

# LOCAL SKILLS IMPROVEMENT PLAN



**LSIP**BERKSHIRE  
SHAPING THE FUTURE WORKFORCE

# PLAN

**Berkshire Priorities**  
*2023*

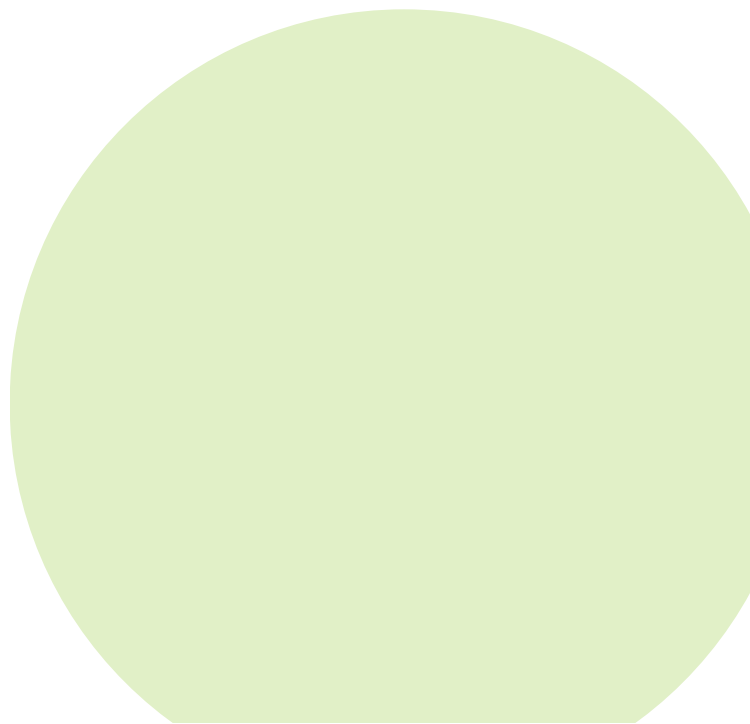


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 THAMES VALLEY  
**CHAMBER OF  
COMMERCE**  
GROUP



*This Local Skills Improvement Plan has been approved by the Secretary of State in line with the approval criteria set out in the Skills and Post-16 Education Act 2022, and in accordance with the LSIP statutory guidance.*



## FOREWORD

The Thames Valley Chamber of Commerce (TVCC) has been entrusted to spearhead the Local Skills Improvement Plans (LSIPs) for the Thames Valley Berkshire area and Oxfordshire, as the designated Employer Representative Body (ERB).

As a home to dynamic and adaptable businesses that operate in key high-growth sectors, TVCC recognises the potential for economic success in the UK is high. However, the tight labour market and pressing skills requirements pose challenges and risks to growth and productivity. To tackle these challenges, TVCC's 2023 Business Manifesto underscores our emphasis on skills. The workforce, undoubtedly, remains our greatest asset.

But this LSIP is not the Chamber's alone; it has been created through collaboration and partnership with the businesses and partners in the region. Therefore, the proposed solutions focus on partnership.

We would like to thank all of the businesses, employers and partners who have worked together to forge this Plan. In particular, we are beholden to the employers and partners represented on our Advisory Panel.

**Paul Britton, CEO Thames Valley Chamber of Commerce, Stuart Carroll, Advisory Panel Chair, Director Market Access, and Policy Affairs, Moderna Biotech UK Ltd**

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## PART 1

### LSIP PRIORITIES

#### 1.0 LSIP Ambitions: What is the LSIP Seeking to Achieve?

This Plan is the result of collaborative work, across Berkshire, with employers, strategic partners and education and training providers.

Our focus has been to communicate the voice of local business, loudly and coherently, to:

- Provide the impetus and road map for changes in the local education and training offer.
- Develop long-lasting systems and structures to add value and strengthen the collaboration between local business and training providers, to provide better skills solutions.
- Work in partnership to provide employer-focused solutions to skills challenges and issues.

A strong theme became very apparent in much of our engagement:

- A perceived disconnect between business and education: the two do not talk together in the best way

**“There needs to be a more meaningful connection between industry and education”**

*Berkshire SME*



Our work identified the following strategic issues which are presenting challenges for employers, the recruitment and retention of employees, and barriers to productivity and economic growth:

### IDENTIFIED CHALLENGES

#### A Tight and Tightening Employment Market

A tight and tightening labour market, affected by an ageing workforce, increases in economic inactivity, and shifts in working patterns caused by the pandemic and Brexit.

#### The Fragmented Nature of Employer Demand

Berkshire has a high concentration of SMEs, which account for more than 99% of all businesses so employer demand for training is often fragmented and difficult for Education and Training Providers to respond to in a cost-effective way.

#### Some Priority Sectors are not Attracting the right Candidates for progression

Some sectors are losing out on candidates because of out-dated perceptions of 'dead end' jobs.

#### Accelerating Change in Technologies in Our Core Sectors

Many of the dominant sectors in Berkshire (particularly Professional, Scientific & Technical Activities, Information & Communication) are changing through digitalisation and new technologies and have increasing demands for skills through growth and transformation.

In summary, the analysis in Annex A confirmed that the two critical needs that technical education and training can deal with are:

- Improving the direct supply of people from Further Education and Apprenticeships into employment in the priority sectors.
- Decreasing the number of people who are economically inactive where there are barriers to employment that can be alleviated by training.

This Plan will help to underpin the required cultural change to build on the existing good practice across Berkshire and stimulate more collaboration between business and education and training providers, including the establishment of 'Employer Champions' for identified workstreams. This will make technical education and skills provision more responsive to the changing needs of employers.

## 2.0 Underpinning Rationale

### 2.1 Synergies Across Berkshire and Oxfordshire

LSIPs have been created by the Thames Valley Chamber of Commerce for Berkshire and Oxfordshire, two neighbouring geographies with similar economic activities and growth potential. These areas exhibit high levels of employment, skill sets, and prosperity, along with expensive housing prices and a surplus of local job opportunities. Because of their proximity and well-established transportation networks, Berkshire and Oxfordshire have many comparable skill requirements.

Employers have told us that they welcome collaboration across borders. Our FE Colleges have worked together across Oxfordshire and Berkshire, and this LSIP for Berkshire will also promote and encourage cross border working to maximise impact and spend resources wisely. This also includes any opportunities to work together with other neighbouring LSIP areas such as Buckinghamshire. At the same time, the Plan also recognises points of difference in each area and ensures that these are addressed.

Therefore, in priority sectors such as Health & Life Sciences and Digital (ICT), this Plan recommends cross-border working. However, for the priority sector of Screen Industries, the recent development of Shinfield Studios in Reading, and the award of a BFI Skills Cluster for Berkshire is providing a vitally important Berkshire-centric focus for the "Cine Valley".

### 2.2 Identification of Priority Sectors

We identified the priority sectors through an iterative process, working with employers and strategic partners such as Education & Training Providers, other ERBs and Trade Bodies, the Thames Valley Berkshire Local Enterprise Partnership (TVBLEP), Local Authorities and Careers Providers, and sense checking our findings throughout with reference to robust, up-to-date data.

Our priority sectors were initially established through a review of the most recent Local Skills Report 2022<sup>[1]</sup> which identified those sectors with volumes of vacancies that are expected to increase; long-term structural barriers to recruitment, retention, and progression issues; and those that are important in providing opportunities for employment in key growth areas such as green jobs<sup>[2]</sup>, creative industries and science and technology. These were Creative, Construction, Health & Care, Life Sciences, Haulage & Logistics, and ICT.

Employers, providers and partners, including Trade Bodies, were invited to respond to the initial identification of sectors and this feedback, along with our analysis of up-to-date data, influenced our focus to specify 'Screen Industries' rather than Creative due to the recent, rapid growth of the Film & TV sector in Berkshire; broaden 'Construction' to include 'Built Environment' and combine Health & Life Sciences as many of the hard-to-recruit roles and skills were shared. We are also currently considering Hospitality because of recent feedback from providers in April 2023 regarding recent new demand in areas such as East Berkshire, driven by the resurgence of Heathrow and associated activity. This sector is not included in this LSIP due to time constraints, but we will be continuing work with local employers, and may add Berkshire employers into Hospitality work in Oxfordshire.

[1] <https://www.thamesvalleyberkshire.co.uk/getfile/Thames%20Valley%20Berkshire%20LEP%20Skills%20Report%202022.pdf>

[2] We have adopted the national definition of Green Jobs as employment in an activity that contributes to protecting or restoring the environment, including those that mitigate or adapt to climate change.

The finalised priority sectors in Berkshire, formally agreed by our employer-led Advisory Panel in January 2023, are:



**Screen Industries**



**Construction and Built Environment**



**Health and Life Sciences**



**Care**



**Haulage and Logistics**



**ICT**

We have noted that of these, Construction and Built Environment, Health & Life Sciences, Care, ICT and Haulage & Logistics are aligned with the recently defined national skills priorities.

### 2.3 Identification of Priority Changes Required

We established the strategic challenges (and subsequent changes required) through a robust programme of engagement with employers and strategic partners such as Education & Training Providers, other ERBs and Trade Bodies, LEP, Local Authorities and Careers Providers. This process is set out in more detail in Annex B.

The primary data collected from this programme was representative and credible, backed up by academic rigour. Direct, personal engagement was our main method of engaging employers, and we designed an **Employer Engagement Template** for our interactions which ensured consistency of approach, and deepened our understanding of how to extract specific, granular, and actionable information from employers. This template was enriched through learning from our research partner, the University of Reading, who led a parallel research workstream using a three-stage mixed methods research design. The full summary of employer engagement is included in Annex B.

All employer feedback, particularly concerning hard to recruit roles and skills, was triangulated with and tested against a robust analysis of data. Much of this was provided and shared through an **LSIP Data Working Group** which we established with the Thames Valley Berkshire LEP and OxLEP. This group ensured that all data provided was accurate, relevant, and meaningful. The full analysis is included in Annex A.



## 2.4 Summary Strategic Context

The following is a summary highlighting the key points that form the underpinning rationale for the priority sectors and priorities for change. The full information is included in Annex A.

Projected employment growth in the Thames Valley Berkshire LSIP area is higher than the national average, estimated as growth of 6% by 2035, compared to around 5% nationally. This is an increase of 47,000 jobs in Berkshire. Employment growth has, in recent years, been driven by Professional / Associate Professional jobs. This trend is forecast to continue to 2035.

Replacement demand is forecast to require training for 287,000 workers between 2020-2035. This level of employment growth and replacement demand, totalling 334,000 jobs, is unsurprising given Berkshire's ranking 3rd overall amongst LEP regions in the FDI Intelligence's European Cities and Regions 2022/23 report, including ranking 3rd for Economic Potential and Berkshire's reported strong performance for GVA per job (Berkshire achieved the highest GVA per job filled of any Enterprise region in 2020, rising above London again for the first time since 2013).

More than two thirds of enterprises operate within just five sectors: Professional, Scientific & Technical Activities, Information & Communication Technology, Wholesale/Retail, Construction and Business & Support Services. Berkshire has over three times the national average of digital sector jobs and accounts for a quarter of its economic output. Microsoft, Oracle, and Telefonica UK all have their UK headquarters in Berkshire. In the life science industry, AstraZeneca, Sanofi, and Bayer have a significant presence in Berkshire. This sector continues to grow, driven by the imperative of vaccine development. This sector requires higher-level technical skills and is struggling to find laboratory technicians.

**The shape of the Berkshire business landscape creates a fast-moving and often fragmented employer demand signal for skills.**

Berkshire is home to a diverse range of businesses, from small and medium-sized enterprises (SMEs) to large multinational corporations, although there is a high concentration of SMEs, which account for more than 99% of all businesses.

Across the core industries employers report accelerating upskilling needs due to new technologies, automation, AI, and green skills, as well as growth due to inward investment.

Alongside the growth in professional jobs which require higher levels of training, these factors mean that employer skills needs often call for highly specialist provision. The cost of developing such provision can be high and the resultant courses could have relatively low numbers of learners.

**Despite a history of strong economic performance, Berkshire employers are now experiencing a tight employment market with chronic and acute skills shortages and significant shifts in work patterns.**

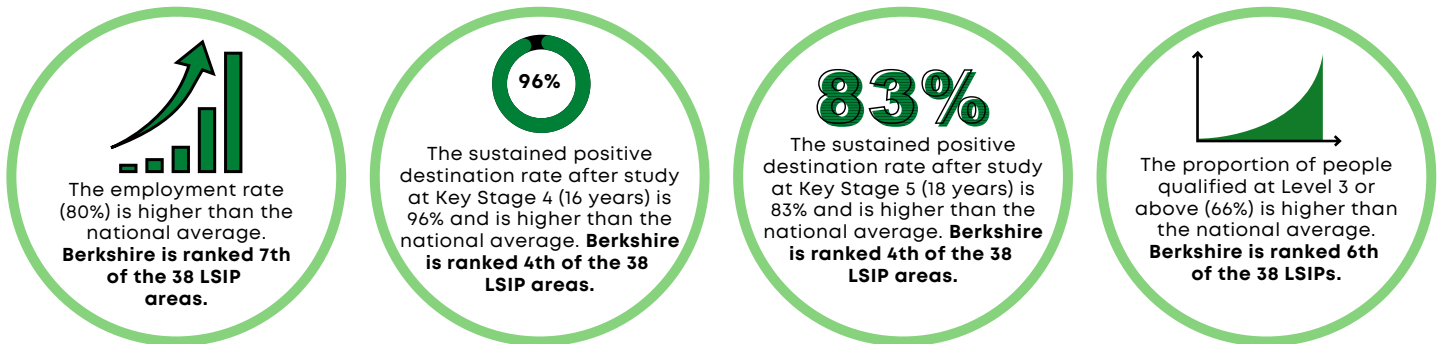
Berkshire is facing an ageing population. As the population ages, there is likely to be increased demand for healthcare and social care services. This will put pressure on the healthcare system and may require additional investment in healthcare infrastructure and workforce development. The ageing population also has implications for the labour market. As older workers retire, there may be a shortage of workers with the necessary skills and expertise to replace them. This could lead to skills shortages and increased competition for workers in certain industries. In particular, the number of working-age retirees also grew as the pandemic progressed.

The pandemic may have fundamentally changed where work is performed in Berkshire, with a higher proportion of people working flexibly or from home than the national average. This increases competition from outside the region from employers who accommodate remote working, making the employment market in Berkshire even tighter.

There has been a loss of overseas nationals early in the pandemic – upon which Slough and Reading in particular, have heavily relied - and new challenges to securing their services post-Brexit. Whilst the non-UK national adult talent pool declined notably after the referendum vote in 2016 – and virtually dried up during the pandemic – it is now being drawn upon again with renewed energy by local employers. Most new overseas workers are now from outside Europe.

## 2.5 Summary: What is happening, what needs retaining, what changes are needed

The headline data<sup>[3]</sup> for the Thames Valley Berkshire LSIP area paints an outwardly positive picture.



However, despite the evidence indicating that more of the workforce need to upskill, the FE participation rate per 100,000 in Berkshire is lower than the national average. It is ranked 28th of the 38 LSIPs. This includes relatively few enrolments (2021/22) in higher level qualifications addressing priority sectors such as Science, Construction, ICT and Media (See Annex A).

The University of Reading's research indicated that most employers felt that prospective and current employees did not have the necessary skills to meet current business objectives. The research found that while employers perceived the unresponsiveness of educational institutions or a lack of suitable training on offer to be a critical barrier for entry level employees, they also perceived barriers relating to the attitudes, perceptions and expectations of individuals as being almost equally important. For both entry and mid-level roles, the majority of employers reported that there needs to be closer collaboration between employers and educational establishments to help overcome the barriers identified above.

In our wider engagements a significant theme has been the increasing difficulties experienced by employers seeking to recruit. Employers have told us that the reverberating impacts of Brexit, the pandemic and the cost-of-living crisis have exacerbated chronic skills gaps.

Employers are recruiting employees in an increasingly febrile, competitive market. Consequently, employers in some of our priority sectors told us they felt they were missing out on candidates.

**“Haulage and logistics need to promote more as a sector of choice. Lots of great jobs and progression available.”** *SME, Berkshire*

Employers told us they want modularisation and lifelong learning. The local economy has increasing demands for higher level skills, in a tightening jobs market as the working age population becomes older. Therefore, there is a need for increased focus on upskilling, cross-skilling (adding value through employees' ability to multi-task) and workforce development. Appropriate curriculum delivery should be made accessible to meet the needs of working learners, helping employers to develop their existing workforce, and helping individuals progress up the career ladder and, if needed, switch sectors.

**“We should be training people for careers, not jobs.”** *LSIP Advisory Panel Employer Member*

Employers often told us education was disconnected from industry.

**“Industry needs to work closer with education as sometimes we are poles apart as industry moves a lot quicker than an education establishment and their curriculum can.”** *SME, Berkshire*

However, we also identified good examples in Berkshire of education and training providers collaborating effectively with local employers. Equally, training providers reported that often employer demands for skills can be hard to respond to if the employer is not prepared to invest, or if the need is niche and specialised.

This Plan is driven by the belief that new and better solutions can only be created if the LSIP process brings people together to talk.

<sup>[3]</sup> <https://department-for-education.shinyapps.io/local-skills-dashboard/>

## 2.6 Berkshire Education and Training Providers

Berkshire benefits from a wide range of technical education and skills providers including Activate Learning, The Windsor Forest Colleges Group, and Newbury College & University Centre. There is also Reading UTC, Adult Education delivered by Local Authorities, Reading University, and a large range of Independent Training Providers. A full list of providers that have participated in the LSIP are listed in Annex B.

Berkshire has an impressive array of providers, and public institutions, notably six unitary authorities, each with different missions, funding streams and regulatory bodies. These institutions provide good opportunities for people and businesses and provide valuable networks for partnership working. But, as valuable as they are, there are some opportunities for cooperation and collaboration in skills development which are being missed. The LSIP, in partnership with these institutions, will address this.

The Further Education (FE) Colleges are centred on the towns of Berkshire, serving the six unitary authorities. Recent mergers have consolidated structures, with Activate Learning overseeing Reading College and Bracknell & Wokingham College, and The Windsor Forest Colleges Group overseeing Langley College (in Slough), Windsor College and Berkshire College of Agriculture in Maidenhead. Newbury College and University Centre is in Newbury, West Berkshire. Travel to Learn patterns mean there is little further opportunity for elimination of duplication, particularly at lower levels of study. Simply put, young people and adults wish to study where they live and work.

The FE Colleges have been working closely together, across Berkshire and Oxfordshire as part of the Strategic Development Fund and will be doing the same for the Local Skills Improvement Fund (LSIF).

In summary, this Plan does not seek to replace the existing structures, it seeks to add value, promote partnerships and collaborations, and refocus to meet priority needs. This emphasis is needed, as referenced above because:

- Whilst employers think that people with the right skills or potential are 'out there', they do not reach them. This is particularly the case in some of our priority sectors that are not considered high value career routes by many people.
- There is a disconnect between business and education: the two do not talk together in the best way.



The changes that are required, driven by the challenges and priorities outlined above, are as follows:

**IDENTIFIED PRIORITIES FOR CHANGE**

**INCLUSIVE Provide inclusive, accessible education and training**

The tight employment market has created a need for increased focus on development of the existing workforce, internal progression, and succession planning.

Employers and training providers will access untapped labour market potential through designing inclusive training routes into work.

Appropriate curriculum delivery will be made accessible to meet the needs of working learners, helping employers to develop their existing workforce, and helping individuals progress up the career ladder and, if needed, switch sectors.

**PARTNERSHIP Create Employer-Focused Solutions Through Partnership**

The ERB will identify (and continue to update) a list of priority skills and roles required by employers to inform curriculum planning.

The ERB will work to strengthen existing structures for collaboration between providers, and between providers and employers, and will also create new opportunities for partnership working.

In partnership with the ERB and employers, training providers should further develop collaborative work to create innovative routes into the FE Teaching Workforce, and increase the capacity for training, coaching, and mentoring in priority skills.

**ASPIRATION Promote aspirational career routes in priority sectors**

The ERB, in partnership with employers and other partners, will pilot workstreams to:

- Promote aspirational career routes in priority sectors.
- Increase access to qualifications such as T levels to promote local progression into priority sectors.
- Develop opportunities for leadership & management training in the existing workforce.
- Promote positive progression to higher levels of study for young people, particularly through apprenticeship routes.

**CAREERS Train People for Careers, not Jobs**

Digitalisation is transforming the workplace and can increase the ability of people to transfer across sectors.

Digital skills are now 'must have'- Education & Training Providers will embed these in curricula wherever feasible, at all levels of education.

Other transferable skills which employers are seeking and will improve productivity include Continuous Improvement Principles (CI); Leadership & management skills, and Skills for a Net Zero Economy (including retrofitting, using new technologies). Training providers will seek opportunities to embed these in the curriculum as appropriate.

### 3.0 Driving Change

#### 3.1 Who Needs to be Involved

Our Advisory Panel will continue and evolve into an **Employer Board**, providing insights and guidance to the Plan as it is implemented.

The Board will be chaired by Stuart Carroll, Moderna and include representatives of priority sectors, SMEs and locality. The Board will continue to represent both Berkshire and Oxfordshire and will seek collaborative opportunities for working across borders.

The Employer Board will also include identified **Employer Champions** who will promote particular workstreams. These Champions are identified in the Plan.

Delivery partners and Providers will be brought together in a **Provider and Partner Forum**. We will also align with the FE Colleges LSIF Project Group. A full list of delivery partners is included in Annex B.



### 3.2 What Success Will Look Like

**INCLUSIVE Provide inclusive, accessible education and training**

More accessible training provision for working learners in priority sectors.

More training opportunities for upskilling based on priority employer needs, skills that will improve productivity and new technologies in priority sectors.

Increased delivery of Higher Technical Qualifications and optimising participation in the new Lifelong Learning Entitlement in 2025. This will be achieved through collaboration between partners.

**CAREERS Train People for Careers, not Jobs**

Improve learners' understanding of specialist skills and transferable skills prized by employers via additional curriculum content for existing courses.

**PARTNERSHIP Create Employer-Focused Solutions Through Partnership**

We will maximise resources and identify solutions from the ERB, working in partnership with Trade Bodies, which will bring together sector experts- business and training- corporate and SME (supply chain) across the regions to develop Sector-Based Workforce Development Partnerships and collaborative events and meetings.

Both employers and providers will work together in the best ways to help shape the workforce for the future. This will be achieved by the ERB bringing together our learning in a "Guide for Working Together on Shaping the Workforce" which will offer guidance to both employers and providers in navigating the local skills system and in the best ways of working together.

We will achieve a better prepared FE workforce, through partnership work with promotion of career routes into teaching, and upskilling opportunities for the teaching workforce and with ways that employers can help providers to deliver programmes.

**ASPIRATION Promote aspirational career routes in priority sectors**

New career routes for learners in priority sectors, particularly in T Levels not yet available in the Berkshire area.

Increase participation in apprenticeships and technical career routes in priority sectors through innovative projects to raise their profiles.

More employees benefit from leadership & management to help career progression.

## PART 2

### TAKING THE LSIP PRIORITIES FORWARD

#### 4.0 Summary

This Plan seeks to retain the current FE and Skills structures and delivery which create good outcomes (see 2.5) for Berkshire.

The Plan does intend to create added value partnerships and workstreams so that more people, particularly working learners, access education and training in skills that will improve productivity, meet the challenges of new technologies and improve career progression.

The employer needs that can be met by education and training are:

- Improving the direct supply of people from Further Education and Apprenticeships into employment in the priority sectors.
- Decreasing the number of people who are economically inactive where there are barriers to employment that can be alleviated by training.

#### 5.0 Changes in Local Provision: Priority Sectors

##### PRIORITY SKILLS

*Changes Required in Local Provision*

##### PRIORITY SECTORS



**Screen  
Industries**



**Construction and  
Built Environment**



**Health and  
Life Sciences**



**Care**



**Haulage and  
Logistics**



**ICT**

##### PRIORITY TRANSFERABLE SKILLS



**Leadership &  
Management**



**Skills for a Net  
Zero Economy**



**Digitalisation**



**Business &  
Professional**

## 5.1 Key Outcomes Employers Want and Why

The following sections outline a detailed description of the job roles and skills that Berkshire employers have reported are difficult to find in a format designed to make sense to education and skills providers- **Information for Education and Skills Providers**. This sector-by-sector analysis sets out granular information which our education and skills providers will respond to in their business and curriculum planning. In return, the Thames Valley Skills Unit undertakes to keep this information up-to-date, relevant, and used through our continuing engagements with employers and training providers.

### The presentation of information is as follows:

For each sector, we have set out the hard-to-recruit roles described by employers. These are then translated into the occupational code (SOC) to triangulate the jobs data in the secondary research, and also translated into the equivalent Occupational Standards (Apprenticeships) to allow Education and Training Providers to understand the relevant qualification content. It is not intended that apprenticeships will always be the training solution, but providers can use the detailed content under each occupational standard to design or influence the curriculum. We will work with Education and Training Providers to help inform their decisions as to the best solutions and responses for the identified priority areas.

- Where a role is highlighted in **yellow**, this demonstrates that the role is also flagged as a potential shortage by the secondary jobs data (see detailed data research in Annex A).
- Where a Standard is highlighted in **orange** this shows that this Standard is not currently being offered in Berkshire.
- Where a Standard is in **red**, the qualification is not yet developed and available.
- Where a Standard is highlighted in **light orange**, it had less than 5 starts in 2021/22.
- Where a Standard is marked with a **DG** or **MG**, this is a Green Occupation as defined by IfATE[4].

### DG Dark-green occupation

A dark-green occupation, for example wind turbine engineer, which is embedded within the green occupational landscape and delivering sustainable outcomes.

### MG Mid-green occupation

A mid-green occupation will remain the same in overall scope but there might be a need for new knowledge, skills and behaviours to be embedded to enable the use of new technologies and approaches.

## 5.2 Changes Required

Education and Training Providers are asked to review the priority job roles and skills and plan how to respond to them. Solutions could include:

- Collaborative working to ensure an employer-focused approach through the Local Skills Improvement Fund (LSIF)
- New or expanded use of the Adult Education Budget, including the Innovation Fund
- New Employer funded training
- New or expanded short/modular accredited or non-accredited courses funded by LSIF
- New Skills Bootcamps
- New or expanded Apprenticeships
- New or expanded T Levels
- New or expanded HTQs
- New curriculum content for existing courses

[4] <https://www.instituteforapprenticeships.org/occupational-maps/>

### 5.3 Screen Industries

#### RATIONALE

The UK's screen industries includes locations west and northwest of London, and the M4 corridor in Berkshire has been central in providing new and expansion sites. This includes Shinfield Studios (nr Reading); Stage Fifty (Winnersh Triangle) and Bray Studios (Maidenhead). There is an ongoing demand by foreign direct investors, which can be seen with recent planning applications (at Holyport) and further discussion on more film studios being attracted to the County in the next couple of years. These are estimated to increase the number of jobs in Berkshire by at least 4,600 by 2024.[5]

LABOUR MARKET	SECTORAL CHALLENGES	SPECIFIC REPORTED SKILLS GAPS
<p>Significant growth in the volume of jobs has been seen in 'Motion Picture, Video and TV Programme Production Activities' and 'Motion Picture, Video and Television Programme Post-Production'.</p> <p>There has been a 49% increase in the number of Arts Officers, Producers and Directors jobs and a 13% increase in Photographers, Audio-Visual and Broadcasting Equipment Operators jobs.</p>	<p>42% of creative industry employers in the UK report a skills gap issue.</p> <p>73% of creative businesses with more than 100 staff struggle to find people with the right skills.</p> <p>87% of highly creative workers are at a low to no risk of automation (source: Nesta)[6]</p>	<p>Specialist training for electricians and engineers working with film set equipment.</p> <p>Use of digital animation/virtual production software.</p> <p>Operating drones</p> <p>Managing career as a freelancer</p> <p>Leadership &amp; Management</p> <p>Professional services including HR</p>

TABLE 1 Recruitment Difficulties Reported by Employers	Technical Occupations (Levels 2-3)	Higher Technical Occupations (Levels 4-5)	Professional Occupations (Level 6+)
Camera Operatives	Camera Prep Technician (L3)	Camera Assistant (L4)	
AV Technicians	Broadcast and Communications Technical Operator (L3)	Broadcast and Media Systems Technician (L5)	Broadcast and Media Systems Engineer (L6)
Cinematographers			Cinematographer (L6)
Editors		Post-Production Technical Operator (L4) Post-Production Engineer (L5)	Creative Industries Production Manager (L7)
Animators		Junior Animator (L4)	
Production Co-Ordinators and Runners	Production Assistant (Screen and Audio) (L3)		
Production Managers			Creative Industries Production Manager (Degree) Production Accounting (L7) Producer (L6)
Grip	Grip L3		
Costumes	Costumes Performance Technician (L3)		
Make-Up	Hair, Wigs, Make-Up and Prosthetics Technician (L3)		
Props	Props Technician (L3)		
Carpenter	Scenic Construction Technician (L3) Carpentry & Joinery: Site Carpenter (L2) Advanced Carpentry & Joinery: Advanced Site Carpenter (L3)		
Electricians	Installation & Maintenance Electrician (L3) MG		
Accountants: Production and Payroll	Accounts or Finance Assistant (L2) Payroll Administrator (L3) Assistant Accountant (L3)	Payroll Assistant Manager (L4)	Creative Industries Production Manager (Degree) Production Accounting (L6) Producer (L6)

[5] Maximising the Potential of the Screen Sector in the Greater Reading Area, Reading's Economy and Destination Agency (REDA), February 2023.

[6] <https://www.nesta.org.uk/project/creative-industries-policy-and-evidence-centre/>

Information Key  
 ● POTENTIAL JOB SHORTAGE  
 ● NOT OFFERED IN BERKSHIRE  
 ● LESS THAN 5 STARTS IN 2021/22  
 ● NOT DEVELOPED & AVAILABLE  
 ● MG OR DG - GREEN OCCUPATION

## 5.4 Construction & Built Environment

### RATIONALE

The Skills Imperative 2035 estimates an average of 1.5% annual growth in the Berkshire industry over the period 2023-27, which is significantly higher than the CITB's[7] projection of 0.1% annual growth in the national construction workforce over the same period. Berkshire employers told us of a need for greater knowledge of the sector in schools to show the many opportunities and career progression available. Digital skills and a need for wider availability of green skills training have been highlighted in our interactions as were the demand for coaching, leadership, and management training. The new skills requirement arising from the green agenda and a necessity for those teaching to have up to date knowledge of these new requirements in the industry is having a big impact. Employers also told us that the skills gap in the construction industry is not limited to traditional trades such as bricklaying and plumbing, but also digital skills, and sustainability skills.

#### LABOUR MARKET

5,945 enterprises, the majority of these companies were micro or small, with only 30 medium-sized employers. An estimated need for an additional 4,300 and 14,900 replacement workers in Berkshire by 2035.

#### SECTORAL CHALLENGES

The CITB has identified key skills gaps in the construction industry, including plastering, and electrical installation, as well as skills in BIM (Building Information Modelling). Specifically, in Berkshire, there has been a 19% decline in the number of Carpenters & Joiner jobs; an 8% drop in electrician and electrical fitter jobs and a 9% decrease in construction operative jobs, along with a 7% fall in elementary construction occupations. Moreover, research by the ECA – the UK's leading trade association for the electrotechnical and engineering services industry – confirmed that, the electrician population within the area is 'very low', with Berkshire ranking 35th out of 38 LSIP areas.

#### SPECIFIC REPORTED SKILLS GAPS

BEMs- Building Energy Management Systems (energy efficiency)  
 BIMs (Building Information Modelling)  
 Installing, configuring, calibrating and troubleshooting a range of electronically connected Digital Home Technologies  
 Installers and engineers for other heating systems which provide an alternative to traditional gas/oil boilers – these are due to be phased out by 2027.  
 Ground and air source heat pumps – installation and repair.  
 Thermal Imaging  
 Retrofitting  
 Dual Fuel Smart Meter Installation  
 Digital skills such as the use of tablets on site, use of digital platforms for capturing work, ability to access and use on-line training packages.  
 CAD (Computer Aided Design)  
 Coaching & mentoring skills  
 Fire and security systems for electricians  
 H&S- SSST SMST (Site Supervision Safety Training Schemes and Site Management Safety Training Scheme)  
 Numeracy and literacy, including language courses for overseas workers

TABLE 1 Recruitment Difficulties Reported by Employers	Technical Occupations (Levels 2-3)	Higher Technical Occupations (Levels 4- 5)	Professional Occupations (Level 6+)
Bricklayers	Bricklayer (L2)		Onsite Construction
Cladding	Commercial Thermal Insulation Operative (L2) Roofer: Roof Sheeter & Cladder (L2) <b>DG</b>		
Plasterers and Dry Liners	Plasterer: Fibrous Plastering (L2) Plasterer: Solid Plastering (L2) <b>MG</b>		Onsite Construction
Scaffolders	Scaffolder (L2)		
Plumbers	Low Carbon Heating Technician (L3) <b>DG</b>		Building Services Engineering for Construction
	Plumbing & Domestic Heating Technician: Environmental Technologies (L3) <b>MG</b> Plumbing & Domestic Heating Technician: Gas, Fossil Fuel Oil or Solid Fuel (L3) <b>MG</b>		
Air Conditioning/ Refrigeration	Refrigeration, Air Conditioning and Heat Pump Engineering Technician (L3) <b>MG</b>		Building Services Engineering for Construction
Smart Home Technician	Dual Fuel Smart Meter Installer (L2) <b>DG</b>	Smart Home Technician (L3) <b>DG</b>	
Electricians	Domestic Electrician (L3) <b>MG</b>		
Business Administration	Business Administrator (L3)		

[7] <https://www.citb.co.uk/about-citb/construction-industry-research-reports/construction-skills-network-csn/>

Information Key  
 LESS THAN 5 STARTS IN 2021/22  
 NOT OFFERED IN BERKSHIRE  
 POTENTIAL JOB SHORTAGE  
 NOT DEVELOPED & AVAILABLE  
 MG OR DG - GREEN OCCUPATION

5.5 Health & Life Sciences

**RATIONALE**

Employers report chronic and acute difficulties in recruiting laboratory technicians and scientists which is backed up by the secondary jobs data. There is significant inward investment into Berkshire and surrounding areas such as Oxfordshire which will increase pressure in a tight employment market. In Life Sciences, there has been a growth in jobs over the last five years, particularly in the Wholesale of Pharmaceutical Goods, and the Manufacture of Pharmaceutical Products and Preparations.

**LABOUR MARKET**

An 11% (1,900) increase in jobs in Hospital Activities  
 A 28% (1,700) increase in jobs in the Wholesale of Pharmaceutical Goods  
 A 216% (300) increase in the number of jobs in the Manufacture of Basic Pharmaceutical Products  
 A 73% (600) increase in jobs in the Manufacture of Pharmaceutical Preparations

High job postings for Nursing, Researchers & Analysts, Chemical Engineers, Chemists, and Lab Technicians.

**SECTORAL CHALLENGES**

During discussions with employers, they shared the challenges they face in sourcing specialist training locally, particularly for specific life science training.

Employers highlighted the importance of enhancing their knowledge and utilisation of AI.

The Health sector reports significant recruitment challenges and skills gaps:

- Health Care Scientists
- Adult Nurses
- Occupational Therapists
- Radiographers

**SPECIFIC REPORTED SKILLS GAPS**

Providing routine testing and technical support (e.g., for batch testing)  
 Performing specified methodologies-weighing, pipetting to provide reliable data.  
 Using standard software packages and applications.  
 Using Laboratory Information Management systems.  
 Using Health Care Information Management Systems  
 Using diagnostic equipment  
 Maths and English skills  
 Employability skills – time management, communication, confidentiality

TABLE 1 Recruitment Difficulties Reported by Employers	Technical Occupations (Levels 2-3)	Higher Technical Occupations (Levels 4- 5)	Professional Occupations (Level 6+)	T Levels
<b>Biologists</b>			Biologist (L6)	T Level in Science
<b>Chemists</b>			Chemist (L6)	T Level in Science
<b>Laboratory Technicians and Health Care Scientists</b>	Healthcare Science Assistant (L2) Laboratory Technician (L3) Metrology Technician (L3)	Senior Metrology Technician (L5) Technician Scientist (L5)	Laboratory Scientist (L6)	T Level in Science
<b>Production Scientists</b>	Laboratory Technician (L3) Metrology Technician (L3)	Senior Metrology Technician (L5)	Laboratory Scientist (L6)	T Level in Science
<b>Nurses and Nursing Associates</b>	Senior Healthcare Support Worker (L3)	Nursing Associate (L5)	Registered Nurse (L6)	T Level Health
<b>Radiographers</b>			Diagnostic Radiographer (L6)	T Level in Science
<b>Occupational Therapists</b>			Occupational Therapist (L6)	T Level Health
<b>Data Analysts</b>	Data Technician (L3)	Data Analysts (L4)	Data Scientist (L6) Bioinformatics Scientist (L6) AI Data Specialist (L6)	T Level Digital Business Services

MG OR DG - GREEN OCCUPATION

NOT DEVELOPED & AVAILABLE

LESS THAN 5 STARTS IN 2021/22

NOT OFFERED IN BERKSHIRE

POTENTIAL JOB SHORTAGE

5.6 Care

**RATIONALE**

Nationally, the Care sector is facing recruitment challenges due to an ageing population, low pay, and the perception that the sector is less desirable than others. These challenges are also present in Berkshire.

LABOUR MARKET	SECTORAL CHALLENGES	SPECIFIC REPORTED SKILLS GAPS
<p>A 597% (1,700) increase within Residential Care Activities for Learning Disabilities, Mental Health &amp; Substance Abuse.</p> <p>A 49% (600) increase within Residential Nursing Care Activities</p> <p>A 43% (1,000) increase within Other Residential Care Activities.</p> <p>According to Skills Imperative 2035, employers within the sector in Berkshire will require 29,700 replacement workers and a total of 32,600 workers will need to be trained and/or upskilled from 2020-35.</p>	<p>According to employers we spoke to in the care sector, there are a number of challenges they face.</p> <p>Another concern is the funding for registered manager training, which is set to end in May 2023. Employers are asking who will provide and fund this training in the future.</p> <p>In addition, employers are currently not using local colleges for continuing professional development (CPD) training. Instead, some training is delivered online, through third-party providers, or internally.</p>	<p>Effectively leading teams of frontline carers</p> <p>Use of Health Care Information Management Systems</p> <p>Modular training to support specialist skills such as, diabetic training, training to support residents with epilepsy, Midazolam injections</p> <p>Registered Manager Training</p> <p>CPD Modules to ensure Registered Managers understand continued developments and changes instigated by the Care Quality Commission</p> <p>'Cultural awareness training' and language skills for overseas recruits- English (understanding colloquialisms)</p> <p>Communication and emotional skills e.g., De-escalation training</p> <p>Mental health first aid</p> <p>Situation management – managing emotive situations</p> <p>Report writing skills</p> <p>Texture modification (food- IDDSI Framework)[8] (employers noted that this is taught in catering courses but not in H&amp;SC courses)</p>

TABLE 1 Recruitment Difficulties Reported by Employers	Technical Occupations (Levels 2-3)	Higher Technical Occupations (Levels 4- 5)	Professional Occupations (Level 6+)
Adult Care Worker	Adult Care Worker (L2)		
Manager	Lead Adult Care Worker (L3)	Lead Practitioner in Adult Care (L4) Leader in Adult Care (L5)	
Chefs	Production Chef (L2)		

[8] <https://iddsi.org/framework/> The IDDSI framework consists of a continuum of 8 levels (0 - 7), where drinks are measured from Levels 0 – 4, while foods are measured from Levels 3 – 7. The IDDSI Framework provides a common terminology to describe food textures and drink thickness.

Information Key  
 ● POTENTIAL JOB SHORTAGE  
 ● NOT OFFERED IN BERKSHIRE  
 ● LESS THAN 5 STARTS IN 2021/22  
 ● NOT DEVELOPED & AVAILABLE  
 ● MG OR DG - GREEN OCCUPATION

## 5.7 Haulage & Logistics

### RATIONALE

Growth within the Transportation & Storage industry across Berkshire is forecast to remain relatively static in the near and medium term, requiring just an additional 1,600 workers by 2035. In addition, however, the employers within the sector within Berkshire are forecast to require 10,800 replacement workers over the period 2020-35, summing to a total of 12,400 workers who will need to be trained and/or upskilled over the period.

Employers also report significant upskilling needs as the industry responds to new technologies and automation.

#### LABOUR MARKET

Job vacancy levels, by core occupational group, increased through 2021 and early 2022, and remain higher than pre-pandemic levels.

Moreover, advertised demand for the key occupational groups- Freight Drivers, Vehicle Mechanics, and Warehouse Workers- remain high. This, coupled with reductions in the numbers of people engaged in these occupations over the last five years suggests a shortage.

#### SECTORAL CHALLENGES

Employers have told us that key roles required are warehouse operators, custom clearing agents, and facilitators to allow products to be moved around the country and beyond. Employers emphasised the need for digital knowledge, basic excel skills, and management/leadership training and development programs.

Finally, it was agreed that more education and career advice for students could help to bring more attention to the sector.

#### SPECIFIC REPORTED SKILLS GAPS

Understanding warehouse layouts  
Using the key principles of Continuous Improvement (CI) Management and Problem Solving  
Using IT systems for the supply chain;  
Excel and company and customer systems  
Key legislation, policies and procedures that influence the supply chain: health and safety, environmental, sustainability and others relevant to the business context such as large goods vehicle (LGV) driver hours, customs and trade regulations, and food safety/safe manufacturing practices

TABLE 1 Recruitment Difficulties Reported by Employers	Technical Occupations (Levels 2-3)	Higher Technical Occupations (Levels 4- 5)	Professional Occupations (Level 6+)
Drivers	Large Goods Vehicle LGV Driver C + E (L2) <b>MG</b>		
Maintenance	Heavy Vehicle Service and Maintenance Technician (L3) <b>MG</b>		
Custom Clearing Agents	International freight forwarding specialist – Road Freight (L3) <b>MG</b>		Supply Chain Leadership Professional (L6) <b>MG</b>

Information Key  
 ● POTENTIAL JOB SHORTAGE  
 ● NOT OFFERED IN BERKSHIRE  
 ● LESS THAN 5 STARTS IN 2021/22  
 ● NOT DEVELOPED & AVAILABLE  
 ● MG OR DG - GREEN OCCUPATION

5.8 ICT

**RATIONALE**

Berkshire is significantly dependent on the Information and Communication sector with 14.4% of jobs[9] in this sector in 2022 compared to 4.7% across England. Further, almost a quarter (24.8%) of Berkshire’s GVA[10] (2020) is derived from the Information and Communication sector (in contrast to the national average of 6.8%), increased from 10.9% in 2010. With continuing automation and the rapid advancement of Artificial Intelligence, it is imperative that Berkshire’s businesses can access the required IT skilled jobs and remain competitive. The Employer skills survey (2019)[11] indicates that the key skillset Berkshire employers want improved most is advanced or specialist IT skills, which is indicative of demand for jobs in this sector.

**LABOUR MARKET**

The Information & Communication industry across Berkshire is expected to continue to grow, demanding an additional 13,800 workers by 2035. However, the IT industry within Berkshire is projected to require 34,200 replacement workers between 2020-35, indicating a total of 48,000 workers who will need to be trained and/or upskilled during the period.

**SECTORAL CHALLENGES**

The forecast growth and significant replacement demand of 48,000 jobs up to 2035 will add pressure onto an employment market that is already tight as evidenced by businesses who report difficulties in recruiting to key roles. All of the identified hard to recruit roles by employers are supported by the Secondary Data. Trained professionals are needed to meet the challenge of AI[12][13]

**SPECIFIC REPORTED SKILLS GAPS**

See Digitalisation 5.9

TABLE 1 Recruitment Difficulties Reported by Employers	Technical Occupations (Levels 2-3)	Higher Technical Occupations (Levels 4- 5)	Professional Occupations (Level 6+)	T Levels
Cyber Security	Cyber Security Technician (L3)	Cyber Security Technologist (L4)		T Level in Digital Design, Production & Development
Software Developer	Software Development Technician (L3)			T Level in Digital Design, Production & Development
Data Technician	Data Technician(L3)	Data Analysts (L4)	HTQ Digital Modular Programme for Data Analysts	T Level in Digital Design, Production & Development

[9] Lightcast  
 [10] [https://www.ey.com/en\\_uk/news/2022/01/pandemic-narrows-the-uk-s-regional-economic-divide-but-only-temporarily-finds-latest-ey-report](https://www.ey.com/en_uk/news/2022/01/pandemic-narrows-the-uk-s-regional-economic-divide-but-only-temporarily-finds-latest-ey-report)  
 Gross Value Added (GVA) - Office for National Statistics (ons.gov.uk)  
 EY UK Regional Economic Forecast Webcast 2023 | EY UK  
 [11] <https://www.gov.uk/government/collections/employer-skills-survey-2019>  
 [12] AI regulation: a pro-innovation approach - GOV.UK (www.gov.uk)  
 [13] The Tech Labour Market in Reading 2023, British Computing Society

Information Key  
 ● POTENTIAL JOB SHORTAGE  
 ● NOT OFFERED IN BERKSHIRE  
 ● LESS THAN 5 STARTS IN 2021/22  
 ● NOT DEVELOPED & AVAILABLE  
 ● MG OR DG - GREEN OCCUPATION

## 5.9 Summary; Cross Sectoral Skills Required by Employers

### Leadership & Management

- Team leading
- Communication and emotional skills
- Mental health first aid
- Understand time management techniques and tools, and how to prioritise activities and approaches to planning.
- Managing projects to meet an organisation's goals.
- Coaching and mentoring- Work with a wide range of individuals and teams across organisations, to empower and engage with them to enhance their professional performance

#### Applicable Apprenticeship Standards

Team Leader or Supervisor L3  
Associate Project manager L4

### Digitalisation

- Use productivity software such as Excel.
- Digital marketing
- Digital skills such as the use of tablets on site, use of digital platforms for capturing work, ability to access and use on-line training packages.
- Building simple applications for use in larger software
- Extract, manipulate, manage, and analyse complex data sets from multiple systems, including large scale and real time data.
- Knowledge of Edge computing (a distributed computing paradigm that brings computation and data storage closer to the sources of data. This is expected to improve response times and save bandwidth)
- How to use AI and machine learning methodologies such as data-mining, supervised/unsupervised machine learning, natural language processing, machine vision to meet business objectives

#### Applicable Apprenticeship Standards

Cyber Security Technician (L3)  
Cyber Security Technologist L4  
Software Development Technician L3  
Data Technician (L3)  
Data Analysts (L4)

### Skills for a Net Zero Economy[14]

#### LCREE- Green Jobs[15]

- Retrofitting, retraining, and responding to new technologies in industries such as utilities, ICT, motor vehicle, engineering, and construction.

#### Wider Skills

- Meet energy and cost reduction objectives and targets within the context of wider sustainability commitments.
- Sustainability Awareness (Carbon Literacy)
- Understand and improve energy consumption and sustainability issues, and the role of the organisation in tackling them.
- Analyse sustainability performance data and develop the appropriate business response in line with legislation including the Corporate Sustainability Reporting Directive (2025).

#### Applicable Apprenticeship Standards

Plumbing and Domestic Heating Technician (L3) **MG**  
Low Carbon Heating Technician (L3) **DG**

### Business & Professional

- Know how to monitor budgets to ensure efficiencies and that costs do not overrun.
- Understand HR in their sector and any unique features.
- Good understanding of HR legislation and the HR Policy framework of the organisation.
- Sound understanding of the HR Policies that are relevant to their role.
- Continuous Improvement Principles (CI).

#### Applicable Apprenticeship Standards

Paralegal Level 3

Accounts or Finance Assistant Level 2  
Accountant Level 3  
Business Administrator L3

Procurement and Supply Assistant L3  
HR Support L3  
Associate Project Manager L4

Payroll Assistant Manager L5

[14] Informed by 'Towards a Green Jobs and Skills Roadmap for Reading' A Report by Shared Intelligence, Oct 2022

[15] Low Carbon and Renewable Energy Economy sector data (LCREE). LCREE is a new classification model from the ONS for identifying firms and organisations involved in low carbon activity which is defined as "economic activities that deliver goods and services that are likely to help the UK generate lower emissions of greenhouse gases, predominantly carbon dioxide"

## PART 3

### DELIVERING THE LSIP PRIORITIES

#### 6.0 The Key Programmes, Provision and Providers Delivering Against LSIP Priorities

The following Plan or Road Map describes what needs to happen locally to bring about effective and sustained change, including building on existing provision, developing and delivering new provision, and driving collaborative working.

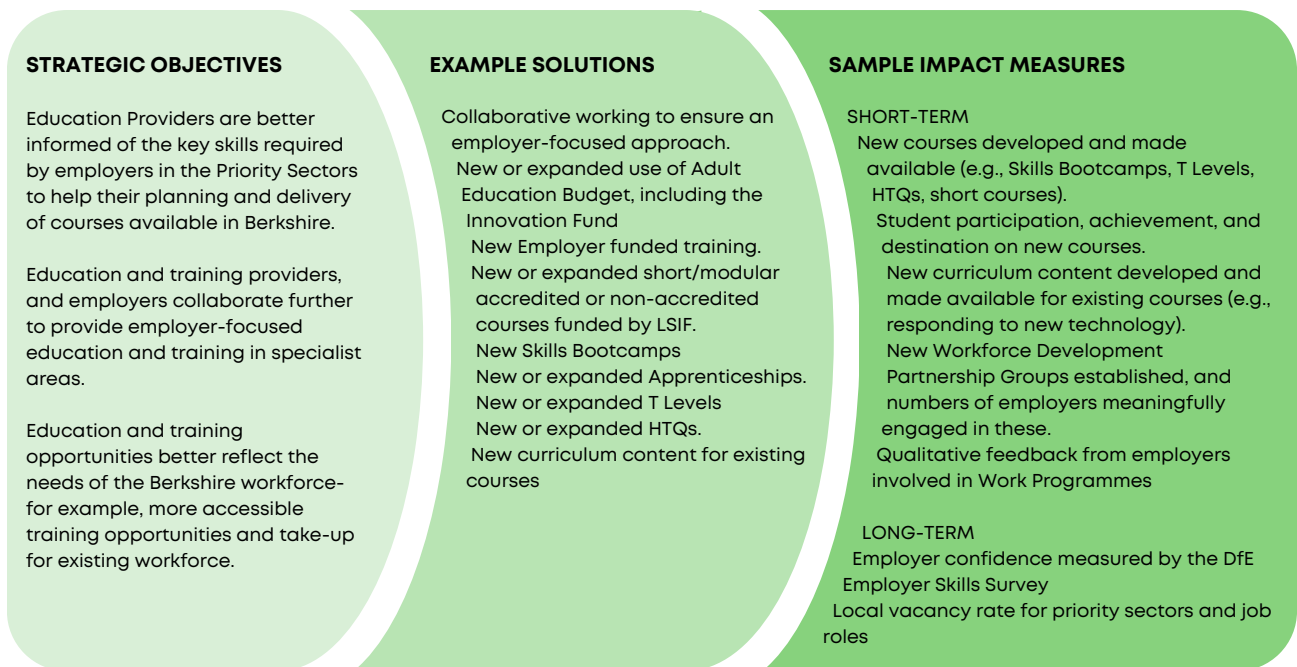
The key themes are:



The Plan addresses specific actions in each of our agreed Priority sectors.

The Plan sets out wider actions that will enable the LSIP to reach its goal to make technical education and skills provision more responsive to the changing needs of employers and then sets this out in each priority sector.

#### 6.1 Measuring Impact



7.0 The Road Map: Action Plan 2023-2025

Information Key PARTNERS

<b>ERB</b> The Employer Representative Body- Thames Valley Chamber of Commerce (Thames Valley Skills Unit)	<b>WDP</b> Workforce Development Partnerships	<b>ETPs</b> Education & Training Providers	<b>LEP</b> Thames Valley Berkshire LEP	<b>PARTNERS</b> Including Trade Bodies, Careers Advisers, JCP and other agencies	<b>CEIAG</b> Careers Education, Information, Advice & Guidance
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Information Key FUNDING

<b>LSIP</b> Local Skills Improvement Plan Funding	<b>LSIF</b> Local Skills Improvement Fund (funding)	<b>AEB</b> Adult Education Budget (inc Innovation Fund and Loans)	<b>App</b> Apprenticeship Funding	<b>16-18</b> 16-18 year old education funding	<b>Emp</b> Employer funded, or time commitment	<b>Bootcamp</b> Skills Bootcamp
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DESCRIPTION OF CHANGE AND EXPECTED BENEFIT	ACTIONS	OWNER	EMPLOYER CHAMPION	TIMESCALE	POTENTIAL FUNDING
<p><b>Governance &amp; Leadership</b></p> <p>The ERB will evolve the LSIP Advisory Panel to become the LSIP Employer Board, overseeing and advising LSIP actions. This will ensure that the LSIP implementation remains employer-led.</p> <p>The ERB will identify and mobilise <b>Employer Champions</b> for workstreams, ensuring the employer voice is loud and clear in all our actions.</p> <p>The ERB will embed the new <b>Thames Valley Skills Unit (TVSU)</b> as an expert team to help drive forward the LSIP. This will ensure that there is an expert resource within the ERB to advise on skills.</p> <p>The ERB will convene a new <b>Provider and Partner Forum</b> to ensure that LSIP actions are implemented with providers, and that impact measures are agreed and monitored. This will align with the LSIF Project Management Group, led by Activate Learning, and ensure that the impacts of the LSIP are captured.</p>	<p>LSIP Employer Board membership agreed and meetings scheduled.</p> <p>Funding for Stage 2 LSIP secured</p> <p>Employer Champions identified and mobilised</p> <p>TVSU embedded as an Expert Team</p> <p>Provider Forum set up and in place</p>	ERB	In Place	<p>Sept 2023</p> <p>Sept 2023</p> <p>Oct 2023</p> <p>July 2023</p> <p>Dec 2023</p>	LSIP Emp
<p><b>Monitoring and Realising the Benefits</b></p> <p>Monitor and support the realisation of the LSIP and to keep the LSIP under review to ensure it is still relevant.</p> <p>Work with the Lead for the LSIF application to ensure the LSIF is aligned with the LSIP.</p>	<p>Agree a set of Impact Measures with Partners and Providers.</p> <p>Produce and publish a progress report in years 2 and 3 by the end of June (2024 and 2025) which should be no longer than 20 pages.</p>	ERB		<p>Sept 2023</p> <p>June 2024 June 2025</p>	LSIP
<p>The ERB should facilitate work to strengthen collaborative working, ensuring that employers and providers work together to provide employer-focused solutions that are cost-effective, and try to best manage employer demand signals which can be fragmented.</p>	<p>Learning from best practice in our area, bring a Guide for Working Together on Shaping the Workforce which will offer guidance to both employers and providers in navigating the local skills system and working collaboratively to help shape the workforce for the future.</p> <p>Guide for "Working Together on Shaping the Workforce" available on-line by Jan 2024 and updated with new case studies and resources on a regular basis ongoing.</p>	ERB ETPs Employers	TBC	Jan 2024	LSIP LSIF Emp
<p>Pilot, convene and facilitate ERB-Led <b>Workforce Development Partnerships (WDP)</b> in Priority Sectors, using existing partnerships where possible, and maximising benefit with cross-border working if possible.</p> <ul style="list-style-type: none"> <li>Provide a forum and focus for employers to gain insights into skills, and providers to gain insights into priority sectors.</li> <li>Generate resources and advice for signposting employers to skills.</li> <li>Strengthen relationships between attending providers and employers to generate further partnership solutions.</li> </ul>	<p>All WDPs will promote expansion, development, and delivery of provision in the identified priority areas including:</p> <p><i>New or expanded use of Adult Education Budget, including the Innovation Fund</i>  <i>New Employer funded training.</i>  <i>New or expanded short/modular accredited or non-accredited courses funded by LSIF or Innovation Fund</i>  <i>New Skills Bootcamps</i>  <i>New or expanded Apprenticeships.</i>  <i>New or expanded T Levels</i>  <i>New or expanded HTQs.</i>  <i>New curriculum content for existing courses</i></p> <p>First WDPs in Berkshire- Screen Skills, Construction, Health &amp; Life Sciences (see below).                      Learning from these, other WDPs may be developed in other priority sectors.</p>	ERB ETPs Partners Employers		<p>Summer 2023- Mar 2025</p> <p>Summer 2024</p>	LSIP LSIF Other (eg. BFI) Emp
	<p>The ERB, working in partnership with providers and employers will implement a series of events to raise the profile of the LSIP, and opportunities for employers to work in collaboration to improve workforce development.                      Continue to develop promotional activities such as the website and newsletter.</p>	ERB		Summer 2023- Mar 2025	LSIP Emp

DESCRIPTION OF CHANGE AND EXPECTED BENEFIT	ACTIONS	OWNER	EMPLOYER CHAMPION	TIMESCALE	POTENTIAL FUNDING
<p>This Plan sets out a detailed description of the job roles and skills that Berkshire employers have reported are difficult to find in a format designed to make sense to education and skills providers- Information for Education and Skills Providers. This sector-by-sector analysis sets out granular information which our education and skills providers will respond to in their business and curriculum planning. In return, the Thames Valley Skills Unit undertakes to keep this information up-to-date, relevant, and used through our continuing engagements with employers and training providers. These are intended to act as up-to-date, granular information to help providers with curriculum planning.</p>	<p>Update to Skills Priorities published.</p> <p>Review of priority sectors, and amendments identified and communicated if necessary (for example, new priority areas)</p>	ERB		<p>June 2024</p> <p>Autumn 2023- March 2025</p>	LSIP
<p>Employers and training providers should collaborate to provide curriculum provision that is flexible and accessible to working learners for upskilling.</p> <p>Training providers, working in partnership with the ERB should plan a 'rapid response' service to design and deliver local, non-accredited and/or modular provision (occupation dependent as some industries require licence to practice) to address urgent skills needs in the existing workforce.</p>	<p>Education &amp; Training Providers to use LSIF, Innovation Fund or Skills Bootcamps as alternative sources of funding to align delivery to the priority skills needs via new programmes such as short, modular courses (see sector priority actions below).</p>	ETPs		<p>Summer 2023- March 2025</p> <p>Autumn 2023- March 2025</p>	LSIF AEB Bootcamp
<p>HTQs are higher technical qualifications that employers have helped develop. The Lifelong Learning (Higher Education Fee Limits) Bill has been introduced in parliament, which will allow for the Government's Lifelong Loan Entitlement (LLE) to be rolled out from 2025. From 2025, the LLE will offer people a loan worth £37,000 in today's tuition fees, which can be used flexibly over their working lives to pay for short courses, modules, or full courses, whether at college or at university. Employer feedback suggests this could be a welcome 'game changer' and the ERB would like Berkshire education and training providers to be as prepared as possible to roll out appropriate provision under this initiative.</p>	<p>Convene and facilitate a Provider-Led Planning Group to deliver for new HTQs and prepare for the introduction of the LLE in 2025.</p>	ERB ETPs		Autumn 2023- March 2025	LSIF
<p>Promoting Careers in Priority Sectors</p>	<p>Using information on Skills Priorities, work with ETPs and CEIAG providers to ensure up to date information is available to influence careers advice and activity. Promote opportunities to connect employers to CEIAG providers and activity.</p>	ERB		Autumn 2023- March 2025	LSIP
<p>T Levels are being rolled out by the Government. These qualifications will aid L3 occupations and employment, progression to apprenticeships and vocational HE.</p>	<p>Support ETPs in the roll out and expansion of T levels. Actions may be sector specific and require consideration in appropriate WDPs.</p>	ERB ETPs		Autumn 2023- March 2025	LSIP
<p>Beyond the specific sectoral, and cross-sectoral skills set out in this Plan, there has been a wide range of employer feedback on the necessity of employability skills. More work needs to be undertaken to establish the need for a defined framework of underpinning employability skills, endorsed by employers, for training providers to adopt. Or, whether there is an existing framework used by providers that could be amplified and promoted. This could provide consistency for employers.</p> <p>We are also aware that the National Priority Skills Statement makes reference to more work required. The national guidance notes that essential skills in English, maths and digital should also be prioritised and acknowledges that there may be value in articulating a list of transferable skills. Existing models such as Skills Builder might provide this.</p>	<p>Work with ETPs to identify appetite for agreeing a common framework of employability skills to be instilled into the curriculum.</p> <p>Research and explore the feasibility of identifying Thames Valley Priority Employability Skills.</p> <p>This could include the concept of branding training modules for these skills with employer endorsement.</p>	ERB ETPs Emp	TBC	Sept 2023-Jan 2024	LSIP LSIF
<p>In partnership with the ERB and employers, training providers should further develop collaborative work to create innovative routes into the FE Teaching Workforce, and increase the capacity for training, coaching, and mentoring in priority skills.</p>	<p>Work with ETPs to support work to: Promote FE teaching as a career route. Provide development opportunities for teachers. Promote employer involvement in delivery</p>	ERB ETPs Emp	TBC	Sept 2023- March 2025	LSIF

**SECTOR SPECIFIC: SCREEN INDUSTRY**

DESCRIPTION OF CHANGE AND EXPECTED BENEFIT	ACTIONS	OWNER	EMPLOYER CHAMPION	TIMESCALE	POTENTIAL FUNDING
<p>Facilitate a Screen Industry Workforce Development Partnership (WDP)</p> <ul style="list-style-type: none"> <li>Provide a forum and focus for employers to gain insights into skills, and providers to gain insights into priority sectors.</li> <li>Generate resources and advice for signposting employers to skills.</li> <li>Strengthen relationships between attending providers and employers to generate further partnership solutions.</li> </ul> <p>The Berkshire Film Office and Resource Productions have won funding for a BFI Skills Cluster. Resource Productions is set to receive £0.6 million from BFI over three years to develop a diverse pool of local filmmaking talent, working alongside Berkshire education and training providers such as the University of Reading and employers such as Shinfield Studios</p> <p>The ERB and the BFI Skills Cluster have agreed to work together in partnership.</p> <p>The Sector Profile illustrates that progression routes from L2 to Degree are patchy in the identified priority roles.</p> <p>The WDP will promote expansion, development, and delivery of provision in the identified priority areas.</p> <p><i>"In order to improve the supply of people for role shortages, employers need to work more closely with the providers to develop the curriculum. Such opportunities need to be created for this dialogue between employers, providers, students and also parents to influence skills training and raise the profile of the industry and career opportunities for students. There needs to be a process or forum to make this happen." Berkshire SME at the LSIP 'Meeting the Future Workforce' event in March 2023.</i></p>	<p>The ERB will facilitate a WDP to partner and add value to the Skills Cluster, developing a work programme to connect employers to skills, and improve the skills provision in the local area.</p> <p>The Scenic Construction Technician (L3), Camera Assistant L4 and Cinematographer L6 are identified as industry needs; however, a Trailblazer Group has yet to be formed to develop an Apprenticeship. The WDP will test appetite amongst Berkshire employers to develop these standards.</p> <p>Education &amp; Training Providers to use LSIF, Innovation Fund or Skills Bootcamps as alternative sources of funding to align delivery to the priority skills needs via new programmes such as short, modular courses.</p> <p>Progression routes are hampered currently as the T Levels in Craft and Design; and Media, Broadcast and Production have been delayed from 2023 to 2024. Education &amp; Training Providers to plan and prepare for the implementation of new T Levels in 2024.</p> <p>In light of the delayed T Levels, providers to review and change the content of current Post-16 Provision, including BTECs to align with priority needs.</p> <p>The Sector Profile illustrates that allied trades (carpenters and electricians) often do not have the relevant skills for the Screen Industry. The same issue affects allied professions such as finance and HR.</p> <p>Providers to review and change the content of current Post-16 Provision for Hair &amp; Beauty, Art &amp; Design, Trades, Business &amp; Accountancy to introduce sector opportunities to 16-18-year-olds. This could include the planned Workforce Development Partnership helping identify industry placements in the Screen Sectors for T Levels in: Management &amp; Administration, Digital Production, Design &amp; Development.</p> <p>As part of the WDP and BFI Skills Cluster, employers and ETPs will develop innovative simulated productions to act as industry and work placements, and as routes into the industry.</p>	<p><b>ERB</b> <b>ETPs</b> <b>Partners</b> <b>Employers</b></p> <p><b>WDP</b></p> <p><b>ETPs</b></p> <p><b>ETPs</b></p> <p><b>ETPs</b></p> <p><b>ETPs</b></p> <p><b>ETPs</b></p> <p><b>WDP</b></p>	In Place	<p>Summer 2023- March 2025</p> <p>By Sept 2024</p> <p>Sept 2023-July 2024</p> <p>Sept 2023-July 2024</p> <p>2024</p>	<p><b>LSIP</b> <b>LSIF</b> <b>App</b> <b>Other (e.g. BFI)</b> <b>Emp</b> <b>Bootcamp</b></p>
<p>Work with the Thames Valley Berkshire LEP to help pilot Skills Bootcamps in Creative</p>	<p>Work with the LEP and ETPs to help signpost employers to help develop Bootcamps for the sector.</p>	<p><b>ERB</b> <b>LEP</b> <b>ETPs</b></p>		<p>Autumn 2023- March 2025</p>	<p><b>LSIP</b> <b>Bootcamp</b></p>

**SECTOR SPECIFIC: CONSTRUCTION AND BUILT ENVIRONMENT**

DESCRIPTION OF CHANGE AND EXPECTED BENEFIT	ACTIONS	OWNER	EMPLOYER CHAMPION	TIMESCALE	POTENTIAL FUNDING
<p>Facilitate a Construction &amp; Built Environment Workforce Development Partnership (WDP)</p> <ul style="list-style-type: none"> <li>Provide a forum and focus for employers to gain insights into skills, and providers to gain insights into priority sectors.</li> <li>Generate resources and advice for signposting employers to skills.</li> <li>Strengthen relationships between attending providers and employers to generate further partnership solutions.</li> </ul> <p>Only Newbury College is offering the T Levels in Construction (Onsite &amp; Building Services) from September 2023. This leaves most of Berkshire without access to this technical route.</p> <p>The Sector Profile illustrates those changing technologies, particularly in Green Skills are driving the need for upskilling in new technology, retrofitting and digital.</p> <p>The WDP will promote expansion, development, and delivery of provision in the identified priority areas.</p>	<p>Convene a WDP for Construction and Built Environment Sectors, collaborating with CITB, Home Builders Federation and the Electrical Contractors Association. This will be a new group, pan-Berkshire and Oxfordshire to maximise benefits.</p> <p>Education &amp; Training Providers to explore the market for T Levels in Construction in their catchment areas and consider implementation accordingly.</p> <p>Education &amp; Training Providers to use LSIF, Innovation Fund or Skills Bootcamps as alternative sources of funding to align delivery to the priority skills needs via new programmes such as short, modular courses.</p> <p>Education and Training Providers to work together collaboratively, through the LSIF to invest in up-to-date technologies, capital and spaces for Construction &amp; Built Environment.</p>	<p><b>ERB</b> <b>ETPs</b> <b>Partners</b> <b>Employers</b></p> <p><b>ETPs</b></p> <p><b>ETPs</b></p> <p><b>ETPs</b></p>	TBC	<p>Summer 2023- March 2025</p> <p>By Sep 2024</p> <p>Autumn 2023- March 2025</p> <p>Autumn 2023- March 2025</p>	<p><b>LSIP</b> <b>LSIF</b> <b>AEB</b> <b>Bootcamp</b> <b>App</b> <b>16-18</b> <b>Emp</b></p>

**SECTOR SPECIFIC: HEALTH & LIFE SCIENCE**

DESCRIPTION OF CHANGE AND EXPECTED BENEFIT	ACTIONS	OWNER	EMPLOYER CHAMPION	TIMESCALE	POTENTIAL FUNDING
<p>Partner with the existing Thames Valley Health and Life Sciences Round Table to facilitate a Workforce Development Partnership (WDP)</p> <ul style="list-style-type: none"> <li>Provide a forum and focus for employers to gain insights into skills, and providers to gain insights into priority sectors.</li> <li>Generate resources and advice for signposting employers to skills.</li> <li>Strengthen relationships between attending providers and employers to generate further partnership solutions.</li> </ul> <p>The WDP will promote expansion, development, and delivery of provision in the identified priority areas.</p>	<p>Work with the successful Life Sciences Round Table to identify partnership and collaboration opportunities.</p> <p>This will be pan Berkshire and Oxfordshire to maximise benefits.</p> <p>Education &amp; Training Providers to use LSIF, Innovation Fund or Skills Bootcamps as alternative sources of funding to align delivery to the priority skills needs via new programmes such as short, modular courses.</p> <p>Education and Training Providers to work together collaboratively, through the LSIF to invest in up-to-date technologies, capital, and spaces for Health &amp; Life Sciences.</p>	<p><b>ERB</b></p> <p><b>ETPs</b></p> <p><b>ETPs</b></p>	In Place	<p>Summer 2023- March 2025</p> <p>Autumn 2023- March 2025</p> <p>Autumn 2023- March 2025</p>	<p><b>LSIP</b> <b>LSIF</b> <b>AEB</b> <b>Bootcamp</b> <b>App</b> <b>16-18</b> <b>Emp</b></p>
<p>Work with the Thames Valley Berkshire LEP to ensure the Skills Bootcamps for the Life Science reach intended targets.</p>	<p>Work with the LEP and ETPs to help signpost employers to benefit from the Skills Bootcamps.</p>	<p><b>ERB</b> <b>LEP</b> <b>ETPs</b></p>		<p>Autumn 2023- March 2025</p>	<p><b>LSIP</b> <b>Bootcamp</b></p>

**SECTOR SPECIFIC: CARE**

DESCRIPTION OF CHANGE AND EXPECTED BENEFIT	ACTIONS	OWNER	EMPLOYER CHAMPION	TIMESCALE	POTENTIAL FUNDING
<p>The LSIP will promote expansion, development, and delivery of provision in the identified priority areas.</p> <p>Employers report the need for modular training to support specialist skills such as diabetic training, training to support residents with epilepsy, and midazolam injections, leadership &amp; management.</p> <p>Employers report that the FE college curriculum should be developed to include important areas such as mental health first aid, situation management for emotive situations, creative thinking, food texture modification (IDDSI framework) (which is currently taught in catering courses), food hygiene certification, and delivering meaningful activities in social and residential care settings.</p> <p>The LSIP will promote expansion, development and delivery of provision designed to improve the English skills of new, overseas workers.</p>	<p>Education &amp; Training Providers to use LSIF, Innovation Fund or Skills Bootcamps as alternative sources of funding to align delivery to the priority skills needs (pg. 10) via new programmes such as short, modular courses.</p> <p><i>New or expanded use of Adult Education Budget, including the Innovation Fund</i> <i>New Employer funded training.</i> <i>New or expanded short/modular accredited or non-accredited courses funded by LSIF or Innovation Fund</i> <i>New Skills Bootcamps</i> <i>New or expanded Apprenticeships.</i> <i>New or expanded T Levels</i> <i>New or expanded HTQs.</i> <i>New curriculum content for existing courses</i></p> <p><i>The ERB will work with ETPs to identify employers who will invest their time and resources to influence and inform careers advice and guidance.</i></p>	<p><b>ETPs</b></p> <p><b>ETPs</b> <b>Employers</b></p>	TBC	<p>Autumn 2023- March 2025</p> <p>Autumn 2023- March 2025</p>	<p><b>LSIP</b> <b>LSIF</b> <b>AEB</b> <b>Bootcamp</b> <b>App</b> <b>16-18</b> <b>Emp</b></p>

**SECTOR SPECIFIC: HAULAGE & LOGISTICS**

DESCRIPTION OF CHANGE AND EXPECTED BENEFIT	ACTIONS	OWNER	EMPLOYER CHAMPION	TIMESCALE	POTENTIAL FUNDING
<p>The LSIP will promote expansion, development, and delivery of provision in the identified priority areas.</p> <p><i>New or expanded use of Adult Education Budget, including the Innovation Fund</i>  <i>New Employer funded training.</i>  <i>New or expanded short/modular accredited or non-accredited courses funded by LSIF or Innovation Fund</i>  <i>New Skills Bootcamps</i>  <i>New or expanded Apprenticeships.</i>  <i>New or expanded T Levels</i>  <i>New or expanded HTQs.</i>  <i>New curriculum content for existing courses</i></p>	<p>Education &amp; Training Providers to use LSIF, Innovation Fund or Skills Bootcamps as alternative sources of funding to align delivery to the priority skills needs via new programmes such as short, modular courses.</p> <p>Education and Training Providers to work together collaboratively, through the LSIF to invest in up-to-date technologies, capital, and spaces for Haulage &amp; Logistics.</p>	ETPs	TBC	Autumn 2023-March 2025	LSIP LSIF AEB Bootcamp App 16-18 Emp
<p><i>"Transport and logistics need to promote more as a sector of choice. Lots of great jobs and progression available."</i> SME, Berkshire</p> <p>The sector needs to promote itself as a career of choice to improve recruitment and career progression.</p>	<p>The ERB will partner with The Chartered Institute of Logistics and Transport to identify employers who will invest their time and resources to influence and inform careers advice and guidance as Ambassadors.</p> <p><i>The Generation Logistics Ambassador Network is a collective of talented employees who help to inspire the next generation of logistics recruits. Ambassadors spread the logistics message across their social networks, provide inspiring stories, and facilitate partnerships between our sponsors and education.</i></p>	ERB Partners		Autumn 2023-March 2025	LSIP Other

**SECTOR SPECIFIC: ICT**

DESCRIPTION OF CHANGE AND EXPECTED BENEFIT	ACTIONS	OWNER	EMPLOYER CHAMPION	TIMESCALE	POTENTIAL FUNDING
<p>The ERB will promote expansion, development, and delivery of provision in the identified priority areas.</p> <p><i>New or expanded use of Adult Education Budget, including the Innovation Fund</i>  <i>New Employer funded training.</i>  <i>New or expanded short/modular accredited or non-accredited courses funded by LSIF or Innovation Fund</i>  <i>New Skills Bootcamps</i>  <i>New or expanded Apprenticeships.</i>  <i>New or expanded T Levels</i>  <i>New or expanded HTQs.</i>  <i>New curriculum content for existing courses</i></p>	<p>Education &amp; Training Providers to use LSIF, Innovation Fund or Skills Bootcamps as alternative sources of funding to align delivery to the priority skills needs via new programmes such as short, modular courses.</p> <p>Education and Training Providers to work together collaboratively, through the LSIF to invest in up-to-date technologies, capital, and spaces for ICT.</p>	ETPs	TBC	Autumn 2023-March 2025	LSIP LSIF AEB Bootcamp App 16-18 Emp
<p>Work with the Thames Valley Berkshire LEP to ensure the Skills Bootcamps in Digital, including Digital Marketing, reach intended targets.</p>	<p>Work with the LEP and ETPs to help signpost employers to benefit from the Skills Bootcamps in Digital.</p>	ERB LEP ETPs		Autumn 2023-March 2025	LSIP Bootcamp

**CROSS-SECTOR PRIORITIES: LEADERSHIP & MANAGEMENT**

DESCRIPTION OF CHANGE AND EXPECTED BENEFIT	ACTIONS	OWNER	EMPLOYER CHAMPION	TIMESCALE	POTENTIAL FUNDING
<p>Research and explore the support Berkshire employers need to provide L&amp;M development for the existing workforce to respond to the identified issue of a tight labour market.</p> <p>Education &amp; Training Providers to use LSIF, Innovation Fund as alternative sources of funding for development of non-accredited and accredited short courses for part-time and full-time learners to improve their knowledge and understanding of the identified Cross-Sector Transferable Skills.</p>	<p>Using the Information on Cross-Sector, Leadership &amp; Management, education, and training providers should review curriculum planning to include these skills where possible and appropriate. Provide staff development for FE Teachers in identified transferable skills that are valued by employers.</p>	ETPs		Autumn 2023-March 2025	LSIP LSIF AEB Emp

**CROSS-SECTOR PRIORITIES: DIGITAL**

DESCRIPTION OF CHANGE AND EXPECTED BENEFIT	ACTIONS	OWNER	EMPLOYER CHAMPION	TIMESCALE	POTENTIAL FUNDING
<p><b>Digital skills</b> are now 'must have' in every sector. Training providers should seek opportunities to embed these in all types of curricula at all levels.</p> <p>Employers and training providers to collaborate to provide curriculum provision that is flexible and accessible to working learners for upskilling.</p> <p>Education &amp; Training Providers to use LSIF, Innovation Fund as alternative sources of funding for development of non-accredited and accredited short courses for part-time and full-time learners to improve their knowledge and understanding of the identified Cross-Sector Transferable Skills.</p>	<p>Training providers should seek opportunities to embed Digital Skills in all types of curricula at all levels. This may entail investment in staff training and capital investment.</p> <p>Using the Information on Cross-Sector, Digitalisation Skills, education, and training providers should review curriculum planning to include these skills where possible and appropriate.</p> <p>Provide staff development for FE Teachers in identified transferable skills that are valued by employers.</p> <p>Invest in any equipment or resource required by the identified cross-sectoral transferable skills.</p>	ETPs	In Place	Autumn 2023- March 2025       Autumn 2023- March 2025	LSIP LSIF AEB Bootcamp App 16-18

**CROSS-SECTOR PRIORITIES: BUSINESS & PROFESSIONAL**

DESCRIPTION OF CHANGE AND EXPECTED BENEFIT	ACTIONS	OWNER	EMPLOYER CHAMPION	TIMESCALE	POTENTIAL FUNDING
<p>Employers and training providers to collaborate to provide curriculum provision that is flexible and accessible to working learners for upskilling.</p> <p>Training providers, working in partnership with the ERB should set out a 'rapid response' service to design and deliver local, non-accredited and/or modular provision to address urgent Business &amp; professional needs in the existing workforce.</p>	<p>Using the Information on Cross-Sector, Business &amp; Professional skills, education, and training providers should review curriculum planning to include these skills where possible and appropriate.</p>	ETPs		Autumn 2023- March 2025	LSIP LSIF AEB 16-18 Emp

**CROSS-SECTOR SPECIFIC: GREEN**

DESCRIPTION OF CHANGE AND EXPECTED BENEFIT	ACTIONS	OWNER	EMPLOYER CHAMPION	TIMESCALE	POTENTIAL FUNDING
<p>Build relationships with employers, to help businesses understand their responsibilities and actively develop green skills strategies. [16]</p>	<p>Work in partnership with the planned Sustainability Knowledge Transfer Partnership led by the University of Reading.</p> <p>Identify resources and support for businesses seeking help with Green Skills.</p>	ERB Emp Partners		Dec 2023- March 2025	LSIP Emp
<p>Employers and training providers to collaborate to provide curriculum provision that is flexible and accessible to working learners.</p> <p>Training providers, working in partnership with the ERB should set out a 'rapid response' service to design and deliver local, non-accredited and/or modular provision to address urgent Green Job skills needs in the existing workforce.</p>	<p>Education &amp; Training Providers to use LSIF, Innovation Fund as alternative sources of funding for development of non-accredited and accredited short courses for part-time and full-time learners to improve their knowledge and understanding of the identified skills.</p> <p>Provide staff development for FE Teachers in identified green skills that are valued by employers.</p> <p>Invest in capital resources identified as essential in delivering Green skills identified (as above). E.g., Retrofitting and retraining in industries such as utilities, motor vehicle, engineering, and construction.</p>	ETPs		Autumn 2023- March 2025	LSIP LSIF AEB Emp 16-18

[16] Informed by 'Towards a Green Jobs and Skills Roadmap for Reading' A Report by Shared Intelligence, Oct 2022

## 8.0 Process for Managing Effective Delivery

We will drive change in the following ways:

### Governance, Leadership and Impact Monitoring

- The embedding of Values to help achieve the cultural change that the LSIP is seeking (see Annex B).
- Our LSIP Advisory Panel will evolve into an employer-led Board, to provide feedback, oversight, and direction to ensure that the LSIP achieves the objectives as set out by the DfE guidance; and to oversee and direct collaborative effort and work across borders, aided by its oversight of both LSIPs in Berkshire and Oxfordshire. This will drive collaborative working, synergies, and economies of scale.
- The Thames Valley Skills Unit is now well established and developed. It will continue, staffed primarily with permanent employees.
- We will agree SMART Objectives and meaningful Impact Measures with relevant providers and partners and collect and evaluate data to track performance against these measures. We will also keep the measures under review and update them as required. Example measures are included in 6.1.

### Working in Partnership

- The continuation of employer engagement to aid the implementation of the Plan.
- The development of strong partnerships with sector ERBs and other partners such as CITB and the Berkshire Film Office to drive forward work in priority sectors.
- The Employer Board will include identified Employer Champions who will promote particular workstreams. These Champions are identified in the Plan.
- Continued strong collaboration with providers, ensuring the LSIP and LSIF are aligned.
- The promotion and amplification of other projects to ensure employers are fully informed and able to take up training opportunities.

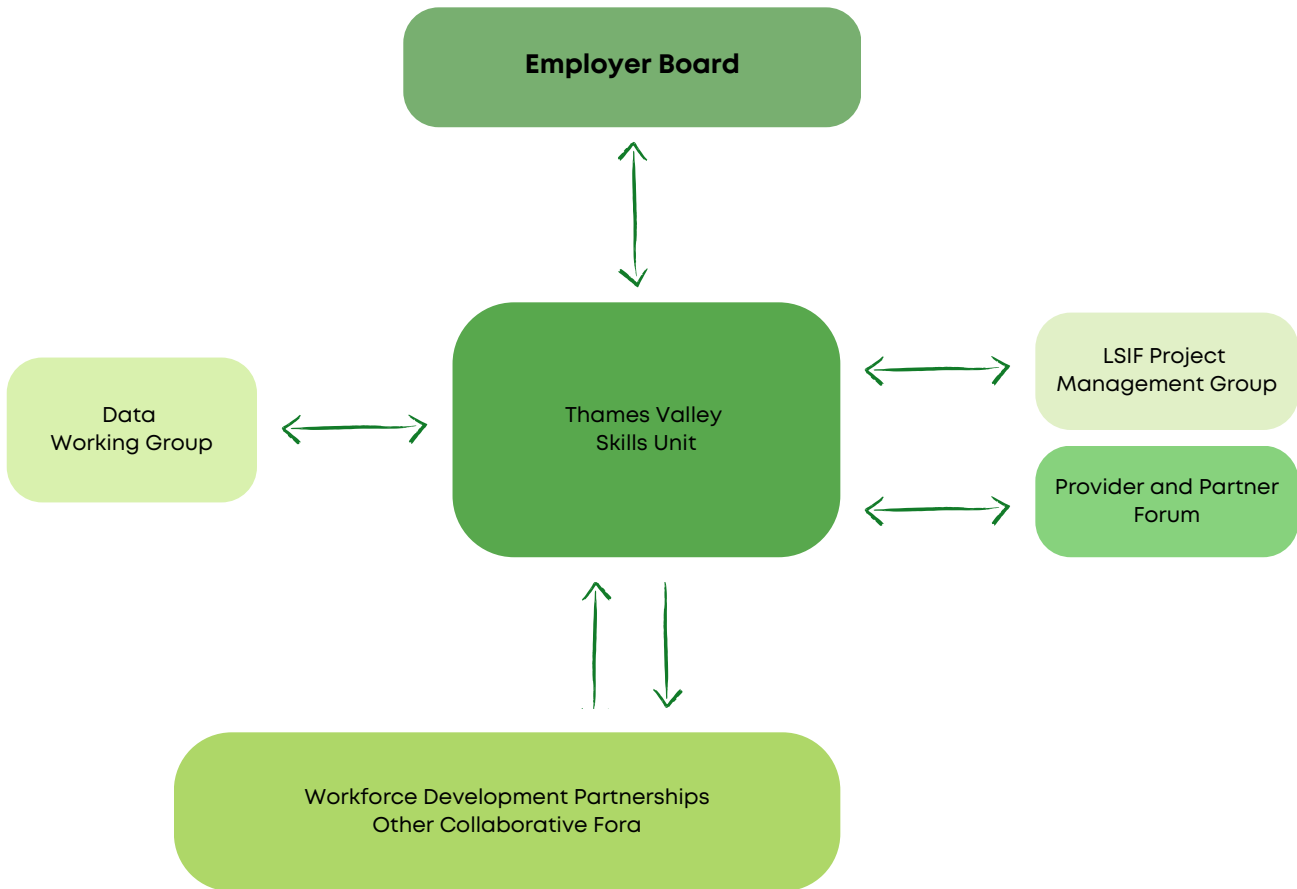
### Innovation

- The development of a Guide for Working Together on Shaping the Workforce which will offer guidance to both employers and providers in navigating the local skills system and working collaboratively to help shape the workforce for the future.
- Workforce Development Partnerships to act as hubs to improve skills in priority sectors.



## 8.1 Structure for Ways of Working: Realising the Benefits

### STRUCTURE FOR WAYS OF WORKING



This new structure will monitor and support the realisation of the LSIP and keep the LSIP under review to ensure it is still relevant. It will also drive forward added-value ways of working, providing more opportunities for collaboration.

The Thames Valley Skills Unit will:

- Manage the LSIP Project and work, reporting to the Employer Board.
- Review and articulate employers' local skills needs, using the Workforce Development Partnerships and other collaborative engagements, including partnership work and sharing with existing institutions such as the Thames Valley Berkshire LEP and Local Authority Economic Development and Skills networks.
- Promote employer engagement in the local skills system, through the WDPs and other events.
- Work with Providers and support their responses to the Plan through the Provider and Partner Forum, and attendance at the LSIF Project Management Group.
- Engage other stakeholders relevant to the skills system through the WDPs and other collaborative events.
- Continue to work with the LEP for data and analysis through the Data Working Group.

## 8.2 Reviewing Progress

As the ERB we will produce and publish a progress report in years 2 and 3 by the end of June (2024 and 2025) which will be no longer than 20 pages.

In addition, we will agree a set of Impact measures with our partners, including measures that will be aligned with the LSIP workstreams, to reflect the priorities of the Plan.

These Impact Measures (examples included in 6.1) will be SMART. Data will be collected from providers in agreed timeframes and scrutinised by the Employer Board.