

ANNEX B

ACTION PLANS



LSIP BERKSHIRE
SHAPING THE FUTURE WORKFORCE

These plans are set out by priority area and mapped to the seven key changes identified. Actions regarding AI are pulled out into a separate table for ease of reading.

For each action, where it has not already, specific lead organisation(s) will be agreed and assigned for each activity as the LSIP moves into the delivery phase and to this end engagement with the providers has already commenced.

Priority 1: [Digital Technology](#) (including Data and Technology-Enabled Services, Datacentres)

Priority 2: Creative Industries (including Screen/[Film and High-End TV](#), Gaming, Digital Production and Content)

Priority 3: [Health and Life Sciences](#) (including, Pharmaceuticals, Agrifood Technology and Health Technology)

Priority 4: Defence, Security and [Advanced Manufacturing](#) (including Supply Chains)

Priority 5: Critical Services (Health, Care, Visitor Economy, Food and Farming, Logistics)

Priority 6: Construction, Retrofit, Electrification and Green Infrastructure

Change 1: Sharing Responsibility for Skills Across the Thames Valley- Industry and Education

Change 2: Responding to AI and Digital Transformation

Change 3: Reducing Recruitment Pressure in Specialist Roles

Change 4: Upskilling to Improve Productivity

Change 5: Building Management Strength in SMEs

Change 6: Preparing for Net Zero and Emerging Technologies

Change 7: Improving Work-Readiness and Real-World Skills

Acronym Key:

- ASB Adult Skills Budget*
- CEIAG Careers Education, Information and Guidance*
- ERB Employer Representative Body*
- FE Further Education*
- HE Higher Education*
- WDP Workforce Development Partnership*
- ITP Independent Training Provider*
- JCP Job Centre Plus*
- LLE Lifelong Learning Entitlement*

AI AND DIGITAL (CROSS CUTTING ALL SECTORS)

Benefit to Employers & LSIP Objective	Priority Action (What Will Change)	Specific Activities Required	Funding / System Levers Used	Qualification Levels	Lead Organisation(s)	Timescales (Start–Finish & Key Milestones)	Expected Outcomes	Monitoring and Measurement
Change 1: Sharing Responsibility for Skills Across the Thames Valley- Industry and Education	Establish and formalise a Thames Valley Digital Workforce Development Partnership (WDP)	ERB will: establish the Thames Valley Digital WDP, appoint Thames Valley Skills Champions, agree governance and ensure alignment with LSIP and local priorities. This WDP will also drive actions for Priority 1. Digital WDP will: coordinate employer input on digital, data and AI skills, identify priority occupations and publish an annual priorities statement Employers will: participate in WDP activity, provide workforce intelligence and support curriculum design FE, HE and ITPs will: align provision to WDP priorities and co-design relevant digital and AI training Local Authorities will: provide place-based insight and support alignment with economic and innovation priorities where relevant CEIAG providers will: translate WDP priorities into clear careers information, promote pathways and support informed progression into priority occupations	LSIP governance framework; employer contribution; university knowledge exchange routes.	All levels	ERB	Q4 2026: WDP formally launched; Annual occupational review from 2027	Clear employer-led digital priorities; AI expertise embedded into skills planning	WDP membership; annual survey
Change 2: Responding to AI and Digital Transformation Change 4: Upskilling to Improve Productivity Change 4: Upskilling to Improve Productivity Improve SME access to flexible digital upskilling and AI adoption.	Expand modular digital training aligned to SME demand. Explore a co-ordinated ‘Thames Valley wide Modular Offer’ with different providers offering different specialisms.	FE, HE and ITPs will: lead development, co-ordination and delivery of modular digital provision at Levels 3–5, including AI literacy, cyber security, data and automation tools, with flexible formats aligned to LLE Employers will: articulate SME workforce needs, support co-design of modules and promote uptake across SME networks ERB will: coordinate through the Digital WDP, align activity to LSIP priorities and support targeted SME engagement Local Authorities and Growth Hub will: support SME outreach, promote available provision and align with business support and adoption programmes	Apprenticeship Units Adult Skills Budget LLE Employer co investment	Level 2–6	HE, FE and ITPs	Q2 2027 modular offer aligned to LLE; Q1 2028 SME participation review; 2028 scale-up	Increased SME participation; measurable digital capability improvements	Percentage of digital employers reporting better access in LSIP annual employer survey and QES local cut.
Change 2: Responding to AI and Digital Transformation	Establish a Digital Skills Framework embedded across FE and HE Support T Level expansion Support V Level introduction (from 2027) Align with reforms to L2 provision including occupational pathways	FE and HE will: lead design and delivery of a Digital Skills Framework, embedding AI awareness, data literacy, cyber hygiene and digital collaboration across all programmes, improving employability for FE leavers and HE graduates Digital WDP will: define baseline digital and AI competencies, align the framework to employer needs and ensure consistency across sectors Employers will: validate required baseline competencies and support integration through real-world application and input to curriculum design ERB will: coordinate through the Digital WDP, ensure alignment to LSIP priorities and support system-wide adoption	16–19 study programme funding; T Levels V Levels	All Levels	FE and HE	Q1 2027 framework designed; 2028 full curriculum integration; annual update cycle	All learners graduate with baseline digital competence; improved cross-sector productivity	Annual employer survey Learner participation Annual provider response (e.g. accountability statements)

DIGITAL TECHNOLOGY (INCLUDING DATA AND TECHNOLOGY-ENABLED SERVICES, DATACENTRES)

Benefit to Employers & LSIP Objective	Priority Action (What Will Change)	Specific Activities Required	Funding / System Levers Used	Qualification Levels	Lead Organisation(s)	Timescales (Start–Finish & Key Milestones)	Expected Outcomes	Monitoring and Measurement
Change 3: Reducing Recruitment Pressure in Specialist Roles Change 4: Upskilling to Improve Productivity Reduce hard-to-fill vacancies in software, cyber and data roles and build AI-enabled capability across sectors.	Strengthen Level 4–6 pipeline Align and expand Level 3–6 digital and AI-enabled provision to priority occupations	FE, HE and ITPs will: lead expansion of Level 4–6 provision, scaling HTQs and modular units that embed AI, data and automation competencies, and enabling flexible access through LLE and Levy funding Employers will: co-design HTQ content and modules, validate AI-enabled occupational relevance and support flexible, work-aligned delivery ERB will: coordinate through the Digital WDP, ensure alignment to LSIP evidence and support system-wide delivery Local Authorities will: support alignment with local economic priorities and promote access to higher-level digital and AI pathways	LLE HTQs Apprenticeship Units Adult Skills Budget Employer co investment	Level 4–8	HE, FE and ITPs	Q1 2027 review Q1 2028 review Q1 2029 review	Increased enrolment in priority digital and AI-enabled routes; increased HTQ and modular uptake; improved recruitment outcomes	Annual employer survey Learner participation Annual provider response (e.g. accountability statements)

CREATIVE INDUSTRIES (INCLUDING SCREEN/FILM AND HIGH-END TV, GAMING, DIGITAL PRODUCTION AND CONTENT)

Benefit to Employers & LSIP Objective	Priority Action (What Will Change)	Specific Activities Required	Funding / System Levers Used	Qualification Levels	Lead Organisation(s)	Timescales (Start-Finish & Key Milestones)	Expected Outcomes	Monitoring and Measurement
Change 1: Sharing Responsibility for Skills Across the Thames Valley- Industry and Education Strengthen employer leadership and widen sector representation.	Continue and expand the Thames Valley Creative WDP to include wider creative industries (gaming, digital content, immersive tech) and Oxfordshire	ERB, in partnership with Screen Berkshire, will: expand the Creative WDP remit, appoint additional Thames Valley Skills Champions and ensure representation across gaming, digital content and immersive tech Creative WDP will: coordinate employer input across the expanded sector, define priority occupations and skills needs, and publish an annual creative industries priorities statement Employers will: participate in WDP activity, provide workforce intelligence and support engagement across SMEs and emerging creative subsectors FE, HE and ITPs will: align provision to WDP priorities and respond to identified skills needs across the wider creative sector Local Authorities will: provide place-based insight and support alignment with economic and innovation priorities where relevant CEIAG providers will: translate WDP priorities into clear careers information, promote pathways and support informed progression into priority occupations ensuring engagement reaches a diverse range of learners and communities	LSIP governance framework	All levels	ERB and Screen Berkshire	Q4 2026 expanded remit agreed; annual review cycle	Broader sector representation; clearer occupational priorities	WDP membership numbers; annual priority statement
Change 7: Improving Work-Readiness and Real-World Skills Improve access to industry-ready entry talent. Reduce employer burden in offering placements.	Deliver and evaluate supported T Level industry placement pilot in Screen sector. Support T Level expansion	Screen Berkshire and Resource Productions will: lead delivery of the supported T Level industry placement pilot, including employer onboarding, placement brokerage and structured mentoring support FE Colleges and schools will: integrate placements into T Level delivery, prepare learners for industry expectations and coordinate with employers on delivery Employers will: offer placements, engage with the supported model and provide feedback on learner readiness and delivery approach ERB will: support coordination, align the pilot to LSIP priorities and ensure learning is captured for potential scale-up	16–19 study programme funding; T Levels Gatsby Project Funding Employer co-investment	Level 3	Screen Berkshire; Resource Productions	Q3 2026 pilot delivery; 2027 evaluation; decision on scale-up	Increased placement capacity; improved learner work-readiness; reduced employer admin burden	Number of placements; employer retention in scheme;

Benefit to Employers & LSIP Objective	Priority Action (What Will Change)	Specific Activities Required	Funding / System Levers Used	Qualification Levels	Lead Organisation(s)	Timescales (Start–Finish & Key Milestones)	Expected Outcomes	Monitoring and Measurement
Change 2: Responding to AI and Digital Transformation Prepare workforce for AI-driven creative production.	Embed AI skills, ethics and legal literacy into core creative curriculum, aligned to the Digital Skills Framework. Support T Level expansion Support V Level introduction (from 2027) Align with reforms to L2 provision including occupational pathways	FE, HE and ITPs will: integrate AI-assisted content creation, copyright and IP, data ethics and regulatory awareness into Level 2–6 creative programmes, aligned to the cross-sector Digital Skills Framework Creative WDP will: define AI-related skills requirements for creative roles, ensure alignment with the Digital Skills Framework and identify gaps in provision Digital WDP will: provide the core AI, data and digital competency framework to ensure consistency across all study programmes Employers will: validate AI tools, workflows and legal requirements, and support curriculum design to reflect industry practice ERB will: coordinate alignment between Creative and Digital WDPs and ensure consistency with LSIP priorities	Apprenticeships Study Programmes L2 routes (new routes from 2028) T Levels V Levels (from 2028) Adult Skills Budget LLE employer co-investment	Level 2–6	FE, HE and ITPs	Q2 2027 curriculum update; Q2 2028 full embedding	Graduates equipped for AI-enabled creative production; reduced employer retraining need	Annual employer survey Learner participation Annual provider response (e.g. accountability statements)
Change 4: Upskilling to Improve Productivity Change 5: Building Management Strength in SMEs Improve commercial awareness and resilience in creative SMEs.	Embed business and commercial skills within creative programmes.	FE, HE and ITPs will: embed business and commercial skills into Level 3–6 creative programmes, including contracts, tax, IP management, project costing and funding applications, alongside short CPD offers for freelancers Creative WDP will: define priority commercial skills needs for freelancers and SMEs and ensure alignment with industry practice Employers and freelancers will: validate content, provide real-world insight and support delivery through case studies and project-based learning ERB will: coordinate through the Creative WDP, ensure alignment to LSIP priorities and support integration across provision	Apprenticeships Study Programmes T Levels V Levels (from 2028) Adult Skills Budget LLE employer co-investment	Level 3–6	Creative WDP	Q2 2027 pilot module; Q2 2028 integration	Stronger freelance sustainability; reduced business failure risk	Annual employer survey Learner participation Annual provider response (e.g. accountability statements)

HEALTH AND LIFE SCIENCES (INCLUDING PHARMACEUTICALS, AGRIFOOD TECHNOLOGY AND HEALTH TECHNOLOGY)

Benefit to Employers & LSIP Objective	Priority Action (What Will Change)	Specific Activities Required	Funding / System Levers Used	Qualification Levels	Lead Organisation(s)	Timescales (Start-Finish & Key Milestones)	Expected Outcomes	Monitoring and Measurement
Change 1: Sharing Responsibility for Skills Across the Thames Valley- Industry and Education Provide structured employer leadership aligned to Thames Valley Health & Life Science Working Group	Continue and strengthen the Life Sciences WDP.	ERB will: confirm Thames Valley Skills Champions, refresh membership and ensure alignment to LSIP priorities and Berkshire Economic Strategy Health & Life Sciences WDP will: coordinate employer input across life sciences, pharma and HealthTech, define priority occupations and skills needs and publish an annual occupational priorities statement Employers will: participate in WDP activity, provide workforce intelligence and support engagement across the sector including SMEs and high-growth subsectors FE, HE and ITPs will: align provision to WDP priorities and respond to identified skills needs across life sciences and HealthTech Local Authorities will: provide place-based insight and support alignment with economic and innovation priorities where relevant CEIAG providers will: translate WDP priorities into clear careers information, promote life sciences and HealthTech pathways and support informed progression into priority occupations ensuring engagement reaches a diverse range of learners and communities	LSIP governance framework; employer contribution (time).	All levels	ERB	Q2 2026 priorities agreed: annual review cycle	Clear employer-led occupational priorities;	WDP membership; annual occupational statement
Change 6: Preparing for Net Zero and Emerging Technologies Strengthen understanding of sustainability impacts on HealthTech businesses and inform aligned skills and policy responses	Deliver a Thames Valley HealthTech Sustainability and Net Zero survey to inform LSIP and wider system alignment	ERB will: commission and coordinate the survey in partnership with Association of British Health Tech Industries (ABHI), ensuring alignment with LSIP priorities and national policy including the NHS Net Zero Supplier Roadmap Partners (including ABHI) will: co-design the survey, support dissemination across HealthTech networks and provide sector insight at regional and national level Employers will: provide evidence on the impact of sustainability requirements, including challenges, actions taken and implications for business confidence, competitiveness and innovation Health and Life Sciences WDP will: review findings, identify workforce and skills implications and translate insights into LSIP priorities and actions Local Authorities and partners will: use findings to support alignment with local economic, innovation and Net Zero priorities where relevant	LSIP governance framework; employer contribution (time).	All levels	ERB and ABHI	Q4 2026. 2027 findings dissemination and integration into LSIP priorities	Clear evidence base on sustainability impacts; improved alignment between policy, industry and skills system	Survey response rate; employer feedback; integration of findings into LSIP priorities

Benefit to Employers & LSIP Objective	Priority Action (What Will Change)	Specific Activities Required	Funding / System Levers Used	Qualification Levels	Lead Organisation(s)	Timescales (Start–Finish & Key Milestones)	Expected Outcomes	Monitoring and Measurement
Change 3: Reducing Recruitment Pressure in Specialist Roles Change 7: Improving Work-Readiness and Real-World Skills Reduce shortages in laboratory technicians and other technical/ R&D skills	Strengthen Level 3–8 laboratory and quality assurance pathways. Integrate skills in communication, leadership, project management and commercial awareness into courses to improve learners' exposure to complex research and production environments.	FE, HE and ITPs will: expand and align Level 3–8 laboratory and QA provision to employer demand, embedding GMP standards and digital lab systems (including LIMS), and strengthening progression into Level 4–5 pathways including HTQs and apprenticeships Life Sciences WDP will: define priority technical and R&D roles, specify required laboratory, QA and digital skills and identify gaps in Level 3–8 provision Employers will: validate GMP, LIMS and QA requirements, support curriculum design and promote uptake of apprenticeships and higher-level progression routes ERB will: coordinate through the Life Sciences WDP, ensure alignment to LSIP evidence and support development of clear technical pathways	Apprenticeships Study Programmes T Levels V Levels (from 2028) Adult Skills Budget LLE HTQs employer co-investment	Level 3–8	FE, HE and ITPs	Q2 2027 occupational review; Q2 2028 revised provision live	Increased enrolment in lab and QA pathways; improved recruitment outcomes	Annual employer survey Learner participation Annual provider response (e.g. accountability statements)
Change 2: Responding to AI and Digital Transformation Change 4: Upskilling to Improve Productivity Embed digital and AI capability in laboratory and production roles Integrate digital systems and AI awareness into core Health and Life Sciences curriculum, aligned to the Digital Skills Framework	Integrate digital systems and AI awareness into core Health and Life Sciences curriculum.	FE, HE and ITPs will: embed data analysis, automation monitoring, digital compliance systems and AI awareness into Level 3–8 Life Sciences programmes, aligned to the cross-sector Digital Skills Framework Health & Life Sciences WDP will: define digital and AI skill requirements for laboratory and production roles and ensure alignment with sector needs Digital WDP will: provide the core digital and AI competency framework to ensure consistency across all study programmes Employers will: validate digital systems, automation and AI applications used in laboratory and production environments and support curriculum design ERB will: coordinate alignment between Life Sciences and Digital WDPs and ensure consistency with LSIP priorities	Apprenticeships Study Programmes L2 routes (new routes from 2028) T Levels V Levels (from 2028) LLE HTQs employer co-investment ERB funding CEIAG funding	Level 3–8	Health & Life Sciences WDP	Q2 2027 curriculum update; Q2 2028 annual review	Reduced retraining burden; improved digital readiness	Annual employer survey Learner participation Annual provider response (e.g. accountability statements)

DEFENCE, SECURITY AND ADVANCED MANUFACTURING (INCLUDING SUPPLY CHAINS)

Benefit to Employers & LSIP Objective	Priority Action (What Will Change)	Specific Activities Required	Funding / System Levers Used	Qualification Levels	Lead Organisation(s)	Timescales (Start– Finish & Key Milestones)	Expected Outcomes	Monitoring and Measurement
Change 1: Sharing Responsibility for Skills Across the Thames Valley- Industry and Education Provide structured employer leadership and regional coordination	Integrate a Thames Valley Defence WDP, into the TVCC's Thames Valley Defence & Security Working Group. Align shared occupational priorities and co-develop regional defence skills solutions.	ERB will: establish the Defence WDP within the existing Defence and Security Working Group, appoint Thames Valley Skills Champions and agree Terms of Reference aligned to LSIP priorities Defence WDP will: coordinate employer input across defence and security sectors, define priority occupations and skills needs and publish an annual defence skills priorities statement Employers will: participate in WDP activity, provide workforce intelligence and support engagement across the defence supply chain and related geographies FE, HE and ITPs will: align provision to WDP priorities and respond to identified defence skills needs ERB and partners will: support coordination across neighbouring LSIPs including Swindon & Wiltshire and ensure alignment of defence skills priorities at regional level Local Authorities will: provide place-based insight and support alignment with economic and innovation priorities where relevant CEIAG providers will: translate WDP priorities into clear careers information, promote defence and security pathways and support informed progression into priority occupations ensuring engagement reaches a diverse range of learners and communities	LSIP governance framework; employer contribution.	All levels	ERB	Q4 2026 formal launch; annual review cycle	Clear and coordinated defence skills priorities across sub-region	WDP membership; annual occupational priority statement
Change 1: Sharing Responsibility for Skills Across the Thames Valley- Industry and Education Improve cross-boundary workforce mobility and resilience.	Identify shared occupational shortages and joint delivery opportunities with neighbouring LSIPs.	Defence WDP will: lead joint occupational mapping across neighbouring LSIP areas, identify shared shortages and agree priority roles requiring coordinated action ERB will: coordinate collaboration with neighbouring LSIPs, align use of labour market data and ensure consistency with LSIP evidence and priorities Employers will: provide workforce intelligence across sites and supply chains, validate shared shortages and support cross-boundary solutions FE, HE and ITPs will: explore co-delivery of provision where scale is required, align curriculum to shared priorities and support learner mobility across areas Partners (including neighbouring LSIPs and defence networks) will: align messaging to employers and support development of a coherent regional skills offer	LSIP governance framework; employer contribution.	All levels	Defence WDP	2026 joint mapping; 2027 shared priorities agreed	More coherent regional defence & security skills offer	Joint statements

Benefit to Employers & LSIP Objective	Priority Action (What Will Change)	Specific Activities Required	Funding / System Levers Used	Qualification Levels	Lead Organisation(s)	Timescales (Start–Finish & Key Milestones)	Expected Outcomes	Monitoring and Measurement
Change 1: Sharing Responsibility for Skills Across the Thames Valley- Industry and Education Change 3: Reducing Recruitment Pressure in Specialist Roles Change 7: Improving Work-Readiness and Real-World Skills Strengthen capacity in training providers to deliver specialist skills in defence, manufacturing, engineering and construction.	Explore the opportunity to establish a Gatsby supported network for Industry Associates.	ERB will convene partners for a network and apply to Gatsby for support to recruit from industry for Industry Associates to lend their support to training providers and explore teaching Defence WDP will: promote and support the opportunity Employers will: promote and support the opportunity FE will: recruit participants and provide training for Industry Associates	Gatsby	Level 3-6	ERB	Summer 2026- ascertain interest, Autumn 2026 establish network; Spring 2027 launch pilot	Targeted recruitment of Industry Associates	Learner participation
Change 7: Improving Work-Readiness and Real-World Skills Improve sector careers awareness	Build on the Care Festival model to create more awareness of Defence careers	ERB will: lead planning and coordination of a Defence Careers Festivals, ensuring alignment to LSIP priorities and coverage of priority sectors Defence WDP will: shape content, identify priority occupations and promote events through employer networks Employers will: participate in events, showcase career pathways and provide insight into progression opportunities and real roles FE, HE and ITPs will: support delivery, present progression routes and engage learners in sector opportunities CEIAG providers will: integrate festival activity into careers programmes, prepare learners and promote pathways into priority sectors ensuring engagement reaches a diverse range of learners and communities Jobcentre Plus will: promote events to jobseekers and support access to opportunities in critical sectors ensuring engagement reaches a diverse range of learners and communities	ERB funding; CEIAG funding.	Level entry/1-3	ERB	Q2 2027	Improved awareness of career routes	Attendance to Career events

Benefit to Employers & LSIP Objective	Priority Action (What Will Change)	Specific Activities Required	Funding / System Levers Used	Qualification Levels	Lead Organisation(s)	Timescales (Start–Finish & Key Milestones)	Expected Outcomes	Monitoring and Measurement
Change 4: Upskilling to Improve Productivity Change 5: Building Management Strength in SMEs Strengthen compliance, export control and regulatory capability in SMEs.	Embed regulatory and export compliance content into engineering and management pathways.	FE, HE and ITPs will: develop and deliver Level 4–6 modular provision covering ISO standards, defence compliance and export controls, integrated into existing programmes and available as CPD via LLE Defence WDP will: define priority regulatory and compliance skills needs, including export controls and standards, and ensure alignment with employer requirements Employers will: validate compliance requirements, provide real-world case studies and support uptake of CPD across SMEs ERB will: coordinate through the Defence WDP, ensure alignment to LSIP priorities and support system-wide delivery Thames Valley Defence and Security Working Group will: support alignment with wider sector requirements and promote engagement across the defence supply chain	Apprenticeships LLE HTQs employer co-investment	Level 4–6	Defence WDP	Q2 2027 module design; Q2 2028 delivery	Improved SME compliance capability; reduced regulatory risk	Annual employer survey Learner participation Annual provider response (e.g. accountability statements)
Change 2: Responding to AI and Digital Transformation Change 4: Upskilling to Improve Productivity Change 6: Preparing for Net Zero and Emerging Technologies Improve digital and automation capability. Improve capability to respond to increasing electrification and Net Zero technologies	Embed EV technology, automation, robotics and digital manufacturing skills in core engineering provision, aligned to the Digital Skills Framework	FE, HE and ITPs will: embed PLC programming, CAD/CAM, robotics, automation, EV technology, and digital quality assurance into Level 3–6 engineering provision, aligned to the cross-sector Digital Skills Framework and industry-standard software Defence WDP will: define priority automation and digital manufacturing skills, including robotics and control systems, and ensure alignment with defence sector needs Digital WDP will: provide the core digital and AI competency framework to ensure consistency across engineering and manufacturing programmes Employers will: validate required automation technologies, software and workflows, and support curriculum design and delivery ERB will: coordinate alignment between Defence and Digital WDPs and ensure consistency with LSIP priorities.	Apprenticeships Study Programmes T Levels V Levels (from 2028) LLE HTQs employer co-investment	Level 3–8	Defence WDP	Q2 2027 curriculum update; Q2 2028 full embedding	Improved digital capability within manufacturing firms	Annual employer survey Learner participation Annual provider response (e.g. accountability statements)

CRITICAL SERVICES (HEALTH, CARE, VISITOR ECONOMY, FOOD & FARMING AND LOGISTICS)

In this LSIP we have grouped health, social care, logistics and the visitor economy under the heading “Critical Services”. We have done this because employer feedback consistently shows that these sectors face very similar workforce challenges and benefit from the same types of practical solutions. We are also planning to further investigate food and farming through April 2026-December 2026 to identify any needs in those sectors.

Employers across these services rely heavily on front-line, people-facing roles, such as care workers, support staff, customer-facing staff and supervisors. Many of these roles sit in the same broad occupational groups, particularly caring and service occupations and first-line supervisory roles. Employers told us that these roles are becoming more demanding, with staff expected to manage digital systems, work under pressure, deal with complex needs and deliver a consistently high standard of service.

Across health, care and the visitor economy, employers repeatedly raised the same issues. These include difficulty retaining staff, pressure on supervisors and team leaders, limited time to release staff for training, and the need for practical skills that can be applied immediately at work. These themes appeared across different organisations and service types, not just in individual businesses.

Employers also described similar solutions. They emphasised the value of short, in-work training, stronger first-line supervision, clearer progression routes and training that fits around shift patterns. Grouping these services together allows the LSIP to focus on what employers say will make the biggest difference, rather than treating sectors separately when the workforce challenges and responses are largely shared. This approach is intended to improve delivery for employers, not to change how sectors are formally defined.

These sectors also play an important role in supporting access to employment across Berkshire, and actions within this cluster will consider how to improve equality of opportunity in access to jobs and progression.

Benefit to Employers & LSIP Objective	Priority Action (What Will Change)	Specific Activities Required	Funding / System Levers Used	Qualification Levels	Lead Organisation(s)	Timescales (Start– Finish & Key Milestones)	Expected Outcomes	Monitoring and Measurement
Change 1: Sharing Responsibility for Skills Across the Thames Valley- Industry and Education	Retain and continue sector led WDPs in Visitor Economy, Logistics, Care.	ERB will: continue the WDPs in Logistics, Visitor Economy and Care and refresh and recruit new Thames Valley Skills Champions. WDPs will: coordinate employer input across sectors, define priority occupations and skills needs and publish an annual skills priorities statement Employers will: participate in WDP activity, provide workforce intelligence and support engagement across the defence supply chain and related geographies FE, HE and ITPs will: align provision to WDP priorities and respond to identified defence skills needs Local Authorities will: provide place-based insight and support alignment with economic and innovation priorities where relevant CEIAG providers will: translate WDP priorities into clear careers information, and support informed progression into priority occupations ensuring engagement reaches a diverse range of learners and communities	LSIP governance framework; employer contribution.	All levels	ERB	Q4 2026 next meetings; annual review cycle	Clear and coordinated skills priorities across sub-region	WDP membership; annual occupational priority statement

Benefit to Employers & LSIP Objective	Priority Action (What Will Change)	Specific Activities Required	Funding / System Levers Used	Qualification Levels	Lead Organisation(s)	Timescales (Start–Finish & Key Milestones)	Expected Outcomes	Monitoring and Measurement
Change 7: Improving Work-Readiness and Real-World Skills Stronger and more transferable entry-level workforce across economy. Reduced onboarding time for employers Improve employability skills provision at Level 2 and progression from Level 2	Adopt and pilot the UKHospitality Skills Passport for the Visitor Economy and assess scalability to other sectors. Align with reforms to L2 provision including occupational pathways	FE, HE and ITPs will: integrate the UKHospitality Skills Passport into Level 2–3 programmes, embedding employability, customer service and baseline digital skills aligned to the Digital Skills Framework Visitor Economy WDP will: align the Passport to local occupational requirements, validate content with employers and assess applicability to other sectors Employers will: recognise and utilise the Skills Passport, support delivery through placements and provide feedback on work-readiness ERB will: coordinate adoption, ensure alignment to LSIP priorities and lead evaluation and potential scale-up across sectors	Study Programmes L2 routes (new routes from 2028) T Levels V Levels (from 2028)	Level 2–3	Visitor Economy WDP	Q4 2026 pilot review; Q4 2027 revised offer live	Increased enrolment in priority Level 2–3 pathways; improved transition to employment	Annual employer survey Learner participation Annual provider response (e.g. accountability statements)
Change 4: Upskilling to Improve Productivity Change 5: Building Management Strength in SMEs Address gaps in first-line supervision and operational management across Critical Services	Embed enhanced supervisory, leadership and operational management capability within Level 2–4 pathways, with clear progression from entry-level roles Support T Level expansion Support V Level introduction (from 2027) Align with reforms to L2 provision including occupational pathways	Sector WDPs (Care, Logistics, Visitor Economy) will: define priority supervisory and team leader roles, specify core competencies including team coordination, customer service, compliance, digital systems and workforce resilience, and identify gaps in progression from entry-level roles FE, HE and ITPs will: embed supervisory and operational management capability within Level 2–4 provision, including communication, performance management, safeguarding, compliance and use of digital systems, and develop modular CPD aligned to LLE to support in-work progression Employers will: support progression into supervisory roles, validate required competencies and promote uptake of apprenticeships, apprenticeship units and modular training where full apprenticeships are not viable ERB will: coordinate across sector WDPs, ensure alignment to LSIP priorities and support development of consistent, flexible progression pathways across Critical Services CEIAG providers and Jobcentre Plus will: promote progression routes into supervisory and team leader roles and improve awareness of career pathways across Critical Services sectors ensuring engagement reaches a diverse range of learners and communities	Study Programmes L2 routes (new routes from 2028) T Levels V Levels (from 2028) LLE employer co-investment	Level 2–4	FE, HE and ITPs	Q2 2027 offer refined; Q2 2028 annual review	Increased employer participation; improved workforce stability	Annual employer survey Learner participation Annual provider response (e.g. accountability statements)

Benefit to Employers & LSIP Objective	Priority Action (What Will Change)	Specific Activities Required	Funding / System Levers Used	Qualification Levels	Lead Organisation(s)	Timescales (Start–Finish & Key Milestones)	Expected Outcomes	Monitoring and Measurement
Change 7: Improving Work-Readiness and Real-World Skills Improve access to employment and progression in Critical Services for ESOL learners	Embed contextualised ESOL provision aligned to Critical Services pathways and employer demand. Consider expanding to other sectors.	FE and ITPs will: expand contextualised ESOL provision linked to priority sectors (Care, Logistics, Visitor Economy), integrating language development with vocational content such as customer service, health and safety, and workplace communication, building on effective models Sector WDPs (Care, Logistics, Visitor Economy) will: define priority entry roles suitable for ESOL learners and specify language and workplace competencies required for successful progression Employers will: support curriculum design, provide workplace insight and offer progression opportunities into entry-level roles for ESOL learners CEIAG providers and Jobcentre Plus will: promote ESOL pathways linked to employment, support learner progression and align provision to local labour market opportunities Local Authorities and partners will: support alignment with inclusion and employment priorities and promote access to provision within communities	Adult Skills Fund	Entry–Level 2	Critical Services WDPs	Q2 2027 expansion of contextualised ESOL offer; Q2 2028 scale-up	Increased progression of ESOL learners into employment; improved workforce supply in Critical Services; reduced barriers to participation	Annual employer survey Learner participation Annual provider response (e.g. accountability statements)
Change 2: Responding to AI and Digital Transformation Change 4: Upskilling to Improve Productivity Change 5: Building Management Strength in SMEs Improve SME access to flexible upskilling (including leadership, digital)	Expand modular digital training aligned to SME demand. Explore a co-ordinated 'Thames Valley wide Modular Offer' with different providers offering different specialisms.	FE, HE and ITPs will: lead development, co-ordination and delivery of modular digital provision at Levels 3–5, including AI literacy, cyber security, data and automation tools, with flexible formats aligned to LLE Employers will: articulate SME workforce needs, support co-design of modules and promote uptake across SME networks ERB will: coordinate through the Digital WDP, align activity to LSIP priorities and support targeted SME engagement Local Authorities and Growth Hub will: support SME outreach, promote available provision and align with business support and adoption programmes	Apprenticeship Units Adult Skills Budget LLE Employer co investment	Level 3–5	HE, FE and ITPs	2027 modular offer aligned to LLE; 2028 scale-up	Increased SME participation; measurable digital capability improvements	Percentage of employers reporting better access in LSIP annual employer survey and QES local cut.
Change 7: Improving Work-Readiness and Real-World Skills Improve sector careers awareness	Build on the Care Festival model to create coordinated careers engagement across critical sectors, with a focus on progression routes and talent pipelines. Explore a Thames Valley Hospitality Connect programme	ERB will: lead planning and coordination of sector-based Careers Festivals and Hospitality Connect programme, ensuring alignment to LSIP priorities and coverage of priority sectors Sector WDPs (Care, Logistics, Visitor Economy) will: shape content, identify priority occupations and promote events through employer networks Employers will: participate in events, showcase career pathways and provide insight into progression opportunities and real roles FE, HE and ITPs will: support delivery, present progression routes and engage learners in sector opportunities CEIAG providers will: integrate activity into careers programmes, prepare learners and promote pathways into priority sectors ensuring engagement reaches a diverse range of learners and communities Jobcentre Plus will: promote events to jobseekers and support access to opportunities in critical sectors ensuring engagement reaches a diverse range of learners and communities	ERB funding; CEIAG funding.	Level entry/1-3	ERB	Q4 2026 Care; Q4 2027 TBC; Q2 2028 TBC	Improved awareness of career routes in critical sectors	Attendance to Career events

Benefit to Employers & LSIP Objective	Priority Action (What Will Change)	Specific Activities Required	Funding / System Levers Used	Qualification Levels	Lead Organisation(s)	Timescales (Start–Finish & Key Milestones)	Expected Outcomes	Monitoring and Measurement
Change 1: Sharing Responsibility for Skills Across the Thames Valley- Industry and Education Evidence-led inclusion of food and farming within Critical Services	Undertake targeted employer engagement to confirm workforce pressures and define appropriate actions	ERB will: lead targeted engagement with food and farming employers and land-based providers to assess workforce pressures, skills gaps and inclusion within Critical Services priorities Employers will: provide evidence on workforce challenges, recruitment pressures and future skills needs across food and farming FE, HE and ITPs (including land-based providers) will: contribute insight on provision, participation and progression pathways relevant to the sector Sector WDPs (where relevant) will: support engagement and assess alignment with wider Critical Services workforce priorities	ERB Funding	Level 2–4	ERB	Q1 2027- report	Better local understanding of need	Report to ERB

CONSTRUCTION, RETROFIT, ELECTRIFICATION AND GREEN INFRASTRUCTURE

Benefit to Employers & LSIP Objective	Priority Action (What Will Change)	Specific Activities Required	Funding / System Levers Used	Qualification Levels	Lead Organisation(s)	Timescales (Start–Finish & Key Milestones)	Expected Outcomes	Monitoring and Measurement
Change 1: Sharing Responsibility for Skills Across the Thames Valley- Industry and Education Provide sustained employer leadership and alignment with housing, infrastructure and Net Zero priorities.	Continue and strengthen the Construction Workforce Development Partnership (WDP).	ERB will: confirm Thames Valley Skills Champions, refresh membership and ensure alignment to LSIP priorities and Local Authority housing, infrastructure and Net Zero plans Construction WDP will: coordinate employer input across the sector, define priority occupations and skills needs linked to housing delivery, infrastructure and Net Zero, and publish an annual priorities statement Employers will: participate in WDP activity, provide workforce intelligence and support engagement across the construction supply chain FE, HE and ITPs will: align provision to WDP priorities and respond to identified skills needs including retrofit, green construction and infrastructure delivery Local Authorities will: provide insight on housing, infrastructure and Net Zero plans and support alignment with local delivery priorities CEIAG providers and Jobcentre Plus will: promote construction career pathways, support access to training and employment opportunities and align messaging to WDP priorities ensuring engagement reaches a diverse range of learners and communities	LSIP governance framework; employer contribution (time).	All levels	ERB	Q2 2026 WDP priorities agreed; annual review cycle	Clear employer-led priorities; improved curriculum responsiveness	WDP membership; annual priority statement published
Change 1: Sharing Responsibility for Skills Across the Thames Valley- Industry and Education Change 3: Reducing Recruitment Pressure in Specialist Roles Change 4: Upskilling to Improve Productivity Address shortage of electricians and electrotechnical skills critical to Net Zero delivery	Establish and support an Electrotechnical Training and Careers Alliance (ETCA) to strengthen the skills pipeline and progression routes	ERB and industry partners (including ECA) will: establish a Thames Valley and Oxfordshire ETCA, bringing together employers, providers and partners to diagnose regional skills gaps and coordinate solutions aligned to LSIP priorities ETCA will: identify priority electrotechnical roles, map gaps in apprenticeship provision and progression routes, and develop solutions including recognition of prior learning, Experienced Worker Route pathways and clearer entry points into the sector FE, HE and ITPs will: expand and align provision to support progression from study programmes into apprenticeships, develop bridging provision for part-qualified learners and create flexible routes for adults to achieve full occupational competence Employers will: support apprenticeship progression, validate competence requirements and engage in co-design of training including Electrician Plus skills (e.g. solar PV, EV charging, battery storage) ERB will: coordinate alignment with Construction WDP priorities, ensure integration with Net Zero and retrofit programmes and support system-wide adoption of agreed solutions CEIAG providers and Jobcentre Plus will: promote electrotechnical careers, clarify training routes and support access into apprenticeships and adult progression pathways	Study Programmes T Levels V Levels (from 2028) Apprenticeships Apprenticeship units Skills Bootcamps Adult Skills Fund LLE HTQs employer co-investment	Level 2–4	Construction WDP / ETCA	Q3 2026 ETCA established; Q3 2027 priority actions implemented	Improved pipeline of qualified electricians; increased progression into apprenticeships and competence-based routes; strengthened capacity for green infrastructure delivery	Annual employer survey Learner participation Annual provider response (e.g. accountability statements)

Benefit to Employers & LSIP Objective	Priority Action (What Will Change)	Specific Activities Required	Funding / System Levers Used	Qualification Levels	Lead Organisation(s)	Timescales (Start–Finish & Key Milestones)	Expected Outcomes	Monitoring and Measurement
Change 4: Upskilling to Improve Productivity Change 5: Building Management Strength in SMEs Change 6: Preparing for Net Zero and Emerging Technologies Improve retrofit and low-carbon installation capacity.	Expand green retrofit and low-carbon installation provision.	Construction WDP will: define priority retrofit and low-carbon occupations, specify required skills and standards and identify gaps in provision Employers will: validate technical standards and installation requirements, support curriculum design and promote uptake of accredited training, particularly among SMEs Local Authorities will: support alignment with local Net Zero, housing retrofit and infrastructure programmes and promote relevant provision CEIAG providers and Jobcentre Plus will: promote green construction pathways and support access to training and employment opportunities ERB will: coordinate through the Construction WDP, ensure alignment to LSIP priorities and support scale-up of provision	Apprenticeships Apprenticeship units Skills Bootcamps LLE HTQs employer co-investment	Level 2–6	Construction WDP	Q2 2027 curriculum update; Q2 2028 offer scaled	Increased number of green-skilled installers; improved Net Zero delivery capacity	Annual employer survey Learner participation Annual provider response (e.g. accountability statements)
Change 4: Upskilling to Improve Productivity Change 5: Building Management Strength in SMEs Address shortage of supervisors and site managers.	Embed enhanced supervisory, leadership and site management capability within Level 2–6 construction pathways, with clear progression from trade roles Support T Level expansion Support V Level introduction (from 2027) Align with reforms to L2 provision including occupational pathways	Construction WDP will: define priority supervisory and site management roles and specify core competencies, including team leadership, workforce coordination, digital site management and compliance, and identify gaps in progression from trade pathways FE, HE and ITPs will: embed supervisory, leadership and site management capability within Level 3–6 construction provision, including digital tools (e.g. BIM), planning, compliance and team management, and develop modular routes aligned to LLE to support progression from trade roles Employers will: support progression from trade to supervisory roles, validate leadership and site management competencies and promote uptake of apprenticeships, apprenticeship units and modular training where full apprenticeships are not viable ERB will: coordinate through the Construction WDP, ensure alignment to LSIP priorities and support development of clear and flexible progression pathways CEIAG providers and Jobcentre Plus will: promote progression routes into supervisory and site management roles and improve awareness of leadership pathways within construction	.Study Programmes T Levels V Levels (from 2028) Apprenticeships Apprenticeship units Skills Bootcamps LLE HTQs employer co-investment	Level 2–6	Construction WDP	Q2 2027 curriculum update; Q2 2028 offer scaled	Increased progression into supervisory roles; improved site leadership and operational performance; reduced project delays linked to skills gaps	Annual employer survey Learner participation Annual provider response (e.g. accountability statements)
Change 3: Reducing Recruitment Pressure in Specialist Roles Change 4: Upskilling to Improve Productivity Change 5: Building Management Strength in SMEs Improve SME access to flexible upskilling (including leadership, digital)	Expand modular digital training aligned to SME demand. Explore a co-ordinated 'Thames Valley wide Modular Offer' with different providers offering different specialisms.	FE, HE and ITPs will: lead development, co-ordination and delivery of modular digital provision at Levels 3–5, including AI literacy, cyber security, data and automation tools, with flexible formats aligned to LLE Employers will: articulate SME workforce needs, support co-design of modules and promote uptake across SME networks ERB will: coordinate through the Digital WDP, align activity to LSIP priorities and support targeted SME engagement Local Authorities and Growth Hub will: support SME outreach, promote available provision and align with business support and adoption programmes	Apprenticeship Units Adult Skills Budget LLE Employer co investment	Level 3–5	HE, FE and ITPs	Q2 2027 curriculum update; Q2 2028 offer scaled	Increased SME participation; measurable digital capability improvements	Percentage of employers reporting better access in LSIP annual employer survey and QES local cut.

Benefit to Employers & LSIP Objective	Priority Action (What Will Change)	Specific Activities Required	Funding / System Levers Used	Qualification Levels	Lead Organisation(s)	Timescales (Start–Finish & Key Milestones)	Expected Outcomes	Monitoring and Measurement
Change 2: Responding to AI and Digital Transformation Change 4: Upskilling to Improve Productivity Embed digital construction capability.	Integrate digital tools (BIM, digital scheduling, smart diagnostics) into core construction curriculum, aligned to the Digital Skills Framework Support T Level expansion Support V Level introduction (from 2027) Align with reforms to L2 provision including occupational pathways	FE, HE and ITPs will: embed digital construction skills into Level 3–5 programmes, including BIM, digital scheduling and smart diagnostics, aligned to the Digital Skills Framework and industry standards Construction WDP will: define priority digital construction skills, including BIM and site technologies, and ensure alignment with employer needs Digital WDP will: provide the core digital competency framework to ensure consistency across construction and wider sector programmes Employers will: validate digital tools, systems and workflows used on-site and support curriculum design and application ERB will: coordinate alignment between Construction and Digital WDPs and ensure consistency with LSIP priorities	Study Programmes T Levels V Levels (from 2028) Apprenticeships Apprenticeship units Skills Bootcamps ASB LLE HTQs employer co-investment.	Level 2–5	FE Colleges	Q2 2027 curriculum update; Q2 2028 offer scaled	Improved productivity and compliance; reduced employer retraining	Annual employer survey Learner participation Annual provider response (e.g. accountability statements)
Change 7: Improving Work-Readiness and Real-World Skills	Promote and encourage employer involvement in new L2 Occupational routes construction from 2028)	Construction WDP will: promote new L2 occupation routes FE and ITPs will: embed work ready skills into L2 routes Employers will: provide input on work ready skills and opportunities for site exposure ERB will: coordinate through the Construction WDP, ensure alignment to LSIP priorities and support development of clear and flexible progression pathways CEIAG providers will: promote progression routes, ensuring inclusive reach	Study Programmes L2 Occupational Routes	Level 2	FE Colleges and ITPs	Q2 2028 curriculum update; Q2 2029 offer scaled	Improved work readiness for entry	Annual employer survey Learner participation Annual provider response (e.g. accountability statements)