

Annex C

Region Wide Approach:

In order to build a skills plan that works for this region, our engagement has taken many forms and has always sought to put the 'Employer Voice' at the heart of the skills agenda, the themes and priorities are shaped around the feedback across the multiple engagement streams which have been created by the partnership of Norfolk and Suffolk Chambers of Commerce.

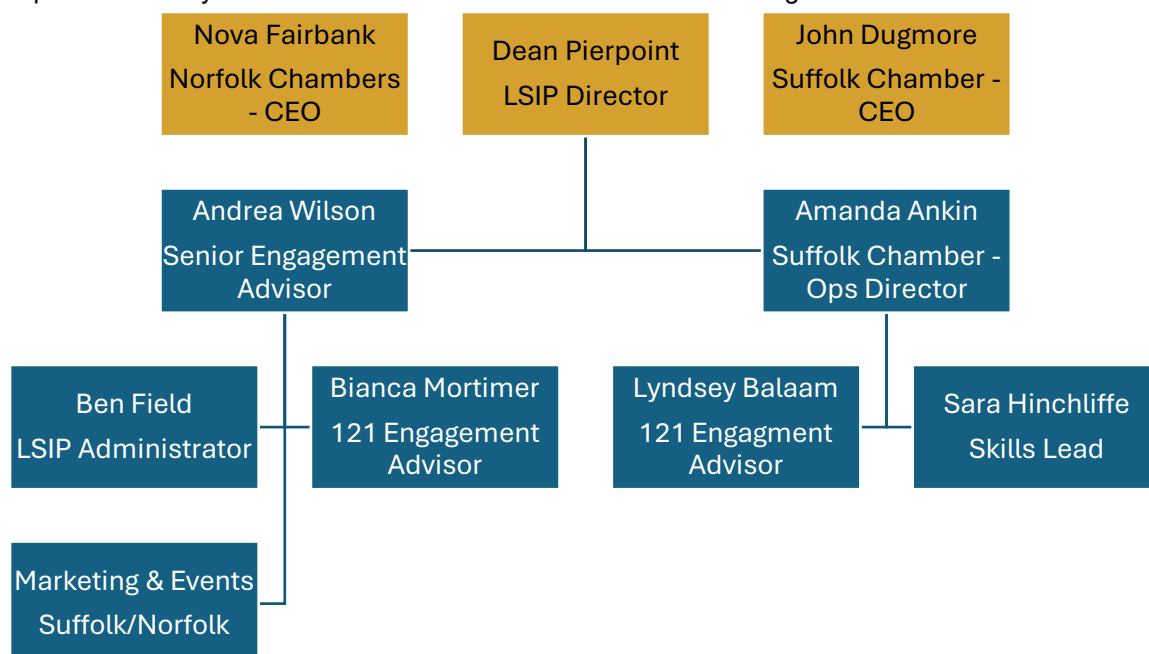
Norfolk and Suffolk is home to a wide range of businesses from large national organisations which are at the forefront of skills implementation such as Aviva and Greene King, high technical skills requirements for clean energy including offshore wind and nuclear, as well as small rural businesses.

Therefore, we implemented a multi-layered approach to understand skills needs, skills gaps and the interventions required for business to attract talent, retain and upskill staff. Using the Chamber networks as a basis of engagement and collaborating with a wide range of stakeholders ensured that the LSIP team have been able to reach further into businesses that are not in the chamber network.

The Team

The development of the Norfolk and Suffolk LSIP 2.0 was driven by a multi-disciplinary delivery team, specifically assembled for their understanding of the local skills landscape. Employer engagement has always been at the forefront of the LSIPs activity and, as such, we have mobilised more 'boots on the ground' to ensure that we are maximising our value to the businesses in the region. Backed by a clear management and strategic leadership team to support and guide the process.

Our team acts as the vital link between two traditionally separate worlds: the fast-paced requirements of private industry and the structured environment of further and higher education.



The organisational structure shown is designed to execute the Local Skills Improvement Plan (LSIP) across Norfolk and Suffolk. At the strategic level the LSIP Director is responsible for the direction and overall strategic position of the LSIP locally, supported by the CEOs of the Norfolk and Suffolk

Chambers of Commerce, who provide high-level strategic support. This leadership is responsible for the overall vision and ensuring the project aligns with the economic skills needs of the two counties.

The lower level of the hierarchy concentrates on focused employer engagement and direct business outreach. Under the engagement, the LSIP Administrator and 121 Engagement Advisors handle data management and personalised 121 business interactions, supported by a unified Marketing team for both regions.

Simultaneously, the Suffolk support mechanism, along with Norfolk colleagues focus on Keystone Engagement activity to manage high-priority partnerships and a dedicated 121 Engagement Team to maintain engagement within the Suffolk Chamber network.

This structure ensures that whilst the project has a centralised strategy, it maintains the granular, 'one-to-one' local presence necessary to bridge the gap between regional employers and skills providers.

Governance

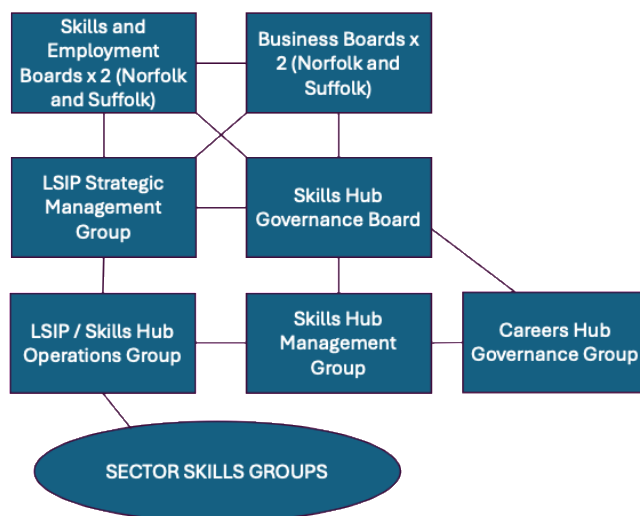
Throughout the previous year of the LSIP, the governance of the project has evolved to meet the requirements of the changing landscape. The LSIP in its inception had 19-strong board consisting of Further and Higher Education representatives as well as VCSFE representation and local businesses.

It was clear that a new direction was required as the project has evolved and the original board was not proving as effective in deliverables. A smaller, more unique group of skills professionals was therefore convened to become the Strategic Management Group (SMG) for the LSIP. Decisions could be made in a more agile manner and ideas and proposals could be sense-checked against regional targets.

This SMG consists of the following members, co-opting other 'expert' invitees should the need arise with the development of the LSIP.

Dean Pierpoint	LSIP Director	
Nova Fairbank	CEO	Norfolk Chambers of Commerce
John Dugmore	CEO	Suffolk Chamber of Commerce
Jan Feeney	Head of Employment & Skills	Norfolk County Council
Michael Gray	Head of Skills	Suffolk County Council
Julia Nix OBE DL	District Manager Norfolk & Suffolk	DWP

This smaller SMG has become instrumental in shaping direction of the LSIP and is further linked by its members into the wider business skills landscape and business community as explained in the graphic below.



Collaboration as a key component

The team did not work in isolation. They operated as a unified force alongside:

- **Chambers of Commerce:** Leveraging established networks to reach deep into the business community.
- **Local Authority Partners:** Working hand-in-hand with economic skills teams from Norfolk and Suffolk County Councils to ensure our skills roadmap aligns with local growth plans and aspirations.
- **ERB's regional benefit:** By collaborating with further ERB's in the region we have been able to demonstrate further reach into SMEs from startups to established smaller businesses.



Commitment to the Regional Skills Agenda

What defines this team is a shared commitment and drive to enhance access to local skills systems and to understand the needs of the business community, whilst promoting collaboration of business and training organisations.

By maintaining a constant presence on platforms like **LinkedIn** and at local **Sector Groups**, the team ensures that the LSIP remains at the heart of skills conversations across both counties.

The Approach:

The Local Skills Improvement Plan team have been tirelessly working to a multi-layered engagement strategy designed to capture the 'employer voice' across Norfolk and Suffolk. By utilising a diverse toolkit of outreach activities, ranging from digital surveys to personalised 121 engagements and regional events, the team has gathered the granular data required to help shape and form the direction of travel for this LSIP and the priorities for sign off by the SMG.

Central to this activity was the ongoing work of strategic partnerships with key stakeholders through events, sector-specific groups, and deep-dive consultations with Keystone Employers.

By integrating our stakeholder management with these outreach methods, the LSIP team built a cohesive bridge between industry and education providers. This collaborative effort ensures that local training and skills development and solutions are precisely aligned with the evolving skills requirements and labour market demands of the region.

Employer Surveys

Over the 2025 period, the LSIP undertook the challenge of surveying businesses to understand skills need and challenges, in a survey-fatigued business community, the surveys were a success and have formed the basis of the priorities outlined in the plan. Early in 2025 the survey returned the following results.

Jan 2025 Survey Findings

Analysis of this survey highlighted that there are specific skill needs, ranging from foundational 'soft'

skills, digital literacies, and specialised technical skills. The data suggests a critical gap not just in competencies of these skills, but in their relevance to current industry standards and the work readiness of new entrants.

Essential Soft Skills

Soft skills as identified in the LSIP 1.0 as a primary area of concern, particularly regarding the gap between business needs and the proficiency of new workforce entrants.

- **Communication & Timekeeping:** Foundational requirements for delivering goods and services.
- **Workplace Readiness:** There is a lack of these relevant skills in new entrants, often rated poorly by employers on a scale of 1 to 5.
- **Attitude:** Employers specifically noted that some potential candidates, such as apprentices, 'do not have the right attitude,' which is a significant barrier to employment.

Digital Skill Requirements

Digital skills are no longer optional but are a core business need across the region.

- **Business-Critical Literacy:** The survey emphasises the need to identify the 'most important digital skills' required to sustain operations.
- **Adaptability:** As industries change, businesses are forced to prioritise new digital and industry-specific skills, with many anticipating a high volume of new essential skills over the next five years.

Specialised and Industry-Specific Skills

The 'Deep Dive' analysis reveals that specialised technical needs are often the most difficult to fulfil due to systemic training failures.

- **Niche Technical Skills:** A major cause for not accessing training is that niche and specialist training is frequently unavailable locally or, in some cases, unavailable entirely.
- **Sector-Specific Relevance:** Employers expressed frustration that available training (particularly through colleges) is sometimes 'irrelevant to their role' or that courses are being 'dumbed down' for speed rather than quality.
- **Advanced Apprenticeship Levels:** There is a specific need for apprenticeships that are offered at higher technical levels; currently, many available programs do not fit the complexity of the business or are not at the required level.

Skills System Issues

Even when specific needs are identified, several factors prevent these skills from being developed:

- **Lack of Clear Pathways:** Businesses report 'no clear training pathways', making it difficult to know how to upskill staff, even when they want to.
- **Information Scarcity:** Finding relevant training takes up 'too much time,' with many businesses lacking information on what is available and where.
- **Expertise Shortages:** There is a difficulty in finding qualified tutors for the specific courses required by industry.

Summer 2025 Survey

The Norfolk and Suffolk Local Skills Improvement Plan (LSIP) Survey 2025 captured 307 Business voices across a 2-month period to identify critical skills gaps, recruitment hurdles, and training needs.

The survey represents a diverse cross-section of the local economy, with 47.9% of respondents based in Norfolk, 32.9% in Suffolk, and 8.1% operating across both counties.

With a strong presence of Professional Services (15%), Education & Training (12.4%), and Charity/Not-for-Profit (9.4%) sectors. Also, the survey reached businesses of all sizes, from sole traders to large enterprises with over 250 employees (20.9%), ensuring that the findings reflect the needs of the local economy and its major employers.

Findings from Summer 2025 Survey

Significant Barriers

98.9% of business recognised that upskilling and reskilling are essential for business growth. Consequently, 89.9% of businesses are actively providing training, with a heavy emphasis on Internal Mentoring 68.8% and Mandatory Compliance 74.2%.

This demonstrates that there is a real appetite for businesses to invest in training. However, beyond the regulatory training required and internal training, there is still much to address in the skills system, to ensure that the region has a well-qualified and skilled workforce to meet the demands of the changing economic climate.

Nonetheless, a 'training gap' exists. 40.9% of businesses reported significant barriers to accessing or providing training in the last year.

The primary hurdles being:

- **Financial Constraints:** 63.1% of respondents have limited budgets or funding.
- **Market Mismatch:** 43.2% struggled to find 'suitable opportunities' that met their specific needs.
- **Capacity:** 42.3% stated that a lack of time and workload pressures are a barrier to training.

LSIP 2025 Summer Survey

Recruitment

Recruitment activity remained high, with 84.6% of organisations hiring in the past 12 months. Despite this, the process has been difficult. Businesses are not just struggling to find people, but rather the right people.

The top three barriers for recruitment identified were:

1. Lack of qualified candidates - 49.8%
2. Lack of technical skills - 45.6%
3. Lack of soft skills - 43.8%

This suggests a 'tri-factor' deficit where candidates are missing the formal qualifications, specific technical expertise, and interpersonal attributes required for modern roles.

The Skills Needs: Soft, Digital, and Emerging

When asked what skills they value most in new recruits, employers emphasised a mix of soft/impact skills and modern digital literacy.

Soft Skills: Communication 77.9% and a Positive Attitude / Mindset 65.1% are the most required attributes, followed by Teamwork 59.4%.

Digital Skills: Skills in Microsoft / G-Suite 42.6% remains a need. However, there is a growing demand for Industry-Specific Software-related skills 36.1% and Data Entry / CRM skills 35.3%.

AI Technologies: Interestingly, nearly 30% of businesses now consider the 'Use of AI in the workplace' a desirable skill, indicating a rapid shift in technological expectations. This is a figure that we expect to increase in the coming months / years.

Retention Challenges

Whilst only 32.2% of businesses report retention challenges, the underlying causes are clear. Salary progression is the leading cause of staff turnover, but career progression and burnout / high workload are also critical factors.

To combat this, employers are selecting to implement competitive salaries and clearer career development pathways as their primary retention measures.

Inclusion and Disability Support

A significant finding of the survey is the awareness regarding disability employment. 80.2% of businesses are unaware of local or national support services that are available to assist with hiring individuals with health conditions and / or physical or mental health disabilities.

While 54.6% feel confident in their ability to support such employees, over a third 34.6% articulated they would only feel confident if external support were provided.

This highlights a clear opportunity for LSIP partners to better communicate and signpost existing support frameworks such as Disability Confident, Working Well and Connect to Work schemes to SMEs across both Norfolk and Suffolk.

Recruitment

The survey asked businesses to rate how easy it has been to recruit suitable candidates using a scale system.

- The average recruitment ease score was 58 out of 100, suggesting a 'moderate to difficult' landscape.
- With 215 out of 307 businesses reporting on this section, it confirms that recruitment is not just a localised issue for a few sectors but a widespread regional challenge.
- Beyond the skills gap, location or commuting challenges affected 31.3% of recruiting businesses, indicated that rurality and infrastructure in Norfolk and Suffolk remain significant hurdles for access to roles and opportunity.

The Appetite for Change

There is a clear desire for a stronger relationship between industry and the education sector:

- LSIP Awareness: Over half of the respondents **50.7%** expressed a direct desire for more information on the LSIP and how it can influence training.
- Call to Action: When asked for 'one key thing' the education system could do, common themes from the 183 responses included a need for better alignment between curriculum and real-world software (e.g., CRM and Industry-specific tools) and a greater focus on work-readiness/soft skills before students enter the job market.
- Interestingly, 73% of these 'non-trainers' stated that they would access training if these specific barriers (cost and information) were removed. This highlights that the issue isn't a lack of desire to train, but rather a lack of accessible pathways.

121 Engagement

Strategic Employer Engagement & Impact

A key feature of the Norfolk and Suffolk LSIP is our commitment to ensuring the employer voice is captured by various methods. By adopting direct dialogue with the local businesses, we have ensured that the local skills landscape is not just reactive, but proactive in meeting the specific needs of our regional economy.

Throughout the lifespan of the LSIP, we have prioritised employer engagement at every level of the business community. One such approach for this has been intensive 121 engagements.

This qualitative approach allows us to:

- **Identify Granular Skill Gaps:** Understand specific technical and ‘soft skill’ shortages.
- **Co-Design Solutions:** Translate their operational challenges into actionable outputs for education providers.
- **Evidence-Based Planning:** Ensure the evidence base shapes regional training and interventions with key stakeholders.

Engagement Milestones: Nov 2024 – Jan 2026

Over the last 14 months, the team has significantly scaled its outreach, ensuring a comprehensive geographic and sectoral spread across both counties.

Total Strategic Engagements	254
Suffolk	145 Engagements
Norfolk	74 Engagements
Cross-County (Both)	26 Engagements
Other/External	8 Engagements

These 254 touchpoints are more than just data; they represent the voices of the employers who drive our economy.

121 Engagement Report Data

Events

Between November 2024 and January 2026, the LSIP team hosted 11 primary events with a total engagement of 569 attendees. These events were distributed across Norfolk and Suffolk, with one major joint event covering both counties.

Suffolk: Hosted 6 LSIP related events, with a total of 296 attendees. Key venues included Venue 16, Suffolk New College, and West Suffolk College.

Norfolk: Hosted 4 events, reaching 159 attendees. These took place at locations such as the Maids Head Hotel, College of West Anglia, and East Norfolk Sixth Form College.

A significant joint session was held at The Oaksmere Hotel in Eye, which served as the single largest LSIP event in the period with 114 attendees on September 30, 2025. This joint event stands out as a focal point for regional collaboration, nearly doubling the attendance of the next largest single-county event.

The strategy for gathering feedback is built on showcasing good practice from employers and provision and providing a platform for roundtable and feedback sessions. They are also part of marketing strategy to inform about changes and keep the LSIP brand prominent in both business communities.

In addition to hosting dedicated sessions, the LSIP team has maintained a high level of visibility by supporting 151 external events across the region - 87 in Norfolk and 64 in Suffolk. By integrating the LSIP into these existing forums and hosting large-scale roundtables, the LSIP continues to be at the forefront of skills discussions.

Keystone Employers - Sector Group Alignment

The **Keystone Employer Programme** is a strategic initiative designed to bridge the gap between post-16 education and the actual needs of the business community. By becoming a Keystone Employer, a company moves from being a passive engager to a key business who is willing to represent their sector and the challenges that sector is facing.

The programme focusses on four main areas:

Articulation: Defining the Challenge

Articulation is the process of translating sector skills frustrations into specific, actionable data. keystones act as the 'sector experts' who define and communicate the current state of skills in their world.

Skills Specifics: Instead of general statements, keystones articulate precise shortages. For example, the Advanced Manufacturing group identified a specific need for Level 3 Welding & Fabrication, while Clean Energy employers highlighted the lack of practical, hands-on 'green skills' courses.

Soft/Impact Skills: Employers across all sectors such as Creative Industries and Professional Services have articulated a 'Very High' concern regarding the 'Work Readiness' of young people—specifically a deficit in resilience, punctuality, and communication.

Horizon Scanning: Keystone Employers articulate future skills pressures, such as digital changes and technological advancements. Influence of Nationally Significant Infrastructure Projects (NSIPs) across the region and the impact on staff retention and recruitment and the need for upskilling.

[Sample Keystone Report](#)

Stakeholder Management in the Norfolk and Suffolk LSIP

The success of the Norfolk and Suffolk Local Skills Improvement Plan (LSIP) is fundamentally built on the strength of its stakeholder relationships. In a region characterised by a unique mix of high-growth sectors—such as **Agri-Tech, Clean Energy, and Digital Technology**—the gap between the skills employers need and the training currently provided can only be bridged through deep, continuous collaboration.

Stakeholder engagement is not merely a box-ticking exercise for the LSIP; it is the primary engine for economic resilience. By bringing together the 'golden triangle' of **Employers, Education Providers, and Local Authorities**, the LSIP ensures that:

- **The Employer Voice** is at the heart of curriculum design, moving away from generic training toward industry-specific competencies.
- **Education Providers** (Colleges, Universities, and ITPs) can de-risk their investments in new facilities and staff by aligning them with guaranteed regional demand.
- **Strategic Partners** (such as County Councils and the DWP) can align funding and policy to support long-term growth and social mobility.

Without these robust relationships, the region risks a 'skills mis-match' that could stifle productivity and leave local talent ill-equipped for the 10,000 regional uplift in technical roles (as projected in the Pye Tait Report) to emerge from Nationally Significant Infrastructure Projects (NSIPs) by 2027.

Expanding on Stakeholder Engagement: Insights from the Progress Reports

Following the initial Phase 1 Roadmap, the subsequent stakeholder meetings and reports (June 2024

and June 2025) highlighted a shift from **consultation to collaborative action**. The engagement strategy has evolved into a multi-engagement model designed to capture granular insights across the diverse geography of the two counties.

1. The Multi-Channel Engagement Model

Since its inception, the Chambers have moved beyond simple surveys to a high-touch engagement model:

- **Employer-Driven Events:** Over **16 large-scale events** have been held, reaching over **1,300 employers**. These serve as 'venting' and 'visioning' sessions where businesses can directly articulate frustrations with current provision.
- **Keystone Employers:** A dedicated group of influential regional businesses has been established to act as 'best practice' champions, sharing insights on AI adoption, workforce planning, and apprenticeship utilization.
- **One-to-One Interactions:** Deep-dive meetings with SMEs and micro-businesses ensure that the plan isn't just dominated by large corporates, but reflects the 'real' economy of Norfolk and Suffolk.

2. Key Themes Identified in Stakeholder Meetings

Recent reports emphasize four 'Cross-Cutting' priorities that stakeholders agree are vital across all sectors:

Priority Area	Stakeholder Feedback & Action
Digital Skills	Beyond high-level coding, there is a desperate regional need for 'Basic Digital Literacy' and AI readiness.
Soft / Impact Skills	Employers repeatedly highlight a 'gap' in employability skills: communication, problem-solving, and adaptability.
Net Zero / Green Skills	Stakeholders are pushing for a 'common language' for green competencies to support the offshore wind and retrofit sectors.
Agri-Tech Innovation	Given the region's heritage, stakeholders are focusing on tech-integration within traditional farming and food processing.

3. Impact on the Provider Landscape

The stakeholder meetings have directly influenced the **Local Skills Improvement Fund (LSIF)**, a £4.75m investment led by Suffolk New College in partnership with other regional colleges. This fund is a direct response to stakeholder requests for:

- **Specialised Equipment:** Investment in VR for digital training and green technology for agriculture.
- **Staff Upskilling:** Ensuring lecturers and trainers are current with the latest industry technologies.
- **Flexible Delivery:** Creating 'bite-sized' training modules that allow employees to upskill without long absences from work.

4. Strategic Alignment and Devolution

The reports underscore a critical timing: the alignment of the LSIP with **Norfolk and Suffolk Devolution deals**. Stakeholder meetings now involve Local Authorities (who currently fulfil the role of Strategic Authorities) to ensure that the devolved Adult Skills Funds are spent on the specific priorities identified by the LSIP. This creates a 'feedback loop' where employer needs directly dictate how public money is invested in local talent.

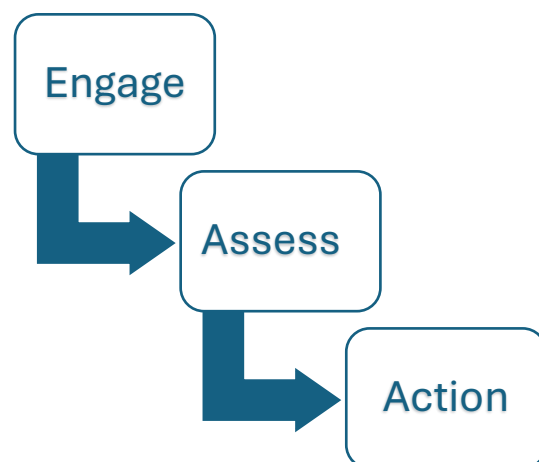
Engage (The Keystone Role)

The LSIP team uses Keystones to capture the ‘undiluted’ employer voice. Keystones focus on three core responsibilities that initiate the system:

Articulating Challenges: Defining specific technical gaps for example Level 3 Welding. As well as soft / impact and digital skills.

Representation: Bringing these insights to the table so they aren't filtered by training providers.

Feedback Loop: Ensuring that once a solution is created, it works for the businesses on the ground.



Assess & Take Action (The Council Sector Group Role)

The Council-led sector groups such as the Building Growth Steering Group receive the ‘Employer Perspective Reports’ from the Keystones. They cross-reference this with Labour Market Information (LMI) and provider capacity and expertise to determine priorities for action.

The following table illustrates how the Keystone Employers ‘Engagement’ data flows into specific Sector ‘Action’ groups:

Sector Group	Keystone ‘Engage’ Input (Examples)	Council ‘Assess & Action’ Response
Construction (Building Growth)	Articulated that college leavers lack mandatory site-ready requirements (CSCS cards / PPE).	Action: help ensure that there are opportunities to secure relevant tickets and credentials provided alongside or embedded within FE training.
Agri-Tech & Food Tech	Identified ‘Transport Poverty’ as the #1 barrier to recruiting young engineers to rural sites.	Action: Councils assess rural mobility solutions and promote the Norfolk and Suffolk Growth and Skills Levy Share schemes to lower SME costs.
Net Zero / Clean Energy	Reported that ‘Green Skills’ definitions are fragmented and training lacks practical components.	Action: Look at existing training routes with providers, and articulates needs of employers to training organisations
Digital & Technology	Highlighted a shift from ‘technical coding’ to a need for ‘AI Change Management’ skills.	Action: The Digital Skills Forum develops a regional Digital Capability Framework for training providers to adopt.
Health & Social Care	Employers articulated that they find funding and leadership pathways difficult to navigate.	Action: The Social Care Sector Group supported the NHS Apollo Project through the FE Colleges.

The ‘Feedback Loop’ Connection

Once the Sector Groups take action, the information is fed back to the Keystones.

1. **Keystones** provide the initial ‘Engage’ data.

2. **Sector Groups** 'Assess' the data and 'Take Action' via Skills Hubs and Providers.
3. **Providers** report progress back to the Council Groups.
4. **The LSIP Team** communicates the results back to the Keystones to validate that the original challenge has been addressed.

This ensures that the businesses in Norfolk and Suffolk see a tangible return on the time they invest in the programme, moving the narrative from identifying problems to implementing employer-led solutions.

Stakeholders within the Norfolk and Suffolk LSIP

The success of the **Norfolk and Suffolk Local Skills Improvement Plan (LSIP)** is fundamentally built on the strength of its relationships. In a region which has mix of high growth sectors such as Agri-Tech, Clean Energy, and Digital Technology, the gap between the skills employers need and the training currently provided can only be bridged through continuous collaboration. Convened and supported by the LSIP team. Stakeholder engagement is not just a box-ticking exercise for the LSIP - it is a core activity to ensure that the LSIP remains relevant in the system.

Insight from the Progress Reports

Following the initial Phase 1 roadmap, the subsequent stakeholder meetings and reports (June 2024 and June 2025) highlight a shift from **consultation to collaborative action**. The engagement strategy has evolved into a multi-faceted model designed to capture granular insights across the diverse geography of the two counties.

Engagement Model

Since its inception, the Chambers have moved beyond simple surveys and sector specifics to engaging a wide range of stakeholders who have been actively involved in the following areas of activity.

These include Local and district councils, organisations within the VCSFE Sector, FE Colleges, ITP's, HE Institutions, other government funded projects such as bootcamps and apprenticeship teams, Sizewell C, Freeport East, DWP, Skills England, Local MP's.

A total of 135 meetings have taken place to discuss the LSIP, its influence and the skills needs across the region.

- **Employer-Driven Events:** Over **16 large-scale events** have been held, reaching over **1,300 employers**. These serve as 'venting' and 'visioning' sessions where businesses can directly articulate frustrations with current provision.
- **Keystone Employers:** A dedicated group of influential regional businesses has been established to act as 'best practice' champions, sharing insights on AI adoption, workforce planning, and apprenticeship utilization.
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Themes Identified in Stakeholder Meetings

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Summary

The Norfolk & Suffolk Local Skills Improvement Plan (LSIP) 2.0 is underpinned by a multi-function engagement strategy placing the employer voice at the core of the regional skills agenda. This foundation is built upon a constant-touch, collaborative model that bridges the gap between the fast-paced requirements of employers of all sizes and the structured environment of further education and local authorities.

Utilising a diverse toolkit of engagement including digital surveys, deep-dive consultations, and regional events, the delivery team has gathered the granular data required to ensure that training interventions are proactive rather than reactive.

The activity and direction of the LSIP is further strengthened by a robust governance structure and the Keystone Employer Programme. The formation of an agile Strategic Management Group ensures that all proposals and activity are sense-checked against regional requirements.

Whilst the Keystone Employers act as sector experts who translate sector challenges into a concise manner so that skills translation can take place. This functional alignment allows for the precise articulation of technical shortages - such as specialised welding or green skills - ensuring that the 'Employer Voice' directly dictates how curriculum and facilities are developed.

Central to the LSIP's sustainability is the 'Golden Triangle' of collaboration between employers, education providers, and local authorities. This partnership convened by the LSIP team creates a continuous feedback loop where stakeholder insights directly influence the allocation of the future training funds and devolved Adult Skills Fund budgets.

The LSIP establishes and promotes a clear, accessible pathway for employers to engage with workforce upskilling, and provide the input into future course and qualification design. This approach ensures that the region is strategically positioned to fulfil the growing skills needs this region is facing, increasing growth through skills support, and improving social mobility for residents across the region.