



Local Skills Improvement Plan

Shaping the Future of Skills in Norfolk and Suffolk

Norfolk & Suffolk Local Skills Improvement Plan 2.0

July 2026

‘This Local Skills Improvement Plan has been approved by the Secretary of State in accordance with the requirements of section 1 of the Skills and Post-16 Education Act 2022, and the relevant published statutory guidance’



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Introduction & Executive Summary

The Norfolk & Suffolk Local Skills Improvement Plan (LSIP) has become a key component of the Norfolk and Suffolk skills landscape by directly connecting employer needs with local training colleges and provision, from Further and Higher education organisations, to colleges and independent training providers. It fundamentally aims to adjust the system from a 'supply-driven' to a 'demand-driven' model, ensuring that the skills being taught are the ones that businesses need.

Role of the Local Skills Improvement Plan

The LSIP's importance within the system stems from its unique, employer-led structure and its legal backing. This LSIP is not just another strategy document; it's the voice of employers in the region regarding skills, mandated by government policy. [LSIP 2.0 Statutory Guidance](#)

- **Employer-Led Approach:** The LSIP has established a prominent convening role for Norfolk and Suffolk employers. In addition to previous and current local authority and education providers engagement, through a range of consultation methods, the LSIP has developed a repository of employer skills and workforce information, enhancing and expanding engagement and centralising the local evidence base.
- **Statutory Duty on FE Providers:** A critical element of the LSIP's success is the legal requirement for further education colleges and training providers to consider its findings, when designing their courses. This direct link compels collaboration between the supply (provision) and demand (employers) sides of the skills system, breaking down barriers on both sides. During 2024-26 inspections of Norfolk and Suffolk FE institutions, Ofsted engaged directly with the LSIP as a measure of education provider response and the respective development of provision.
- **Collaboration with Local Authorities:** The LSIP works closely with local authorities across Norfolk and Suffolk, aligning its skills priorities with broader economic development strategies and regional growth plans. This partnership ensures that skills provision supports local economic goals, such as attracting investment or supporting the growth of specific industries.

Influence on Government Policy

The LSIP model has been highly effective nationally in addressing the long-standing skills gap and has been elevated in government policy:

- **Reference Point in White Papers:** The LSIP directly supports [Skills England: driving growth and widening opportunities](#) in economic growth objectives and in defining local skill assessment and challenges.

The LSIP has been highlighted in government white papers, such as the **Skills for Jobs White Paper and the Industrial Strategy**, as a blueprint for local skills delivery. This means national policy is now being shaped around the LSIP model, making it the official framework for how skills provision should be provided and funded at a local level, in readiness for devolution deals.

- **Addressing System Complexity:** The LSIP is seen as a solution to the UK's often fragmented and complex skills system. It simplifies the engagement for employers by

providing a single, clear plan that articulates regional skills needs. This helps to overcome the challenges of navigating multiple funding streams and different training providers. The Norfolk & Suffolk LSIP will place a clear focus on supporting employer-access to the local skills system and instigating the improvement in local system navigation as a priority theme. [Strategic Priority 1]

Strategic & Economic Context

The LSIP provides a direct contribution to the development and delivery of the skills priorities identified within the Norfolk Local Growth Plan and the Suffolk Economic Strategy which take a strongly aligned approach to skills, positioning them as central to economic growth, productivity, and inclusion.

Norfolk Local Growth Plan

Suffolk Economic Strategy

The above both emphasise the importance of an employer-led system, where skills provision is shaped by business need and are closely aligned to key growth sectors such as clean energy, digital, advanced manufacturing, agri-tech, and health and care.

In this context, the Norfolk and Suffolk Local Skills Improvement Plan (LSIP) is recognised as a key mechanism to support the identification of skills gaps, translate employer demand into training provision; and influencing curriculum and investment decisions.

Both strategies also highlight the importance of partnership working across employers, providers, and public sector organisations, and thus, position the LSIP as a critical foundation for strengthening local delivery and preparing for future devolution of skills funding and responsibilities.

Alignment with the Post-16 Education & Skills White Paper

The Norfolk & Suffolk LSIP (LSIP) will continue to measurably contribute to the national objectives outlined within the Post-16 White paper. Our approach is directly employer-focussed, assessing as a priority the needs of businesses and public sector employers and supporting the knowledge and capacity for education providers to respond.

The LSIP priorities include focus on system navigation for employers and the strengthening of both FE and HE pathways. In these priorities and over the delivery period, supporting both access to training for employers, a closer join of available provision and increased visibility for learners.

In the delivery of these priorities the LSIP will support the respective Post-16 White Paper success measures of increased participation in higher-level learning (CHEP25) and the proportion of skills shortage vacancies in priority sectors (Employer Skills Survey).

The LSIP includes the prioritising of the Net-Zero, Technical and Digital/AI sectors. In this focus supporting the increased delivery of sector skills packages outlined within the Post-16 White Paper and alignment with high growth opportunity [Assessment of priority skills to 2030 - GOV.UK](#) (Skills England Local Skills Dashboard, ILR).

The Post-16 White Paper clearly outlines the expectation for employers to invest in their own workforce. The LSIP actively supports this objective through the delivery of priority 5, promoting employer investment in professional development opportunities for staff and in the approach to

continuous improvement, assessing the effectiveness and impact of the local employer investment in leadership and management training.

[Post-16 Education & Skills White Paper](#)

Alignment with the UK Industrial Strategy

The Norfolk and Suffolk economy is uniquely positioned to lead on several of the UK's **Industrial Strategy (IS-8)** sectors providing IS+2 capacity in aligning training and workforce development to address technical shortages. The LSIP identifies and prioritises the following sectors which are critical to both the local and national interest:

- **Clean Energy Industries (The 'Energy Coast'):** With over £39 billion of investment forecasted in offshore wind and nuclear infrastructure over the next two decades, the LSIP prioritises the engineering and technical skills needed for the UK's Net Zero transition.

Norfolk and Suffolk have 24 energy Nationally Significant Infrastructure Projects (NSIPs), spanning offshore wind, nuclear and solar – the UK's most substantial and diverse clean energy pipelines. Together, Norfolk and Suffolk are not just powering the nation but helping to design and deliver the future energy system.

The clean energy sector is critical to the region, which is a major hub for the UK's energy transition and hosts a range of Nationally Strategic Infrastructure Projects (NSIPs). Within Suffolk, clean industry projects of national significance include: the decommissioning of Sizewell B; the development of Sizewell C, and the Lowestoft Eastern Energy Facility.

Norfolk and Suffolk are at the forefront of the UK's renewable energy sector, hosting over 40% of the nation's wind generated power output from the Norfolk Offshore Wind Zone, with expansion including the developments of the Dudgeon offshore wind farm and Orsted Hornsea 3.

Norfolk and Suffolk are established leaders in the UK's green energy transition. According to studies compiled by [Suffolk County Council](#) and localised infrastructure project assessments, the Southern North Sea area houses roughly [44% of the country's operational offshore wind capacity](#)

Workforce analytics published in independent regional studies like the [Gemserv Green Skills Analysis](#) project that this infrastructure pipeline will support thousands of localised, full-time jobs into the 2030s. Because of the substantial capital investment and highly skilled roles required for these offshore operations, the energy sector generates a significantly elevated Gross Value Added (GVA) per worker compared to traditional regional industries, further demonstrating its important status as vital for high-wage employment.

- **Agri-Tech and Life Sciences:** Focusing on world-class assets like the **Norwich Research Park**, the LSIP addresses the demand for high-level digital and biological skills to maintain the region's status as a global leader in food security and microbiome research.

Across the region, the Life Sciences sector drives high value economic growth, providing significant contribution to the agri-food industry. The sector is anchored by the Norwich

Research Park (NRP) - Europe's largest hub of plant science research, enterprise and training. Global talent and investment are attracted to the NRP, which include the John Innes centre, Quadram Institute and the Sainsbury Laboratory, and in Suffolk, which has strengths in veterinary and equine science present in West Suffolk.

Additional to IS8 key growth sectors, Agrifood is recognised a key foundation sector within the Norfolk and Suffolk economies, employing a 93,000+ labour force and identified within both economic strategies as high priority in labour market opportunity and workforce development.

[Life sciences 2030 skills strategy](#)

- **Digital and ICT:** As a cross-cutting sector, digital skills are embedded throughout the LSIP to support the region's thriving tech clusters and the digital transformation of traditional industries.

Within Norfolk and Suffolk, the sector is a significant driver of gross value added (GVA) and out-performs the regional average for productivity and, in some areas, exceeds Cambridge. Supported by the University of East Anglia (UEA), Adastral Park (BT), the University of Suffolk (UoS), and Norwich University of the Arts (NUA), the region produces a strong talent pool for tech industries. Which is also supported by the A11 Tech Corridor - connecting tech businesses from Norwich through to Cambridge and promotes greater collaboration and investment.

- **Advanced Manufacturing:** The LSIP supports the evolution of the manufacturing base, focusing on automation and industrial digital technologies (IDT). With a focus on Industry 4.0 aspirations.

Advanced Manufacturing is a cornerstone of the Norfolk and Suffolk economy, contributing over £3.8 billion annually and employing almost 90,000 people across the region. The sector is a major driver of economic growth. In West Norfolk, for example, it contributes the highest GVA of all local industries, representing roughly 28% of the area's economic output.

Norfolk and Suffolk are host to entities and initiatives such as NAAME (New Anglia Advanced Manufacturing and Engineering), Made Smarter East of England and Space East. The sector focuses on adopting AI, robotics, and digital technology to improve productivity and futureproof local businesses. The sector is a key priority in both Norfolk and Suffolk Local Growth Plans.

Integration with the Get Britain Working Agenda

A core component of the 2025–2026 strategic landscape is the local response to the national Get Britain Working White Paper. The LSIP is a partner in the Norfolk and Suffolk Local Get Britain Working Local Plans (LGBWLP), supporting the Accountable Bodies (local authorities), Integrated Care Boards and Department of Work & Pensions commitment to the delivery of their objectives.

In addition to the overarching inclusive growth objective of increasing the employment rate to 80% within each county, both plans coincide and seek to:

- Increase engagement opportunities with economically inactive cohorts
- Strengthen pathways to employment and available services.

The LSIP will continue to actively contribute to the delivery of LGBWP's, engaging with employers to develop improvements in inclusive recruitment processes and in-work support practices.

Specifically, the LSIP also supports the delivery of Local Plans by:

- **Addressing Economic Inactivity:** Aligning Skills Bootcamps and Adult Skills Funded provision with the needs of those returning to the workforce or managing long-term health conditions. The LSIP contributes to the collective evidence base that supports decisions on the application of skills bootcamps and in time the ASF that this is aligned to actual employer requirements and creates tangible employment opportunities through the programmes.
- **Supporting the Foundational Economy:** Beyond high-growth sectors, the LSIP recognises the importance of the 'foundational economy' - including Health, Social Care, Visitor Economy and the Nationally Significant Infrastructure Projects (of which this region has a significant number, one of the largest being Sizewell C) thus ensuring these sectors have the entry-level and soft skills required to remain resilient. Adding value by providing Keystone Employer input to these discussions.
- **Tackling Skills Gaps:** By identifying where 'soft skills' (communication, problem-solving, and adaptability) are lacking, the LSIP can inform local Get Britain Working partnerships to create more effective interventions and pathways for the long-term unemployed.

Mutual Reinforcement of Local Strategies

- The LSIP does not sit in isolation; it is a collaborative framework that feeds into and draws from other regional strategic ambitions:

Plan/Strategy	LSIP Contribution
Net Zero/Climate Adaptation Skills England: Sector skills clean energy industries Clean energy jobs plan	Aligning and promoting the availability of Greens skills and technical provision. Supporting the development of the retrofit and renewable energy workforce. Supporting and promoting the Green Skills Hub and Green Futures programme.
Infrastructure Delivery Plans Technical Skills Legacy - Norfolk and Suffolk	In collaboration with the Skills England NSIPs Partnership, identifying the construction and civil engineering labour needed for major projects. Assessing the position of Net Zero and technical skills deficit, linking with developers and the regional skills coordination function to help highlight what skills and capabilities are, and are not, available locally.
Devolution Proposals	Providing a current and available evidence base for a potential Mayoral Combined County Authority in scope of devolved skills funding. The LSIP will provide context for future MCCA commissioning, illustrating demand and gaps in provision and informing skills programmes. The LSIP will directly inform the development of the Norfolk and Suffolk MCCA Strategic Skills Plan.

The Norfolk & Suffolk LSIP Contributes to transforming local economic ambition into reality. By aligning with the Industrial Strategy, supporting the Get Britain Working agenda, and underpinning the Local Growth Plans.

Encouraging Collaboration and Breaking Down Barriers

The LSIP is a powerful tool for promoting collaboration and maximising benefits from a complicated skills system.

- **Bridging the Gap:** It acts as a regional facilitator, bringing together employers, training providers, and local government. This direct dialogue enables a shared understanding and helps overcome the historical disconnect between business and education. For example, it might highlight the need for specific technical skills in the clean energy sector, leading providers to develop new, tailored courses and apprenticeship programs. As was the case with the inception of the Local Skills Improvement Fund.

- **Eliminating Silos:** The LSIP's cross-sectoral approach helps break down traditional silos. It encourages collaboration not just between business and education, but also between different industry groups and sectors, allowing them to share best practice and collectively address common skills challenges.

1. Local Skills Need

This section details the specific current and medium-term (three-year) skills needs for Norfolk and Suffolk. These have been refined through a rigorous evidence-gathering process to ensure that the local labour market remains resilient and productive [Annex C].

In Strategic requirement:

- To improve navigation of the skills system for Employers.
- To identify and ensure effective FE & HE progression pathways are in-situ to meet projected and current employer demand.

In sector and cross sector-based requirement:

- Support the supply and workforce demand of net-zero and technical skills
- Increase the availability of digital skills, supporting labour market access.
- Improve leadership and management competencies across key industries.

In approach, and aligned to the ambitions established in the Norfolk Local Growth Plan, Suffolk Economic Strategy and Get Britain Working Local Plans, the LSIP will focus upon:

- Identifying and defining the main skillsets required by employers across our key growth and employment sectors.
- Implement, with partners, the actions needed to help drive a sufficient skills and labour force supply.
- Inform and support the national and regional economic ambitions, delivering activities which:
 - Drive inclusive growth and strengthen innovation
 - Reinforce net zero and clean energy objectives, supporting industry workforce requirements
 - Positively impact social mobility, increasing entry to work opportunities.

The LSIP recognises that although the above are evidenced as central to the skills needs of Norfolk and Suffolk, these are also non-exhaustive. Over the duration of LSIP 2.0, it is anticipated that additional and / or competing skills demands might be identified, requiring resourcing and potentially re-prioritisation with stakeholders.

Identifying and Prioritising Local Skill Needs

Norfolk and Suffolk skills needs have been identified as a direct result of the Stage 1 evidence-gathering process, which produced [Annex A]:

- **Quantitative Data:** Including the deep-dive analysis of:
 - Labour Market Statistics
 - Workforce skill (by qualification/sector) levels
 - Resident skill levels
 - Employment demand vacancy (sector) assessment
 - Initial skills supply assessment (Further Education/ITPs)
 - District based assessment of vacancy trends
 - Employment opportunities for entry level roles
- **Employer Insights:** Qualitative feedback from regional sectoral roundtables, identifying specific 'pain points' in the current training landscape [Annex C].
- **Strategic Mapping:** Alignment with the Industrial Strategy, Get Britain Working plans, Local Growth Plans and Economic Strategies to ensure skills interventions tackle both economic growth and economic inactivity. This included the consideration and assessment of:
 - Multiple and Skills deprivation in localities
 - Economic Activity/Inactivity levels and barriers to employment
 - NEET (young people not in employment, education or training) levels and youth engagement opportunities
 - Educational attainment
 - Working age distribution
 - Health and Work priorities

Priority Sector	Courses	Providers	Enrolments	Achievements	Ach. Rate	Trend
Digital	156	111	10,860	6,205	57%	Stable
Leadership & Management	202	278	12,528	5,155	41%	Growing (+26%)
Net Zero	165	59	10,688	5,546	52%	Growing (+13%)
Technical Qualifications	488	223	46,743	22,736	49%	Stable (+3%)

2. Norfolk and Suffolk Skills Priorities (Agreed Changes / Actions)

To deliver activity in support of the primary needs of the Norfolk and Suffolk workforce, the LSIP has developed a strategic framework, which identifies the initial scope of five central priorities. Each priority is co-designed with employers to strengthen the conduit between business skills demand and the available or required education and training provision.

The Norfolk and Suffolk priorities are overarching and in accord with the complementary local strategies. They represent a high potential contribution to regional growth and transformation over the LSIP duration 2026-29. The priorities are also presented in a thematic approach; support a range of identified niche requirements; and allow for significant change in local landscape over this period. This will take into consideration the prospective regional devolution and Local Government Re-organisation.

LSIP Priority 1.

Improve System Navigation for Employers

The LSIP will prioritise the engagement and access of employers to skills provision, workforce training and influence over future curriculum development.

In collaboration with Local Authority colleagues and partner organisations, the LSIP will establish a programme of targeted business engagement and delivery of training needs analysis (TNA) with a wide range of employers, providing access to and entry point for workforce skill opportunities.

Utilising the significant LSIP and partner contacts with employers, this will establish an 'every contact counts' approach through which key Norfolk and Suffolk skills stakeholders convene around specific business need, simplifying the navigation and identification of local provision and in providing conduit to complementary business development, investment and innovation support.

LSIP Priority 2.

Aligning Further and Higher-Level Skills Provision to Employer Demand

The LSIP will prioritise the visibility and effectiveness of current FE and HE pathways. Utilising available supply data and comprehensive provider and employer engagement programme, the LSIP will carry out a mapping of FE, HE and HTQ aligned provision (Levels 4-6) focused on the identified growth sectors [IS8+2] and agrifood/tech with the objective of delivering a clear assessment of the progression pathways available for graduates and higher apprentices.

This priority aims to directly inform and support Local Growth Plans, foremost in the assessment of future workforce requirements and the current projected supply of digitally equipped and technically specialised learners (2026-29 labour market pipeline).

With an initial 12-month approach towards selected sectors, the LSIP will aggregate findings from the geography and utilise this to:

- Inform the engagement and actions required for key growth and foundation economy employers in securing locally available workforce
- Inform current and future Job and Careers services
- Inform and support education providers in the development of provision

- Inform future funding decisions, including those related to Adult Skills Funding, Skills Bootcamps, Sector-based Work Academies and Strategic Authority Investment Funds.

The LSIP will identify the key Norfolk and Suffolk progression assets that are in place and the priority gaps in the current pathways that need to be addressed. In collaboration with businesses, providers and stakeholders, the LSIP will propose effective methods through which curriculum development might be expedited through funded programmes.

LSIP Priority 3. Equip the Net Zero and Technical Workforce

In a Norfolk and Suffolk context, the LSIP will support the Clean Energy Jobs Plan, Industrial Strategy ambitions and Local Growth Plan objectives.

The LSIP prioritise the alignment of technical provision with the specific requirements of in-scope Nationally Significant Infrastructure Projects (NSIPs). Assessing the scale and further granular details

of pending workforce deficits; the mapping and availability of provision; and visible learner progression pathways. The LSIP will operate in a convening role, promoting a shared understanding of future workforce requirements and work towards the development, resourcing and adoption of sustainable training provision. This will be undertaken alongside and in support of the work that will be carried out by Skills England and other stakeholders.

In the future reporting and monitoring of this priority, the Norfolk and Suffolk LSIP aims to work alongside Skills England and the Regional Skills Coordination Function to inform of local findings and variances from nationally identified demand, providing direct local insight and methods to respond.

LSIP Priority 4. Increase Foundation Digital Skills

The LSIP will drive an increase in the suitability and availability of foundation digital skills, equipping residents to enter employment and progress within the workplace.

Aligning activity with the Get Britain Working Plans, Connect to Work, Adult Learning programmes and other local initiatives, the LSIP will support the development of methods to increase digital skills across Norfolk and Suffolk. This priority will improve the opportunities for low skilled, unemployed and economically inactive residents to enter employment. Focus will also include the existing workforce by providing access to essential digital skills for businesses to help them remain digitally resilient to an ever-changing digital world which impacts processes and productivity.

LSIP Priority 5. Enhance employer investment and Improve Leadership and Management skills

The LSIP will prioritise the enhancement of leadership and management training, by understanding the availability of provision alongside businesses, providers and stakeholders, identifying effective practice and instigating methods for wider employer adoption and improved standards.

There are a number of widely used leadership and management apprenticeships that are being defunded from September 2026, including: Level 3 Team Leader, Level 5 Operations Manager and Level 6 Chartered Manager. This means that employers need to consider funding this type of training themselves – so a stronger understanding of the benefits of this type of training need to be articulated for employers.

Responding to evidence and significant employer feedback in specific sectors, this priority aims to drive management and business productivity, despite the reported ‘sector-specific variances’ and fluctuating impact of management training.

The LSIP anticipates a first year (2026-27) focus on the key Norfolk and Suffolk growth and foundation sectors, with consideration to the traction and initial impact of activity.

Strategic Priorities	LSIP Aim	Strategic Alignment	Key Target Group
Increase System Navigation for Employers	Increased employer engagement, and investment influence and access to skills provision	LGBWP, Local Growth Plans, Industrial Strategy, Local Authority Skills Hub activity	SMEs & Micro-Businesses
Improve Further Education (FE) and Higher Education (HE) Pathways	Understanding and assessment of provision ensuring progression routes in key sectors	LGBWP, Local Growth Plans, Industrial Strategy, FE strategic offer, support for MCA Strategic Skills Plan/ASF provision	FE/HE Institutions in relation to Growth sectors

Cross-Sector Priorities	Focus Area	Strategic Alignment	Key Target Group
Equip the Net Zero and Technical Workforce	Align skills demand and supply within the Energy Coast and key [NSIP] Projects	Industrial Strategy (IS-8) +2 role, Local Growth Plans, Clean Energy Jobs Plan, Skills England Sector Plan	Technical and Engineering cohorts
Increase Foundation Digital Skills	The provision of Universal Digital Literacy including Cyber Safety and Artificial Intelligence (AI)	LGBWP's, JCP services, Social Mobility Commission Strategy, Digital Sector Skills Group	Economically Inactive / Entry-level/Workforce Development. Workforce progression
Increasing Employer investment and uptake of Leadership and Management Skills	Mapping Level 4-6 Provision – Sector nuances and employer demand. Identify and disseminate best and effective practice.	LGBWP's, Sector specific group objectives, Local Growth Plan productivity ambitions.	Employers, Future Leaders, Sector Requirements

Agreed Changes / Actions needed to deliver the Priorities:

LSIP Priority 1 (Strategic Priority)

Increase System Navigation

The Challenge: Evidence identifies that the primary barrier for local employers - particularly SMEs - is the complexity of the skills landscape across both counties. To address this, the LSIP, in collaboration with local authority teams, will move towards a standardised approach to employer engagement and data collection.

- **Key Action:** Develop the feasibility of a dedicated Skills Brokerage further aligning the LSIP, Local Authority (LA) Teams and DWP, ensuring a single, cohesive point of entry for the region.
- **Key Action:** To aggregate demand and simplify access to provision (funded/unfunded)
By aggregating employer demand for specialised training, we simplify complex funding routes for businesses, aligning local needs with Local Growth Plans available/future skills funding.
- **Strategic Alignment:** The priority aligns closely with Local Growth Plans, supporting methods to increase higher skill level and workforce productivity.
The priority aligns with Get Britain Working Plans, supporting workforce retention (in -work cohort). Activity will include the sharing of intelligence with existing brokers, ensuring that publicly funded interventions - such as Apprenticeships and Skills Bootcamps - are accessible to employers.
- **Focus Area:** Develop the feasibility of an initial standardised Training Needs Analysis (TNA). Alongside partners and education providers, the LSIP will seek to establish a uniform initial analysis of employer training needs, improving method and providing consistent evidence base and 'No Wrong Door' environment, ensuring every business enquiry leads to a solution.
- **Operational Excellence:** Impartiality and Support. Skills System Brokers will have access to support to understand the breadth of provision across the counties to ensure a consistent approach to businesses and providing the right solution for the skills challenges encountered.

LSIP Priority 2 (Strategic Priority)

Aligning Further and Higher-Level Skills Provision to Employer Demand

The Challenge: Ensuring that current and planned provision is able to meet employer demand (Higher and technical levels).

- **Key Action:** Strategic Mapping of FE/HE/HTQ Provision. A core objective is the understanding and assessment of provision, ensuring clear progression routes throughout the FE/HE/HTQ landscape. In collaboration with training provision and skills teams, we will map institutional offerings directly to the identified needs of SMEs to close the skills gap. As well as identifying 'soft skills' interventions and provision at all levels.
- **Strategic Alignment:** The priority aligns to Local Growth Plans and Skills England aims in reducing skills mismatch in key industries. [Future of Skills report](#)
The priority supports local Sector Skills Groups in the evidencing and development of suitable provision.
- **Objective:** Deliver clear assessment of the effective progression routes into Further/Higher learning, evidencing and illustrating comparative employer demand.

LSIP Priority 3 (Cross Sector 1): Net Zero & Technical

Powering the 'Energy Coast' & Manufacturing

The Challenge: To meet the demands of the Industrial Strategy (IS-8), the region requires a highly specialised workforce. Our focus is on aligning technical provision with the specific requirements of NSIPs (Nationally Significant Infrastructure Projects).

- **Key Action:** Technical Workforce Mapping for the Energy Coast to establish a direct pipeline between technical training providers and the manufacturing sector, focusing specifically on the high-level skills required for the Energy Coast and technical sectors.
 - Review and align with current/previous technical workforce analysis.
 - Illustrate Norfolk & Suffolk variances vs National comparison.
- **Objective:** Focused Technical Progression by understanding and assessing current provision, we ensure that Technicians and Engineers have clear, advanced progression routes that match the requirements of the businesses who require these crucial skills.
- **Strategic Alignment:** Industrial Strategy (IS-8) aggregated demand for niche technical skills to ensure that regional training is not just general but specifically tailored to the long-term infrastructure projects defining our regional economy. [A Net Zero Workforce](#)

LSIP Priority 4 (Cross-sector 2) - Digital Foundations

Universal Literacy, Cyber Safety, and AI

The Challenge: A significant portion of the potential workforce remains Economically Inactive and/or under-employed a contributory factor being a lack of core digital skills. We must provide a 'universal' baseline to ensure no one is left behind in a shifting economy.

- **Key Action:** Support the development of a Post-16 standardised curriculum for Universal Digital Literacy, moving beyond basic computer use to include Cyber Safety and AI (Artificial Intelligence).
- **Objective:** Workforce Development and Re-Entry Target the Entry-level and Economically Inactive groups to provide them with the foundational 'Digital Passports' required by modern SMEs.
- **Strategic Alignment:** Workforce Readiness by integrating these foundations with the Strategic Growth Plans, we ensure that the local workforce is resilient against cyber threats and capable of utilising AI tools to increase SME productivity. The priority aligns with Local Get Britain Working Plans, supporting entry to employment methods for economically inactive cohorts. [Learning & Work Institute - Digital Disconnect](#)
[Future demand for digital skills in the workplace](#)

LSIP Priority 5 (Cross-Sector 3): Leadership & Management

Developing Future Leaders & Sector-Specific Excellence

The Challenge: High-level growth is often stalled by a 'one size fits all' approach to management training. To drive regional success, we must bridge the gap between general leadership and the

specific demands of our core industries. Points which have been raised in sector groups by key sector representatives, especially prevalent in Agri-food/tech

- **Key Action: Mapping Level 4-6 Provision** We will undertake a comprehensive audit of existing Level 4-6 Leadership and Management qualifications. The goal is to identify where current training lacks the 'sector requirements' required by our local Employers and Future Leaders. The LSIP will work with employers to understand how effective management training is applied in the workplace and given sectors.
- **Objective: Alignment with Employer Demand** By analysing specific industry requirements, ranging from manufacturing on the Energy Coast to high-tech SME environments as priority sectors for the region as well as supporting the Technical Excellence Colleges in the region with alignment to the LSIP. We will ensure that leadership pathways are not just academic but functionally aligned with Sector Requirements. Having effective Leadership and Management delivery shaped around employer need, will ensure future and current leaders are able deliver the much-needed soft skills within businesses, playing their part in the development of these crucial skills for the workforce.
- **Strategic Alignment: Strategic Growth Plans.** This priority directly supports regional Strategic Growth Plans. By upskilling current management and identifying the next generation of leaders. A future manager-fit workforce. [Investment in Training and Skills | Institute for Fiscal Studies](#)
- **Focus Area: Niche Leadership Brokerage** Utilising the 'No Wrong Door' brokerage policy, we will proactively guide SMEs to the available Level 4-6 interventions that match their growth plans, ensuring a higher return on investment on training for both the business and the individual.

Summary

The implementation of this plan will make it much easier for employers to get the skills support they need. Instead of navigating with lots of different systems, there'll be a 'No Wrong Door' approach. Local Authorities and LSIP teams will all use the same Training Needs Analysis, therefore businesses will get consistent advice and providers can map their courses to what local employers need.

The region will also focus on the Energy Coast and key manufacturing sectors, making sure Technicians and Engineers have clear routes into major national projects and Net Zero work. By pulling employer demand together, the area can build a workforce ready for industrial growth.

Alongside this, the Roadmap will boost inclusion, by giving people essential digital skills, from basic IT to Cyber Safety and AI - especially those out of work or in entry-level roles. Leadership training will also be shaped around real sector needs, not generic management courses.

Overall, the plan cuts through the complexity of the current skills system. It aligns funding, training and employer demand, so that businesses get better value and people can move into the jobs that the region needs most.