	Ongoing promotion of Apprenticeshi ps and benefits to Employers	July 2026 - Ongoing	Utilisation of apprenticeships across the region	Number of Apprenticeships increased

Priority 4 – Increase Foundational Digital Skills

Digital literacy is no longer optional; it is a universal requirement for workplace entry and progression. This priority addresses the 'digital disconnect' that plays a part in preventing economically inactive or under-employed residents from participating in the modern economy.

In alignment with Get Britain Working plans, the LSIP will support a standardised understanding for Universal Digital Literacy building on the soft and digital skills interventions as part of the Local Skills Improvement Fund. Covering not only basic computer use but also Cyber Safety and Artificial Intelligence (AI).

A 'Digital Passport' could help residents remain resilient and capable of using modern tools to increase SME productivity.



In delivery of this priority, the objectives and actions will be taken, based on the outcome of an initial feasibility study and will be dependent upon the success of each preceding action. Each objective will take into account any good work or best practice that has already been achieved locally i.e. some colleges already have their own version of a digital passport.

Objective	Lead Organisation	Partners	Activities	Timescale	Expected Outcomes	Monitoring & Measurement
No. 1 'Digital Passport' curriculum development Feasibility Study	Digital Sector Skills Group, LSIP Team	GBW Partners, DWP, Providers	Carry out a feasibility study on the ability to introduce a passport for individuals to use to show their digital competencies	Completed by Dec 2026	Better understanding of current landscape on Digital Literacy & best practice amongst existing Digital Passport users.	
			Workshop best practice from FE/HE Providers	Jan 2027	Best Practice to be embedded into the development of new Digital Passport	
			Deliver a series of Employer & Provider Meetings to Review Feasibility Findings	Feb 27 – Mar 27	Agreement & Approval from all relevant stakeholders & employers	

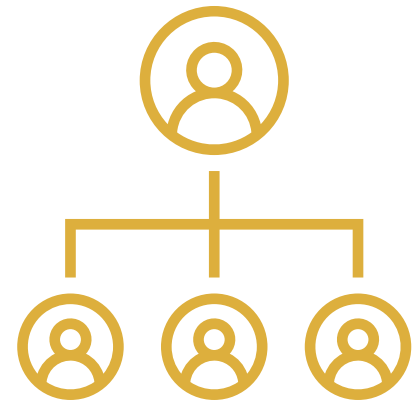
Based upon the above actions and their subsequent outcomes, we will follow the evidence and aim to deliver the following anticipated activities, subject to funding and resources required to deliver effectively.

Objective	Lead Organisation	Partners	Anticipated Activities	Anticipated Timescale	Anticipated Expected Outcomes	Anticipated Monitoring & Measurement
No. 2 'Digital Passport' curriculum development	<i>Digital Sector Skills Group, LSIP Team</i>	<i>GBW Partners, DWP, Providers</i>	<i>Design Digital Passport to be adopted by FE/HE & ITPs</i>	<i>Apr 2027</i>	<i>Adoption Agreement signed by all Providers</i>	<i>Signed Digital Passport Agreement</i>
			<i>Roll-Out & Introduction of Digital Passport for Individuals to Show their Digital Competencies by Providers</i>	<i>May 2027</i>	<i>Standardised baseline for digital literacy across the region</i>	<i>Number of individuals who engage in the passport scheme and businesses who recognise it relevance.</i>
No. 3 AI & Cyber Resilience Workshops for SMEs	<i>ITPs & FE Colleges</i>	<i>Tech Clusters, Chambers of Commerce, Tech East</i>	<i>Pilot scheme to support businesses</i>	<i>May 2027 - Onwards</i>	<i>Improved digital resilience in the existing workforce</i>	<i>Improved digital resilience in the existing workforce</i>
No. 4 Outreach for Economically Inactive Cohorts	<i>Adult Learning Services</i>	<i>JCP, VCSFE, Community Impact projects</i>	<i>Upskilling opportunities for economic inactive or unemployed residents to prepare for work with crucial digital skills</i>	<i>May 2027 Onwards</i>	<i>Targeted digital training for those returning to work</i>	<i>Employment outcomes for previously inactive learners.</i>

Priority 5 - Improve Leadership and Management Skills

Generic management courses often fail to address the specific nuances of sectors. This priority seeks to bridge the gap between academic leadership training and the functional requirements of local employers.

The LSIP will audit existing Level 3-6 qualifications to identify where sector-specific requirements are missing. By working with employers to understand how management training is applied in the workplace, the plan ensures that future leaders are equipped with the 'soft skills' and industry knowledge necessary to drive business growth and productivity.



Objective	Anticipated Lead Organisation	Partners	Anticipated Activities	Anticipated Timescale	Expected Outcomes	Monitoring & Measurement
No.1. Sector Specific Management Training Feasibility Audit	LSIP Team, LAs, Sector Groups	FE, HE, ITP's	Work with sector leads and FE/HE Provision to understand current offer for employers.	July 2026 – December 2027	Assessment of L3 to L8 training provision	Understanding of training gaps for sectors.
No. 2. Future Leaders Mentoring Scheme	LSIP Team, Sector Bodies,	Keystone Employers (Large and SME's)	Pilot Scheme for established managers to support and mentor future leaders.	January 2027 - onwards	Cross Sector Manager knowledge and mentoring exchange	Participant retention rates, employer producing.
No. 3. Promotion of In-House Soft Skills Training for Managers to Upskill New Staff.	LSIP Team, FE / HE,	VCSFE	Training the trainer approach to ensuring soft skills training is embedded as a management practice.	July 2026 - Ongoing	Soft Skills addressed from an employer perspective understanding that employers must play their part.	Soft skills training starts to become less prevalent across LSIP surveys.

Summary

The roadmaps detailed in this **Annex B** represent more than a set of administrative tasks; they are a commitment to the future of the Norfolk and Suffolk skills landscape.

By aligning these five core priorities with the **Statutory Guidance** the LSIP have created a framework that is specifically engineered to be responsive to the shifting demands of the global economy while remaining deeply rooted in local needs.

The successful delivery of this plan will ensure that:

- **Employers** will no longer struggle to navigate a fragmented system, instead finding a 'No Wrong Door' values their time and investment and provides solutions.
- **Learners** are provided with visible, high-quality progression pathways that lead directly from local classrooms to high-value careers in the Energy Coast, Technical roles, Advanced Manufacturing, ensuring we have a fit for purpose talent pool for the multiple opportunities across the region
- **The Region** remains resilient in the face of technological and environmental change. Equipped with a workforce that is digitally adept, technically skilled, and led by management teams and individuals capable of driving world-class productivity.

As we move into the delivery phase for 2026–2029, the Norfolk & Suffolk LSIP delivered by Norfolk and Suffolk Chambers of Commerce will remain a live, iterative process. Through the oversight of Skills England and the joint governance of Norfolk County Council, Suffolk County Council and DWP we will continue to monitor progress, address emerging gaps, and ensure that our skills system remains a powerful engine for inclusive, employer-led growth.

Together, we are turning strategic ambition into a tangible reality for every business and resident in our region.

Shaping the Future of Skills in Norfolk and Suffolk.