



The Marches LSIPs Board

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Ross	Cook	Herefordshire County Council
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Richard	Sheehan	Shropshire Chamber of Commerce & Project Director Vice Chair of the Board
James	Staniforth	Shrewsbury Colleges Group
Colin	Thaw	Marches Skills Provider Network
Hollie	Whittles	Federation of Small Businesses
David	Williams	Ludlow & North Shropshire College

Project Director Richard Sheehan Deputy Project Director Ruth Ross
Governance Marie Raybould Project Manager Rosie Beswick
Project Administration Alex Brown

LSIPS LOCAL SKILLS IMPROVEMENT PLAN OVERVIEW

**Marches LSIPS Board
& Stakeholder Information Pack**

Marches LSIPs

Local Skills Improvement Plan



Marches LSIPs

Local Skills Improvement Plan

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Marches LSIPs

Local Skills Improvement Plan

LSIPS Overview

Local Skills Improvement Plan

Shropshire Chamber of Commerce has been selected by the Department of Education to be the **Employer Representative Body** (ERB) for the Marches LEP area. This includes Herefordshire, Shropshire & Telford & Wrekin.

Local Skills Improvement Plan

Extracts from the DfE Statutory Guidance Document August 2022 – see Annex for full report

“The Government’s **Skills for Jobs White Paper** set out an ambitious plan to put employers more firmly at the heart of the skills system to help ensure businesses and people have the skills they need to thrive and progress. LSIPs are a key part of achieving this aim.

Led by designated ERBs (Employer Representative Bodies), LSIPs will set out a clear articulation of employers’ skills needs and the priority changes required in a local area to help ensure post-16 technical education and skills provision is more responsive and flexible in meeting local labour market skills needs.

LSIPs are different to previous skills plans in that they give employers, through local ERBs, a clear and strengthened role in shaping local skills provision. Through the Act, LSIPs will have real traction with the key stakeholders as well as supporting and incentivising outcomes that meet employers needs through reforms to FE funding and accountability, including giving colleges greater freedom to flex and develop their offers.

The role of the designated ERB is to lead the development and subsequent reviews of a LSIP for a specified geographical area working with employers, providers, and local stakeholders.”



Marches LSIPs

Local Skills Improvement Plan

Marches LSIPS Application (Project Initiation Document)

Richard Sheehan – Marches LSIPS Project Director – Executive Summary

Provided to the Department for Education as part of the application

The Marches LSIP project designated ERB Shropshire Chamber of Commerce, in partnership with Herefordshire and Worcestershire (H&W) Chamber of Commerce and other ERB's will engage businesses across three local authority areas encompassing a 2,300 square mile rural geography containing three main urban centres (Herefordshire, Shrewsbury and Telford) and a plethora of smaller market towns. Infrastructure and travel challenges dictate the need for a blend of research engagement methodology to include a technology-based solution, sectorial and geographical events, 1-2-1 interviews both physically and virtually all delivered in a meaningful collaborative way and designed to utilise and complement the work of the Marches LEP, SAP and others operating in this space through gap analysis. The LSIP will seek to identify existing provision whilst interrogating research study results to priorities key provision changes through short, medium, and longer terms. We will work with other LSIP ERB's to ensure commonality in questions to gain a broad view across the Midlands, as well as the local views.

The Marches LEP region is made up of over 90% of businesses employing 10 people or less, existing engagement clearly identifies the need to facilitate an understanding of the future direction of skills needs within specific sectors and the potential offered by decarbonisation and Net Zero. We will through our work, facilitate the upskilling of decision makers within this business group to allow informed contribution to the LSIP around future needs, something lacking at this time. Our research questioning will be codesigned with partners to ensure that we can dig down well below the surface on needs and that the intelligence is relevant and impactful.

Whilst we have prioritised the following sectors for stage 1 there are clear overlaps that will impact all businesses and our initial report will identify any gaps in provision to support new entrants to and existing workforce. Initially we looked at all the sectors of size in the Marches LEP region along with those highlighted by stakeholders. From this list we looked at each sector to understand, even those growing, was it significant enough to be considered in this first stage, as well as how the sectors overlapped, ensuring our core choices would give us a clear overview of the future and future needs for skills.

- Engineering/manufacturing/ inc. Food and Drink Production
- Professional Services
- Construction / inc. Environment Technologies
- Health & Social Care

The LSIP report stage 1 will identify provision requirements at as micro a level as possible, to ensure providers can respond in a realistic practical way to meet the needs of business in the short, medium, and long term.

The governance of the project will involve as many stakeholders and partners that the guidance recommends, representation from Private Business, LA's, LEP, FE, HE, Private Training Providers, Business Boards, and other ERB's such as FSB, NFU and CITB and will be chaired by an appropriate private sector representative. The Terms of Reference (TOR) for the board set out the role it plays in guidance compliance, review of activity, financial performance and previewing of LSIP stage 1 prior to submission. Reference to the funding and Project guidance will be always used.



Marches LSIPs

Local Skills Improvement Plan

The Application

As set out in the LSIP Statutory Guidance, designated ERBs are expected to develop a clear delivery plan for the development of the LSIP within 28 days of designation.

The contents of the plan should outline how the designated ERB will engage with employers, providers, and stakeholders. The delivery plan should set out the estimated level of funding required to develop and keep the plan under review, which will be subject to approval by the department.

To meet this requirement, the designated ERBs should complete the LSIP Project Initiation Template and attach the necessary supporting documents including: a project plan, organisation, and governance structures: and any additional annexes to support other sections.

The Project Initiation document and supporting documents should be returned to DfE by 23.59 on 3 October 2022.

The LSIP Project Initiation Template is intended to provide a short overview of your plans for the initial development of the LSIP by end of May 2023. It will be used to: provide assurance around delivery in support of the application for funding: and act as a base document against which DfE can monitor and track progress

Information provided in this form and supporting Annexes, including personal information, may be subject to publication or disclosure in accordance with the access to information regimes, primarily the Freedom of Information Act 2000 and the Data protection Act 1998.

Designated ERB	Shropshire Chamber of Commerce and Enterprise
Specified Area	The Marches
Name of ERB lead	Richard Sheehan, CEO

Section 1: Project Definition

Objective of the LSIP

LSIPs will set out the key priorities needed to make technical education and skills provision more responsive to the changing needs of employers and the local economy by: ensuring a better match between the supply of and demand for the skills employers most need to thrive and boost productivity, as well as helping to drive greater collaboration between providers to realise the benefits of economies of scale and specialisation: making provision more accessible and addressing barriers to progression, especially for the adult workforce, such as driving greater join-up between skills offers, including work programmes; and recognising that improving the supply skills must be accompanied by demand-side measures that drive greater employer engagement and investment in skills and support potential learners through effective careers guidance.

Local Considerations in developing the LSIP

Are there specific considerations for the development of the LSIP? How do you propose to deal with issues such as geography (for Greater London this will include the arrangements at the sub-regional level), sectors, overlapping economic functional areas with neighbouring local areas? Are there key issues for your local area which need to be considered at the early stages of the programme. If the ERB is leading on more than one local area there might be considerations around synergies which can be achieved.



Marches LSIPs

Local Skills Improvement Plan

The Marches administrative boundary area comprises two counties, Shropshire and Herefordshire, a largely rural area comprising of 2,300 square miles with an urban core in each area along with well over thirty market towns and three Local Authority areas.

To combat the geography and vast differences between urban and highly rural areas we are working in collaboration with our neighbouring Chamber in Herefordshire. Alongside this we are ensuring we work with and learn from, both the Marches LSIP Board and the wider business engaged bodies, such as the Marches LEP Skills Advisory Panel. With such a diverse area, specialist local business, sector and skills understanding will be crucial to a meaningful output. By bringing together the wide variety of providers will enable better gap analysis, identify innovative future solutions as well as allowing understanding of how better provider cross-working can be achieved.

Annex A – Marches LSIPS Geographical Breakdown

Annex B – Marches LSIPS Stakeholder Overview

Unlike urban areas there will be unique additional employer skills and training issues faced in the rural areas, issues that we must be fully understood, reported and from that identify potential solutions. This should highlight any need for different models of delivery, not currently available or that could be upscaled, to overcome such obstacles. For example, issues might include it not being possible for trainees to access training due to location and lack of transport or numbers being too small to make it financially viable for trainers to provide provision.

Funding Required

The application for funding will set out in detail the funding plans. Here, designated ERBs should provide summary information from that application form.

Monthly profile of expected spend to end June 2023.

Period	£
September 2022	18,500
October 2022	54,450
November 2022	39,050
December 2022	35,170
January 2023	35,170
February 2023	35,170
March 2023	33,765
April 2023	36,655
May 2023	17,300
June 2023	14,770
Total proposed funding	320,000



Marches LSIPs

Local Skills Improvement Plan

Section 2: Project Plan

Project Approach

A strategic overview of the main structure of the plan:

Delivered in three stages, which will of course overlap and interconnect.

Research & Knowledge Engagement/Collaboration & Recruitment
Field Engagement with Employers
Analyse, Discuss, Report, Collaborate and Propose Solutions

Research and assess current skills data:

LEP

SAP

LAs

Current training providers

Other statistical data

Engage with key stakeholders, create LSIP Board, broaden stakeholder connections to mitigate geographical and sectorial challenges to engagement

Identify target companies using multiple methods and contacts such as current Sector Specific Groups from our priority sectors (Employers / Stakeholders / Other ERBs)

Marketing and promotional activities, to reach a wide selection of employers within the identified sectors:

Focus groups,

Multi sector employment events

1-2-1 interviewing

Technology solution

Use of current business networks

Staff and sub-contractors training. Creation of the question set. Software development and central point data collection, analytics and reporting

Personnel: Project Director, Project Manager, Project Team of Researchers and Interviews, Administration and Finance, Report Writing, Data Analyst

Annex C – Marches LSIPS Project Plan Overview



Marches LSIPs

Local Skills Improvement Plan

Major Milestones

Define the major milestones leading to the delivery of the LSIP by end May 2023.

Activity	Recruitment of the Team / Resource and creation of the LSIP Board
Deliverable	Evaluation of current resources available for re-deployment. Engagement of necessary staff and procurement of equipment and software licenses. Invitations to join the LSIP Board. Creation of the LSIP Board. Initial meetings of the LSIP Board.
Timeline	Middle of November 2022

Activity	Question set - creation
Deliverable	Look at the previous research available to create a meaningful and deliverable (by multiple individuals and methods) question set for both qualitative and quantitative questioning.
Timeline	Middle of November 2022

Activity	Personnel training and marketing
Deliverable	Create an enabled central resource to deliver uniformed training to all those involved in the delivery of LSIP's. Designing and creating marketing messaging and information streams to raise Employers awareness of the LSIP project.
Timeline	Middle of November 2022

Activity	Employer Skills Research
Deliverable	Obtaining skills intelligence from multiple employers in various sectors. Obtained through a variety of different deliveries and supported by the LSIP Board and additional stakeholders.
Timeline	End of March 2023

Activity	The Report
Deliverable	Using all of the data received to create the first draft of the report. To provide the report to the LSIP Board for their critique. To have appraised by external review bodies. Agreement of the final sign off by the Marches LSIP Board.
Timeline	End of May 2023

Dependencies

What are the key dependencies critical to achieving the above milestones?

Collaboration / Partnership / Resource / Receptiveness / Awareness / Local knowledge and connectivity / Right question set / Personnel Resource / Finance/ A favourable business climate (no lockdown)

Annex D – Marches LSIPs Project Planner



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Local Skills Improvement Plan

Section 3: Resourcing

Project Team

Detail the project team roles that will be directly employed by the ERB (including contractors) and explain why they are needed to deliver the LSIP. The roles in the table below are provided as an example and should be added to/changed as appropriate.

Role	Role in delivering the LSIP
Project Director / Deputy Director Project	Richard Sheehan, strategic overseer and liaison between Chamber and LSIP Board, senior stakeholder and ERB engagement. 2.5 days per week for 10 months Ruth Ross, 1 day a week for 10 months
Project Manager	Rosie Beswick, consultant market researcher and analyst. (Consultant) Overseeing design, delivery, reporting and training. 3 days a week for 10 months
Project Team -Researchers / Interviewers	To be engaged 5 x staff for 7 months 5 days a week each. 2 based in Hereford, 3 Shropshire & T&W. Due to the vast geographical nature of the area, Herefordshire Chamber will undertake the field work on Marches LSIPs behalf, using the two researchers shown above, recruited in Herefordshire to ensure local understanding. Role to interview businesses using a variety of methods, to record and report that information using systems provided. To build and grow relationships with participating employers. To attend regular debriefs, so that anecdotal and team feed-back can be captured.
Project Administration Coordinator / Researcher & Collating	To book appointments, arrange employer interviews, collate data 1 person x 2 days a week for 10 months Researcher/Collator – 10 days of work
Data Input Assistant	To input data from the field and reporting functions – assist Project Administration Coordinator 1 person x 2 days a week for 10 months
Event Manager	To design, arrange and attend events – to ensure collaboration with other suitable business events – to support project Administration (secondary role) 1 person 5 days a week for 7 months
Event Assistant	To assist with event administration 1 person 1 day a week for 7 months
Board Assistant	To assist with LSIP board admin 1 person 2 days a week for 10 months
Report Writer	To collate and analyse all final data. To build the final Stage1 report and to write all narrative for the report. 1 person 3 days per week 2.5 months (Consultant)
Finance Administrator	To process funding claims / assess time sheets / pay wages and other invoices related to the project 1 person 1 day a week for 10 months
Marketing	Outsourced
Annex E – Marches LSIPs Organisational Chart	



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Delivery Partners

Detail the third parties that will be involved in delivering the main workstreams set out in section 2

Contracted Parties

Organisation	Role in delivering the LSIP
H&W Chamber	To undertake liaison and engagement with Herefordshire businesses and organisations. Provide the business engagement for the County of Herefordshire and all result reporting into Shropshire Chamber of Commerce. To be part of the entire process and to ensure we have the right contacts within Herefordshire to be part of the Marches LSIPs Board or stakeholders / providers to be engaged with.
Rosie Consulting	Project Management (Independent Consultant Market Researcher & Analyst) with many years experience of delivering projects for Shropshire Chamber of Commerce (Marches Based)
J & PR	External Marketing and PR Agencies. To provide the promotion of the LSIPS programme to raise awareness. Familiar with working in the Marches and for the Chambers Network (Marches Based)
Report Writer	Consultant yet to be engaged – seeking advice from the LSIPS board to ensure engage a consultant with the correct skill set and preferably with good knowledge / based in the Marches

Non-contracted Parties

Organisation	Role in delivering the LSIP
FE and HE	Share the courses that they already undertake, share any relevant data, sit on the LSIP Board.
Marches LEP	Including the SAP. Support with their current understanding of skills needs within the Marches as articulated in the Local Skills Report and based on SAP core indicators and business contacts in the relevant sectors
ERBs	FSB, NFU, CITB, Business Boards – engagement with their members to support our reaching businesses. Provide knowledge and insight into their sectors and the future direction of those sectors
MSPN	Liaison with training providers, this group of independent providers will be vital to support out reaching the less well represented groups of businesses as well as understanding the current provision they offer.
Local Authorities	To work with each, to use the vehicle of their business boards to reach a wider employer audience, reach relevant stakeholders. The LAs to support the data research
Other business facing organisations (local branch)	CIPD, CITB, Town BID's, CBI, etc To reach a wider employer audience and understand specifics by location or by sector
Other relevant Government Organisations	Department of Work and Pensions etc.

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Section 4: Stakeholder Management

Please provide a summary of your stakeholder management plan.

ERB – Herefordshire & Worcestershire Chamber of Commerce, our sister Chamber within the Marches area. We will be working with them throughout as they will be conducting the field work in Herefordshire, using their extensive business connections, both through their member network and their other business connections

Local Authorities – engagement at an early stage – to be ongoing throughout. Working with their business boards, educational development team and their business engagement teams to gather intelligence and better understanding especially for the initial research. As we cover three Councils all will be engaged and made aware of the LSIPs programme and how it is to work.

Shropshire Council / Herefordshire Council / Telford & Wrekin Council

The Marches LEP – key stakeholder having carried out previous skills studies, with a good understanding of the business makeup of the Marches area. They have been involved from the start and will be involved throughout the process. This relationship will also provide a link to the CEC-funded Marches Careers Hub.

Educational

These organisations will help us to map out the current provision at the start. Their knowledge, especially the FE Colleges and the independent providers will help us to get a quick and meaningful grasp of local provision. We will work with them also to reach out to the employers they are currently engaged with and involve them in working on suggested innovative solutions to provide training in new ways to meet employers forward needs.

University of Wolverhampton (Telford)

University Centre Shrewsbury (University of Chester)

NMITE

Harper Adams University (Specialist Agri Tech / Food)

Telford College

Shrewsbury Colleges Group

Herefordshire & Ludlow College

North Shropshire College (including Walford College)

Black Country & Marches Institute of Technology, including Marches provider – Incomm

Derwen College

MSPN

Midlands Centre for Cyber Security

Herefordshire Arts College

Herefordshire Sixth Form

Royal National College for the Blind

ERBs – additional – this list is not exhaustive. These are some of the local businesses faced organisations that we will be contacting and working with, some on the Marches LSIPS Board, as required throughout the project. As we have a diverse area, with specialist sectors the support from bodies like the National Farmers Union will be invaluable.

FSB

NFU

Telford Business Board

Herefordshire Business Board

Shrewsbury Bid / Oswestry Bid / Hereford Bid

CIPD

CITB

Visit Herefordshire / Visit Shropshire



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Section 5: Project Management

Governance

LSIP Board terms of reference = 15 representatives from appropriate employer focused or skills focused organisations.

Terms of Reference

Annex F – Marches LSIPS Terms of Reference

Risk Management

Provide details of the headline risks/issues identified. This is only a summary of the key risks and there is an expectation that you will have a full risk management plan/risk register.

Risk	Mitigation/s	Residual RAG
Recruiting problems	Outsource if we can't find new team members. Time to recruit may be longer than anticipated with the current national staff shortages	Low
Employers not sharing their information	Ensure the Employer understands the sensitive information will not be shared. Use our stakeholders to bring reassurance to employers they have contact with.	Low
Providers potentially unwilling to engage or support our fact finding and unwilling to help look for innovative future solutions to provision	Work with providers to communicate the findings on a regular basis, to build the picture as we go. Emphasise the value of the LSIP in enabling providers to align provision to meet local labour market needs.	Low
Change in Economic conditions	Business become more inward focused. Need then to highlight the importance of the research, the difference it can make for the future no matter what the business environment is, as people will still need the skills. Help and support businesses as best we can through our other Chamber work and partners' projects. Accept some businesses we are using for LSIP's research, into skills needs, may cease trading, making us have to find alternatives for our research.	Medium
Covid Restrictions	Covid or other restrictions force work on the project to stop or slow – making deadlines hard to accomplish. Ensure hybrid working is possible, using technology where possible if another lockdown occurs.	Low
Software / data malfunction	An IT malfunction or hack that could lose data, be compromised, or require 3rd party intervention – stopping or slowing the process. Latest security protection used and IT systems maintained by IT Company. Back up of data taken at regular intervals during the day of data that has changed.	Low

Annex G – Marches LSIP Risk Register



Marches LSIPs

Local Skills Improvement Plan

Annex A. Marches LSIPs Geographical Breakdown

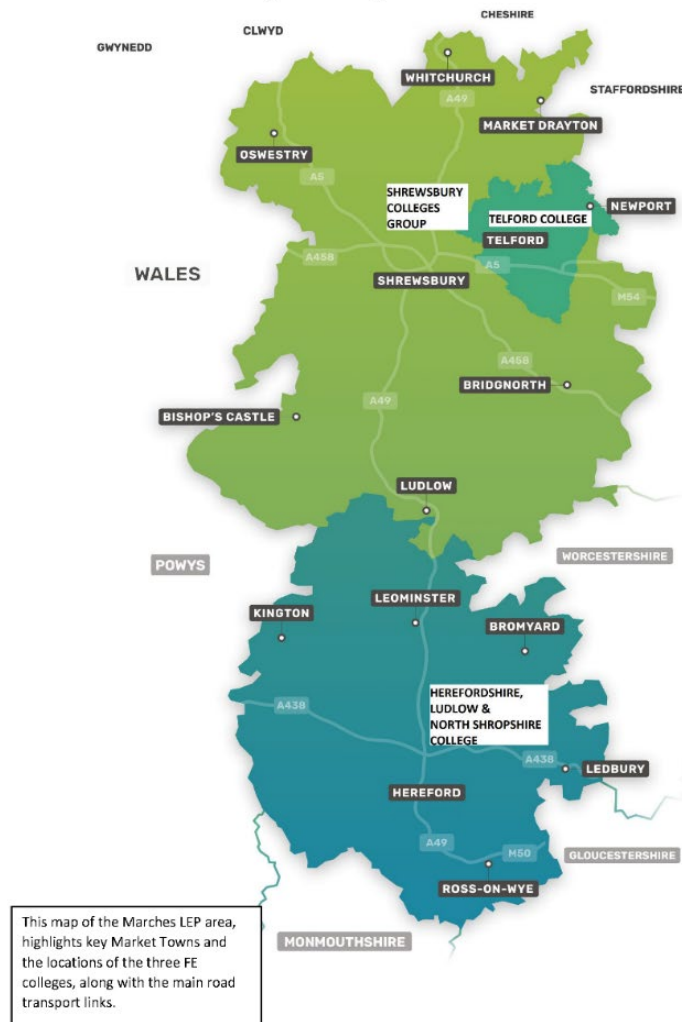
The following three images will show the vastness of the geographic area and ranges in skill / qualification attainment across the very differing population types & areas.

Recap: *The Marches administrative boundary area comprises two counties, Shropshire and Herefordshire, a largely rural area comprising of 2,300 square miles with an urban core in each area along with well over thirty market towns and three Local Authority areas.*

The Marches area being a mixture ranging from ultra-rural to urban spanning a vast area, as indicated on the maps. The entire western edge borders with Wales. To the north Cheshire, to the East the West Midlands conurbation and Staffordshire, to the southeast Worcestershire and Gloucestershire. This vast mix plays out across the Marches as various areas focus in different directions, for example Telford which naturally has a focus to the West Midlands.

THE MARCHES LEP AREA

– Market towns, FE Colleges & Main Roads network



Marches LSIPs

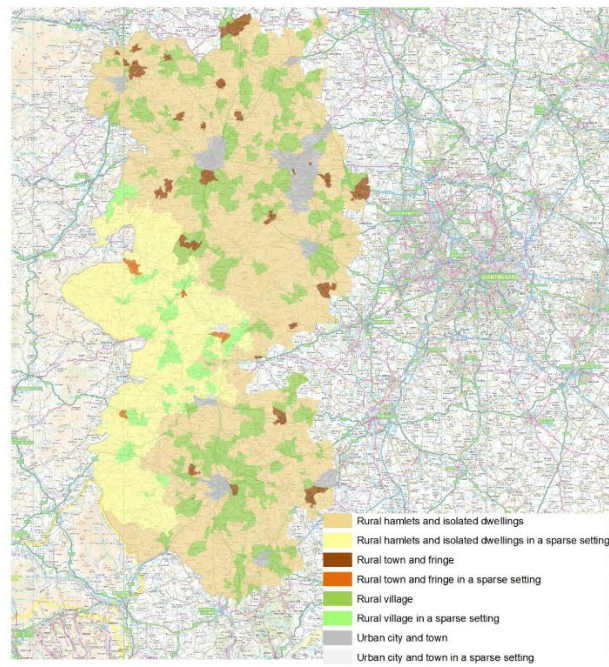
Local Skills Improvement Plan

THE MARCHES LEP AREA

– Rural / Urban Classification



The Marches LEP OAs
by rural / urban classification 2011



© Crown Copyright and database rights 2014
Ordnance Survey Licence No. 100022861
DEFRA, Rural Statistics Unit
rural.statistics@defra.gov.uk

0 5 10 20 Miles

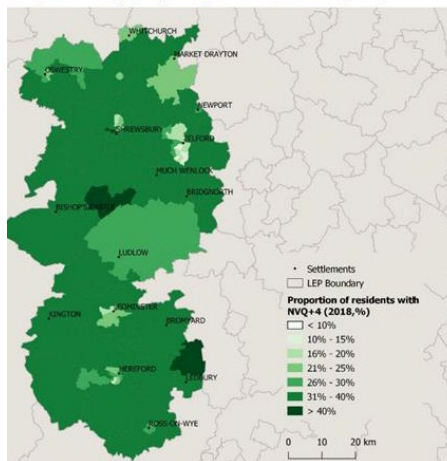
Source: ONS, DEFRA, DCLG

This map of the Marches LEP area,
highlights the rural / urban make up
of the area.

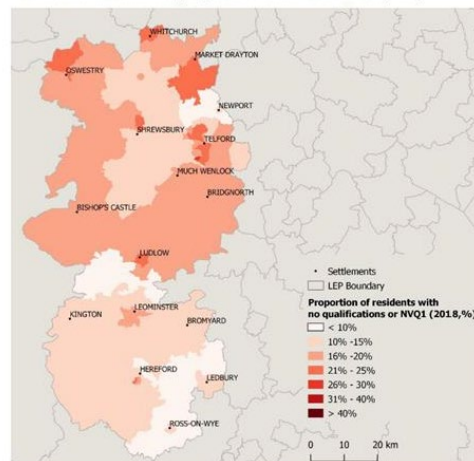
THE MARCHES LEP AREA

– Residents with high qualifications and with no or low qualifications (2018)

Residents with high qualifications across the Marches (2018)



Residents with no or low qualifications across the Marches (2018)



Marches LSIPs

Local Skills Improvement Plan

Annex B. Marches LSIPS Stakeholder Overview

To explain the diverse range of business organisation, sector specialists and providers below are list just some of those we will be working with to understand the knowledge and data already available. This will allow for a strong knowledge base of what employers are currently accessing, have available and how this provision is supplied. Taking this base knowledge and analysis as a foundation stone for the LSIP Programme focus.

Some of these organisations will be incorporated into the Marches LSIPS Board, others we will collaborate with to gain knowledge, assist in gap analysis and to reach for those employer groups who are currently underrepresented.

Recap: To combat the geography and vast differences between urban and highly rural areas we are working in collaboration with our neighbouring Chamber in Herefordshire. Alongside this we are ensuring we work with and learn from, both the Marches LSIP Board and the wider business engaged and specialist bodies.

FOR EXAMPLE....

Local Authorities

Local Enterprise Partnership

Neighbouring Chambers of Commerce

Further Education Providers

Higher Education Providers including specialist providers such as Harper Adams University

Private Training Providers

National Farmers' Union

Department of Work & Pensions

Other ERB's such as the Federation of Small Businesses

Specialist in sectors or skills such as the Marches Local Skills Improvement Plan Board

National Training Bodies



Marches LSIPs

Local Skills Improvement Plan

Annex C. Marches LSIPS Project Planner Overview

The project plan will have three main, but overlapping stages

Recap: *A strategic overview of the main structure of the plan: Delivered in three stages, which will of course overlap and interconnect.*

1. *Research & Knowledge Engagement/Collaboration*
2. *Field Engagement with Employers*
3. *Analyse, Discuss, Report, Collaborate and Propose Solutions*

Research & Knowledge Engagement/Collaboration & Recruitment

From the outset the Marches LSIPS team will have to be built upon, as stages warrant. This will be achieved through recruitment, re-deployment, and subcontracting as well as co-working with other bodies and our sister Chamber of Commerce in Herefordshire. Training of the team will be a core element to ensure consistency in approach, research, and interaction as well as clear team working internally and externally. This will also include the formation of the Marches LSIPS Board and engagement of other collaborative stakeholders. Alongside this will be the provision or creation, as required, of data capture systems and analysis tools.

With the four core sectors already agreed the work must focus on understanding the previous local research into skills, research other available data and work with the Marches LSIPS Board plus other stakeholders to understand what provision they currently offer or have knowledge of, so that there can be appropriate synergies between all those involved.

This research will give us the basis on which to hone an investigative and relevant question set for the field workers to use. The question set will evolve and because of that, the design of the question set will fully allow for that. Not only will we look at future skills needs, but how the employers see this working with the future advances in their sectors, the location issues, as well as employers fulfilling the requirements of the net zero agenda. Many sectors overlap into other sectors such as agriculture and food production, meaning that we must be fully aware that we may filter outward from the initial sectorial choices and that this information is also of value and needs to be captured.

Field Engagement with Employers

During the research phase we will have identified both groups and individual businesses we need to work with to understand future skills needs and future skills delivery both from a sectorial point of view and a locale perspective. We will use multiple methods in multiple ways to ensure we have a wide range of employer types within the sectors to be focused on. Capturing opinion through focus groups, accessing current sector groups, 1:2:1 interviews, polling, employment events and more. The pool of business we focus on will expand and evolve. Always mindful that good relations need to be built and good expectation management deployed to ensure that there is a strong willingness for businesses to continue to engage beyond Stage 1 of the LSIPS programme. This will yield the information required to bring employers and providers together to look for innovative solutions for the future provision and build up an ongoing dialogue between both parties.

Analyse, Discuss, Report

Throughout Phase 1 the Marches LSIPS Board and the stakeholders will be asked to evaluate the staged outcomes to ensure that the work is progressing as it should and to gain feedback to enhance and evolve the process to ensure the best project outcomes. The data capture and research, with the require analysis throughout, will provide succinct meaningful data that will be the substance for the final Stage 1 report in April 2023.



Marches LSIPs

Local Skills Improvement Plan

Annex D. Marches LSIPS Project Planner

A Gantt Chart is the tool being used to monitor the report – however too large to display in this document so all the actions and dates are listed below.

Step 1 - Pre-Planning and Set up		
Initial designation as lead of Marches LSIP	05/09/22	05/09/22
Initial £50K funding (part of Stage 1 Funding) paid	05/09/22	05/09/22
Initial discussion and explanation to RB - agreement on working on the project	06/09/22	06/09/22
Meeting with RS to be instructed on how to proceed, what is required in detail and basic timelines	13/09/22	13/09/22
Review the DfE LSIPS Guidance - brainstorm to be able to complete the initial documentation	13/09/22	16/09/22
Initial discussion with potential Marches LSIPS board members	06/09/22	03/10/22
Identify all potential stakeholders, providers and other sources of research or information	06/09/22	03/10/22
Initial Overview and Budget Planning. Staff planning - assessing needs, capacity and costing. Equipment and other costings for travel etc	16/09/22	03/10/22
Complete the Project Initiation Document	16/09/22	03/10/22
Complete the Local Improvement Plans Applications Form Stage 1	16/09/22	03/10/22
Submit the initial 2 x documents and all annexes	03/10/22	03/10/22
Setting up the Marches LSIPS Board - create ToR, Conflict of Interest and Governance Arrangements - initial Board meeting	20/09/22	15/11/22
Arrange the meeting dates for the Marches LSIPS Board - board meetings held	20/09/22	15/11/22
Staff recruitment, contracts and induction into the Chamber	20/09/22	15/11/22
Engage with employers to help shape the questions	20/09/22	30/11/22
Engage with the LEP to allow for cross working and to understand any ongoing work re LSIPs / SAP	20/09/22	30/11/22

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Research for existing skills data and information. Collate to give a clear picture of current needs and standards	20/09/22	15/11/22
Create a database contacts list.	20/09/22	15/11/22
Create mails for RS to send to stakeholders and employers to get engagement	20/09/22	15/11/22
Create a training manual and presentation for new staff	20/09/22	15/11/22
Staff induction and training	20/09/22	15/11/22
High level strategic involvement with various board members and other ERB's to bring them into the LSIPs project	20/09/22	15/11/22
Hereford Chamber Recruitment of interviewers	10/09/22	15/11/22
Create a marketing plan, marketing messages and presentations and look at events ideas, employer focused events to attend and ways to raise awareness	10/09/22	15/11/22
Build the question set (s) to be discussed with the Marches LSIPS Board	10/09/22	15/11/22
Question testing after Board feedback	17/10/22	15/11/22
Purchase necessary IT and other equipment	10/09/22	15/11/22
Work with software provider to produce the right model for the project's needs, adaption or new	10/09/22	15/11/22
Establish document storage and structure. Test for suitability.	10/09/22	15/11/22
Train the admin staff to use the data functions and capture tools and ensure the reporting is accurate	10/09/22	15/11/22
Plan the events calendar (will evolve)	10/09/22	15/11/22
Monitoring Reports		
DfE Monitoring Reports Required	17/10/22	17/10/22
DfE Monitoring Reports Required	28/11/22	28/11/22
DfE Monitoring Reports Required	09/01/23	09/01/23
DfE Monitoring Reports Required	20/02/23	20/02/23
DfE Monitoring Reports Required	03/04/23	03/04/23
Step - Field Work		



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TESTING: Monitoring of field work initial stages to ensure capture is correct	01/11/22	31/12/22
Arrange and carry out marketing to highlight the project to employers (on going)	01/11/22	27/03/23
Field work to be undertaken, by multiple methods.	01/11/22	27/03/23
Ongoing work with Stakeholders and providers to continue to capture intelligence and understand provision so as to marry this with employer feedback	01/11/22	27/03/23
Regular LSIPS Board Meetings	01/11/22	27/03/23
Events to capture employer sentiment - sectoral and general	01/11/22	27/03/23
Step - Regular Monitoring of Field Staff and checks on data purity		
Field work check - weekly	18/11/22	18/11/22
Field work check - weekly	25/11/22	25/11/22
Field work check - bi-weekly	02/12/22	02/12/22
Field work check - bi-weekly	16/12/22	16/12/22
Field work check - bi-weekly	13/01/23	13/01/23
Field work check - bi-weekly	27/01/23	27/01/23
Working with the board, providers and other stakeholders to start to look to innovative training provision and how this might manifest - based on interview findings	01/01/23	28/02/23
Field work check - bi-weekly	10/02/23	10/02/23
Field work check - bi-weekly	24/02/23	24/02/23
Field work check - weekly - final wrap up and complete missing interviews	03/03/23	03/03/23
Field work check - weekly - final wrap up and complete missing interviews	10/03/23	10/03/23
Field work check - weekly - final wrap up and complete missing interviews	17/03/23	17/03/23
Field work check - weekly - final wrap up and complete missing interviews	24/03/23	24/03/23
Field work check - weekly - final wrap up and complete missing interviews	31/03/23	31/03/23
Step 3 - Final Steps		



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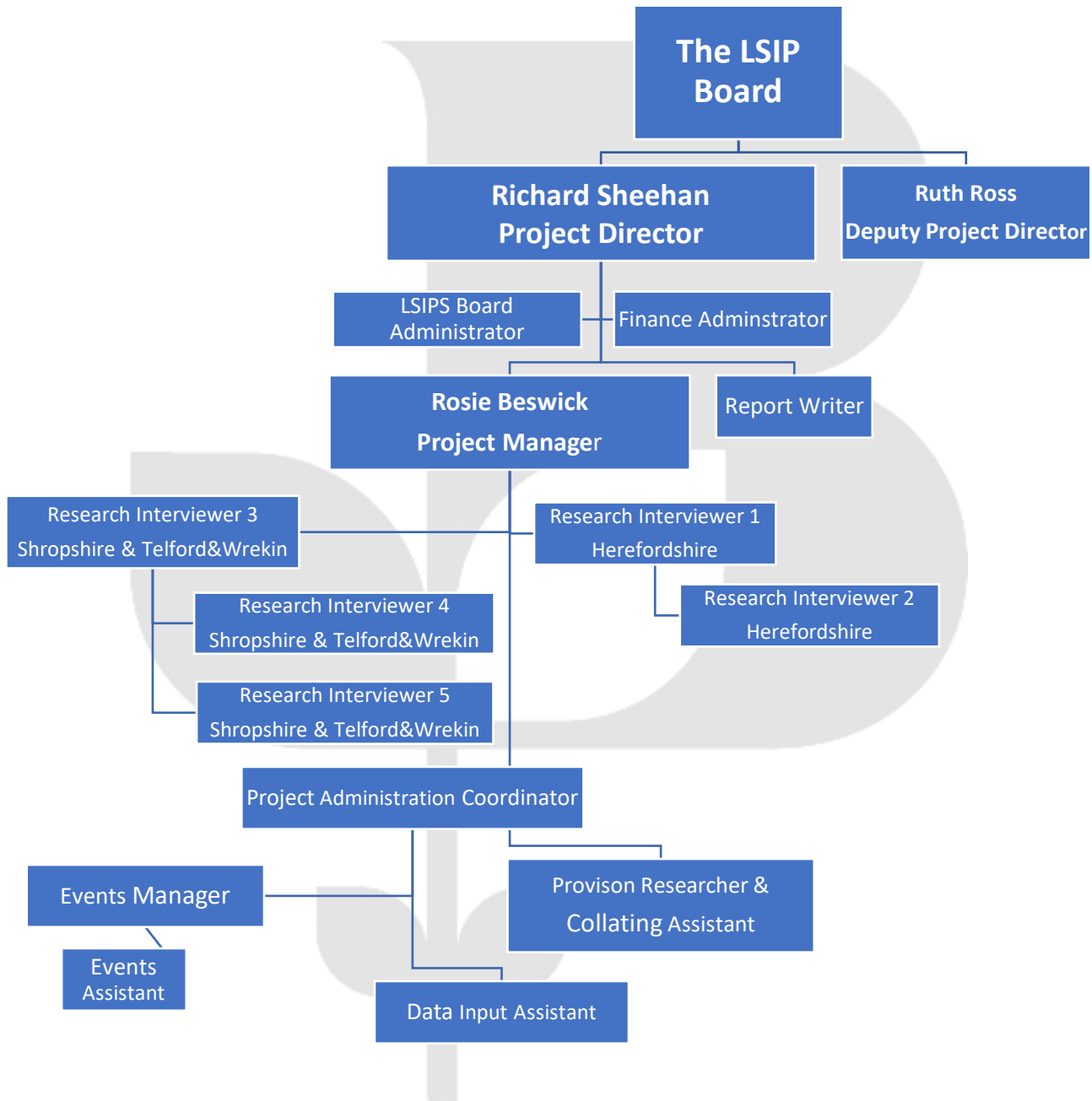
Collate and analyse all employer's data - though field work not complete, a picture must start to build to allow the report to be started	01/03/23	01/05/23
Final collation of all analysed skills provision data	01/03/23	01/04/23
Stage B Work with employers and providers to look for innovative solutions to the issues that have been highlighted	01/01/23	01/04/23
Initial report building - referring back to the LSIPS Board to assist in working on the final plans for possible methods of future provision	01/04/23	01/05/23
Write the final report for submission - review by board, adjust and finalise	01/05/23	31/05/23
Submit the final Stage 1 Report	31/05/23	31/05/23
Using the remaining time to finalise finance returns, debrief, brainstorm on lessons learnt and look to how best to move forward to Stage II	01/04/23	30/06/23
Application for Stage II	31/05/23	31/05/23



Marches LSIPs

Local Skills Improvement Plan

Annex E. Marches LSIPS Organisational Chart



Marches LSIPs

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Annex E. Marches LSIPS Board Members (TBC)

Main Board – in the process of finalisation, confirmation, acceptance of invitations sent and personnel choices.

1. Marches LEP - Rachel Laver, CEO
2. FE - Graham Guest, Telford College
3. FE - James Staniforth, Shrewsbury Colleges Group
4. FE - David Williams, Herefordshire & Ludlow College
5. HE – Harper Adams University
6. LA – Telford & Wrekin Council
7. LA – Shropshire Council (incorporating Shropshire Business Board)
8. LA – Herefordshire Council
9. ERB – Federation of Small Businesses
10. ERB – NFU – Edward Garratt
11. ERB – CITB – Trevor Oakley
12. ERB – Hereford Business Board
13. ERB – Telford Business Board
14. 1 Large Employer - AICO Neal Hooper
15. 1 Independent Training Provider – Colin Thaw, MD of SBC Training and chair of the MSPN (Marches Skill Provider Network)

Example of the different Sub-Groups that could be included, but are not limited to;

- CIPD
- The Bids
- NHS
- DWP / JCP
- Incomm – Institute of Tech



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Annex G. Marches LSIPS Terms of Reference

1. Purpose

DfE guidance states that LSIPs will embed a stronger and more dynamic partnership between employers and further education (FE) providers. They are a key component of the wider reforms to post-16 technical education and training set out in the Skills for Jobs White Paper and the Skills and Post-16 Education Bill.

The purpose of The Marches LSIP Board is to provide direction and oversight on the development of an effective LSIP for The Marches, building on existing intelligence from the work of the Marches Local Enterprise Partnership (LEP) Skills Advisory Panel and wider information available to ensure immediate, medium and longer skills needs are met.

2. Membership, decision making and Secretariat

The LSIP Board will act as a sub-committee of the Shropshire Chamber of Commerce Board with delegated authority for decisions relating to the LSIP project.

The LSIP Board will report into the Shropshire Chamber of Commerce Board via the Chief Executive Officer.

The Board will be formed of up to 15 members and consist of senior decision-making representatives from the following organisations:

- a. 5 Employer Representative Organisations
- b. 3 Further education colleges (including those who worked with SDF/ LSIF project)
- c. 1 Higher education organisation
- d. 1 Independent Training Provider
- e. 1 Communities representative
- f. 3 Local Authority representatives (Shropshire Council to also cover Shropshire Business Board representation in their new format)
- g. 1 The Marches Local Enterprise Partnership

Recruitment of the LSIP Board will be through a mix of nominations by project partner organisations and open application.

A Chair will be elected from the membership, alongside a deputy chair. At least 50% of Board members will need to be present to be quorate for decision making.

Other external experts may be invited to present and to report on specific agenda items on an ad hoc basis.

If voting is required at meetings, decisions will be made by a majority of the number of members present. In the event of a drawn vote, the Chair will make the casting vote. Where decisions are required outside meetings, these can be made via written procedure (email) with the agreement of the Chair and vice chair, any decisions made in this way will be reported at the next LSIP board meeting and reviewed.



The Board will be supported by a project team who will provide the Secretariat for meetings, ensuring that papers and reports are completed and shared with members on time and actions and activities are completed in between meetings.

Board members will be expected to operate with the Nolan Principles of Public Life. A conflict of interests policy will be developed, and a register of interests will be maintained by the Secretariat. These will be published, alongside the agendas, papers and minutes of the meetings, on the Shropshire Chamber of Commerce website.

3. Main Responsibilities

- provide strategic guidance, including oversight and monitoring of delivery and budget, support and challenge to the team developing The Marches LSIP aligning to the guidance from the Department for Education (DfE)
- oversee the integration of the Marches Skills Advisory Panel objectives into the LSIP and ensure strategic alignment of complementary initiatives
- engage and maximise as many employers as possible to feed in their current and future skills needs into the development of a Marches LSIP
- engage and maximise as many education and skills providers are able to support the work of the project team and feed into the development of a Marches LSIP
- provide oversight of the project team's work to ensure existing data and intelligence is included and built upon during the development of a Marches LSIP
- approve the project team commissioning additional research and data capture to support the production of a Marches LSIP
- promote and disseminate the Marches LSIP

4. How often will the Board meet

The Board will initially be established for an intensive eight-month period to ensure the Marches LSIP is completed by the end of May 2023. The Board will meet monthly to ensure that each stage of the development is on track.

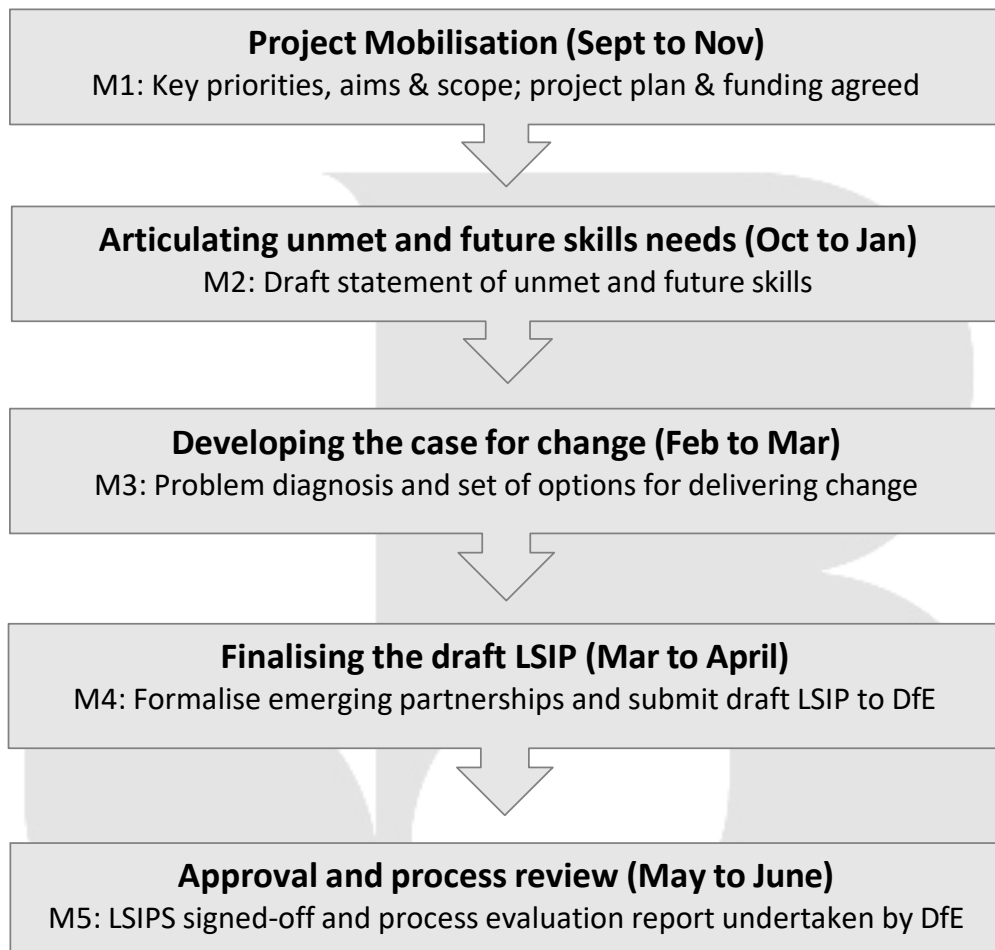
Board members are expected to attend all meetings. By exception, where this is not possible, and by written agreement, members may send a previously nominated substitute that has the power to vote and make decisions.

Requests should be made to the Secretariat at least three days before the meeting.

An indicative timetable for the completion of LSIPs had been produced by DfE and Board meetings will be arranged to coincide with each phase of the project:

Marches LSIPs

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Following the completion of the Marches LSIP a review of the Board, its terms of reference, membership and frequency of meetings will take place. This may result in it continuing in this current guise or adapting or pivoting into implementation and evaluation of the actions which may require a different membership or terms of reference.

5. LSIP Board Sub-Groups

The LSIP Board will seek the views of individual employers and providers through workshops and sub-groups which will feed the development of the LSIP and report into the Board, as required.



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Annex H. Marches LSIPS Risk Register

The proposal is to review the risks on a monthly basis and subject to change.

ID	Risk description	Likelihood of the risk occurring	Impact if the risk occurs	Last risk Review Date	Owner <i>Person who will manage the risk.</i>	Mitigating action <i>Actions to mitigate the risk e.g. reduce the likelihood.</i>	Contingent action <i>Action to be taken if the risk happens.</i>
1	Project purpose /delivery plan is not well-defined, communicated or understood by staff or stakeholders	Low	High	23/09/2022	Project Director / Project Manager	Ensure purpose is well defined in all communications (meetings, social media, emails etc). Define the plan with input from SMT and key 3rd parties. Identify stakeholders, agree meeting frequency, goals and Terms of reference. Build in lead time in the schedule. Communicate schedule early. Check in with stakeholders regularly. Ask again and again if stakeholders/3rd parties need anything. Hold scheduling workshops so that staff and 3rd parties understand the plan and likelihood of missed tasks is reduced. Ensure project milestones and required outputs are clearly understood	Escalate to Chamber SMT. Discuss communications that are perceived as ill-defined and remove from scope. Share the plan and go through upcoming tasks and comms at each project progress meeting. If necessary, project plan re-written with clear deliverables and submitted to SMT for approval. Hold staff, stakeholder and 3rd party workshops/meetings with detailed feedback to ensure clarity. Correct misunderstandings immediately. Clarify areas that are not clear swiftly using assistance from SMT if needed.
2	Issues with staff recruitment and lack of clarity on roles across Chambers	Low	High	23/09/2022	Project Director / Project Manager	Identify project needs, develop job descriptions for external recruitment and identify back ups for each human resource on the project. Clarify roles and communicate project structure, outputs and deliverables. Outsource if we can't find new team members.	Escalate to SMT and bring in back up resource.
3	Delays in contracting with 3rd parties (consultants or contractors)	Low	High	23/09/2022	Project Director / Project Manager	Communicate needs and outputs clearly in SLA's. Outputs from each contractor built into the project schedule. Contracts signed. Identify additional contractors/consultants as back-up	Escalate to SMT and bring in back up resource.
4	Estimating and/or scheduling errors (inc. unplanned work that must be accommodated) - i.e. added workload or time requirements because of new direction, policy, or statute	Low	High	23/09/2022	Project Manager	Track schedules, milestones etc and include schedule review as an agenda item in every project team meeting. Flag forecast errors and/or delays to SMT early. Check all plans and emails from DfE. Document all assumptions made in planning and communicate to SMT before project kick off.	Escalate to SMT. Raise change request for change to budget or schedule to DfE. Contingency agreed by Project Board.
5	Project milestones or deliverables delayed - ie. finalising report, employer event, data gathering or claims etc.	Low	Medium	23/09/2022	Project Manager / Event Manager / Finance / Report Writer	Ensure delivery plan is as accurate as possible. Review regularly. Regular checks of field work for quality and timelines. Use electronic systems to identify schedule slippages to workflow early.	Escalate to SMT. Raise change request for change to budget or schedule to DfE.



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6	Inadequate engagement with stakeholders (employers, Local Authorities, training providers, ERB's, JCP, Trade Bodies etc)	Low	High	23/09/2022	Project Director / Project Manager	Identify where issue is. Raise with SMT to support engagement with relevant stakeholder(s). Revisit the comms, project deliverables and planned stakeholder intervention schedules at regular intervals to check all stakeholders are managed. Gain feedback to check project is delivering. Ensure the Employer understands the sensitive information will not be shared. Use our stakeholders to bring reassurance to employers they have contact with. Providers potentially unwilling to engage or support our fact finding and unwilling to help look for innovative future solutions to provision, work with them to communicate the findings on a regular basis, to build the picture as we go. Emphasise the value of the LSIP in enabling providers to align provision to meet local labour market needs.	Raise risk immediately and raise issue with SMT and/or DfE.
7	Issues around data gathering and analysis	Low	High	23/09/2022	Project Manager / Service Supplier	Liaise with data provider(s) to ensure project questions, needs and outputs etc are very clear. Communicate dates for sign-off points up front.	Escalate to SMT and recommend action e.g. to pause the project. If necessary, escalate to DfE
8	Ensuring communications to employers include their understanding that this is a long term strategic project and results change wont happen quickly	Low	High	23/09/2022	Project Director / Project Manager / Marketing	Ensure the marketing and all communications make it clear that this is a long term project, that change will not happen over night, however it will highlight areas where change may be required, and this will be reported, so action can be planned.	Raise risk immediately and raise issue with SMT and/or DfE.
9	Issues due to Cashflow	Low	Medium	23/09/2022	Project Director / Finance	Ensure claims are correct. Communicate contract expenditure evidence requirements internally and check with DfE that they are correct. Liaise with all staff involved across both Chambers. Communicate claim dates schedule early	Escalate to DfE
10	Changes in Economic conditions	Low	Medium	23/09/2022	Project Director / Project Manager	Business become more inward focused. Need then to highlight the importance of the research, the difference it can make for the future no matter what the business environment is, as people will still need the skills. Help and support businesses as best we can through our other Chamber work and partners' projects. Accept some businesses we are using for LSIP's research, into skills needs, may cease trading, making us have to find alternatives for our research.	Raise risk immediately and raise issue with SMT and/or DfE.
11	Acts of God for example, extreme weather, leads to loss of resources, materials, premises, Covid etc.	Low	High	23/09/2022	Project Director / Project Manager	Ensure insurance in place. Familiarise project team with contingency plan. Covid or other restrictions force work on the project to stop or slow – making deadlines hard to accomplish. Ensure hybrid working is possible, using technology where possible if another lockdown occurs.	Follow Chambers normal contingency plan
12	Software / data malfunction	Low	Medium	23/09/2022	Project Director / Project Manager	An IT malfunction or hack that could lose data, be compromised, or require 3rd party intervention – stopping or slowing the process. Latest security protection used and IT systems maintained by IT Company. Back up of data taken at regular intervals during the day of data that has changed.	Raise risk immediately and raise issue with SMT and/or DfE.
13	Legal action delays or pauses project.	Low	High	23/09/2022	Project Director / Project Manager	Ensure all contracts signed before starting the project. Follow all regulatory requirements.	Escalate to SMT who will notify legal department. Follow instructions from legal.



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Marches LSIPS Key Dates

Date	Item
3/10/2022	Deadline for Stage 1 formal application
17/10/2022	DfE Report Submission (6 weekly)
22/11/2022	LSIPS Board meeting 4.30pm
28/11/2022	DfE Report Submission (6 weekly)
3/1/2023	LSIPS Board meeting 4.30pm
9/1/2023	DfE Report Submission (6 weekly)
14/2/2023	LSIPS Board meeting 4.30pm
20/2/2023	DfE Report Submission (6 weekly)
28/3/2023	LSIPS Board meeting 4.30pm
3/4/2023	DfE Report Submission (6 weekly)
9/5/2023	LSIPS Board meeting 4.30pm
15/5/2023	DfE Report Submission (6 weekly)
31/5/2023	Deadline for Stage 1 report submission
20/6/2023	LSIPS Board meeting 4.30pm
26/6/2023	DfE Report Submission (6 weekly)



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Marches LSIPS Acronyms & Terminology

General	
CEIAG	Careers Education, Information, Advice and Guidance
ERB	Employer Representative Body
FE	Further Education
HE	Higher Education
HEI	Higher Education Institution
LEP	Local Enterprise Partnership
LSIF	Local Skills Improvement Fund
LSIP	Local Skills Improvement Plan
LSIP's	Local Skills Improvement Plans
POR	Point of Reference
SAP	Skills Advisory Panel
SDF	Strategic Development Fund
SLA's	Service Level Agreements
Trailblazers	Pilot for LSIP's - selected Chambers

Organisations	
BCC	British Chambers of Commerce
BID (Shrewsbury, Oswestry)	Business Improvement Districts
CBI	Confederation of British Industry
CIPD	Chartered Institute of Personnel and Development (HR)
CITB	Construction Industry Training Board
Derwen College	Specialist FE
DfE	Department of Education
DWP	Department of Works and Pensions
ECITB	Engineering Construction Industry Training Board
ESF	European Social Fund
ESFA	Education and Skills Funding Agency
FAME	Company Data information (paid service)
FSB	Federation of Small Businesses
GLA	Greater London Authority



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HESA	Higher Education Statistics Agency
IER (Warwick)	Warwick Institute for Employment Research
IfATE	Institute for Apprenticeships & Technical Education
IOD	Institute of Directors
ITT	Institute of Travel & Tourism
JCP	Job Centre Plus
LA's (local authorities)	Shropshire
LA's (local authorities)	Telford & Wrekin
Lightcast	HE/FE stats and research (paid service)
LinkedIn	Job Vacancy research (paid service)
Made in the Midlands	Manufacturing Group - promote, upskill, local sourcing
Marches Centre of Manufacture & Technology	Advanced Engineering & Automotive Training Centre.
Marches LEP	Marches Local Enterprise Partnership
MCA	Mayoral Combined Authority
MSPN	Marches Skills Provider Network - private trainers & colleges
NCS	National Careers Service
NCSC	National Cyber Security Centre
NESTA	National Endowment for Science, Technology & the Arts
NFU	National Farmers Union
NHS sustainability and transformation plan team	Coordinating, expanding, and improving the provision of care to the more frail and vulnerable patients in our communities.
NMITE	New Model Institute for Technology and Engineering - (Hereford)
NOMIS	Census & Labour Market Stats (ONS)
ONS	Office for National Statistics
Skills for Care	The strategic workforce development and planning body for adult social care in England
SMC	Social Mobility Commission
Stat-Xplore	DWP statistics database
Unit for Future Skills (Dashboard)	Part of the DfE (new dashboard Autumn 2022)
WMCA	West Midlands Combined Authority





Appendix 1: DfE Statutory Guidance Document October 2022





Department
for Education

Local Skills Improvement Plans

**Statutory Guidance for the Development
of a Local Skills Improvement Plan**

October 2022

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1 Summary

1.1 About this guidance

This statutory guidance sets out the process to be led by the designated employer representative body (ERB) for developing, approving, and implementing a local skills improvement plan (LSIP) and subsequent reviews; together with the duties placed upon relevant providers in its development and once there is an approved LSIP in place. It also sets out the role employers, providers, local government, and other stakeholders can play in co-operating with the designated ERB in developing an LSIP and supporting the delivery of its priorities whether they have a specific statutory duty or not.

1.2 Expiry or review date

This guidance will be reviewed in March 2025 or before if necessary.

1.3 What legislation does this guidance refer to?

The Skills and Post-16 Education Act 2022 (hereafter referred to as the Act).

1.4 Who is this guidance for?

This guidance is for:

- designated ERBs responsible for developing an LSIP and any subsequent review, who must have regard to this guidance as set out in the terms and conditions of designation; and
- providers including Further Education (FE) Colleges, Sixth Form Colleges¹, Designated Institutions², Independent Training Providers (ITPs) and Higher Education Institutions (HEIs) that deliver English-funded post-16 technical education and training in carrying out the duties placed upon them in respect to LSIPs, and the specific duty to have regard to this guidance under section 1(5) of the Act.

This guidance is also relevant to other organisations involved in local skills planning and delivery who can play an important role in supporting the designated ERB in developing and delivering effective solutions to employer skill needs as part of a “whole systems” approach:

¹ Institutions run by sixth form college corporations

² Institutions designated under S28 of the Further and Higher Education Act 1992

- Mayoral combined authorities (MCAs) and the Greater London Authority (GLA), given their devolved functions including for the adult education budget;
- Local Enterprise Partnerships (LEPs) and local authorities (LAs);
- other providers, not subject to the duties such as schools, 16 - 19 academies (also known as 'sixth form college academies'), local authority providers and supported employment providers;
- other employer organisations, sectoral bodies and centres of innovation such as Catapult centres;
- the Jobcentre Plus network and career, education, information advice and guidance (CEIAG) providers; and
- other organisations that understand the needs of employees and learners, including those from disadvantaged backgrounds and with special educational needs and disabilities.

1.5 Main points

LSIPs should:

- set out the key priorities and changes needed in a local area to make post-16 technical education or training more responsive and closely aligned to local labour market needs;
- provide a representative and coherent employer view of the skills most needed to support local economic growth and boost productivity, and improve employability and progression for learners;
- set out actionable priorities to better meet these skills needs that employers, providers and stakeholders in a local area can get behind to drive change in ways that add value to relevant local strategies and effectively join-up with other parts of the local skills system;
- not attempt to cover the entirety of provision within an area but focus on the key changes and priorities that can gain traction and maximise impact informed by robust underpinning evidence, meaningful dialogue between employers and providers and constructive engagement with MCAs/GLA, LEPs, LAs and other stakeholders;
- be drawn up for a period of three years and be reviewed and updated as appropriate during this time to ensure it remains relevant and reflects the skills needs of the specified area; and

- describe how skills, capabilities and expertise required in relation to jobs that directly contribute to or indirectly support Net Zero targets, adaptation to Climate Change or meet other environmental goals have been considered.

1.6 Scope

Whilst all post-16 technical education or training is in scope, an LSIP is not intended to be a comprehensive anthology of all skills gaps in the area. It will be for employers through the designated ERB to identify the most pressing skills issues informed by local economic strategies and employment and skills plans.

In defining the scope of the LSIP, ERBs need to be clear about where they can add most value. For example, drawing on existing data and analysis, building on and joining up with specific sectoral skills initiatives and filling gaps by amplifying the voice of those employers or sectors that most struggle to be heard. They may also provide a coherent articulation of cross-cutting issues such as low carbon, digitalisation and essential and transferable skills affecting businesses in all sectors. This will help ensure LSIPs support a broader range of businesses, while avoiding asking ERBs to do the impossible task of trying to cover everything.

It is our expectation that being employer-led, LSIPs will be uniquely placed to shine a spotlight on the actual skills employers most need in the workplace but are struggling to find locally. In addition to looking at the type, level and volume of existing qualifications and apprenticeships, LSIPs should identify the sort of non-accredited and quintessentially local provision that can best meet emerging skills needs. Recognising that to raise productivity, we need people to do their current jobs better and that means addressing shortfalls in provision for employed adults in particular.

The LSIP process should embed a stronger and more dynamic relationship between employers and providers within local skills systems. Where employers are co-producers or producers of skills, local skills are better matched to the local economy. LSIPs can support this by identifying ways local employer-led activities can complement and supplement publicly funded provision.

LSIPs should not seek to cover everything. For example, it is unlikely that an LSIP would encompass programmes and provision for those furthest from the labour market nor extend to issues that are tangentially related to skills such as transport. For this reason, ERBs should engage constructively with MCAs/GLA, LEPs and LAs, so LSIPs can dock into local strategies in ways that are mutually reinforcing.

LSIPs should not make recommendations regarding national skills policy: the focus should be on what can be done locally. There are other channels for feeding back where national skills policy is acting as a barrier.

1.7 Definitions

The department means the Department for Education (DfE).

The Act means the Skills and Post-16 Education Act 2022.

Designated employer representative body (ERB) means an eligible body that has been designated by the Secretary of State to lead the development of a local skills improvement plan for a specified area.

Local skills improvement plan (LSIP) means a plan which is developed by an employer representative body (ERB) for a specified area; draws on the views of employers operating within the specified area, and any other evidence, to summarise the skills, capabilities or expertise that are, or may in the future be, required in the specified area; and identifies actions that relevant providers can take regarding any English-funded post-16 technical education or training that they provide so as to address the requirements mentioned.

Technical education and training means provision that focuses on progression into and within skilled employment and requires the acquisition of both technical knowledge and a set of practical skills valued by industry. It covers provision from level 2 (the equivalent of GCSEs at A* to C or 9 to 4) to higher education (level 6), but it differs from A Levels and other academic options in that it draws its purpose from the workplace rather than an academic discipline. It can encompass both qualifications and apprenticeships as well as non-accredited provision that can be either publicly or privately funded, although the duties on relevant providers only applies to English publicly funded post-16 technical education and training activities.

Relevant provider means a Further Education (FE) College, Sixth Form College (SFC), Designated Institution (DI), Higher Education Institution (HEI) that delivers English-funded post-16 technical education or training in England and an Independent Training Provider (ITP) whose post-16 technical education or training activities are carried out, or partly carried out in England (and where the provider is in receipt of public funding and subject to Ofsted inspection). This post-16 technical education or training must be material to a specified area in England.

The Act does not apply duties directly to Institutes of Technology (IoTs) as they are collaborations of Further Education Colleges, universities and employers rather than standalone providers. The Further Education Colleges, universities and independent training providers that collaborate to form Institutes of Technology will be subject to the duties if they fall within the definition of a relevant provider outlined above.

2 Introduction

The Skills for Jobs White Paper³ set out an ambitious plan to put employers more firmly at the heart of the skills system to help ensure businesses and people have the skills they need to thrive and progress. LSIPs are a key part of achieving this aim.

The coming decade will see substantial economic change and as the economy changes, so will the skills needs of employers across a wide range of industries. This will play out in different ways across the country. Each local area has its own distinctive strengths and different ways to capitalise on the opportunities created by greener growth, emerging technologies, and new global markets.

Led by designated ERBs, LSIPs will set out a clear articulation of employers' skills needs and the priority changes required in a local area to help ensure post-16 technical education and skills provision is more responsive and flexible in meeting local labour market skills needs. The product will be a report setting out those key priorities, but the process to develop the report, i.e., bringing together employers and providers to understand skills needs and provision, is as important as the report itself.

LSIPs will set out the key priorities needed to make technical education and skills provision more responsive to the changing needs of employers and the local economy by:

- ensuring a better match between the supply of and demand for the skills employers most need to thrive and boost productivity, as well as helping to drive greater collaboration between providers to realise the benefits of economies of scale and specialisation;
- making provision more accessible and addressing barriers to progression, especially for the adult workforce, such as driving greater join-up between skills offers, including work programmes; and
- recognising that improving the supply of skills must be accompanied by demand-side measures that drive greater employer engagement and investment in skills and support potential learners through industry-relevant post-16 technical education that meets employers' needs and effective careers guidance.

LSIPs are different to previous skills plans in that they give employers, through designated ERBs, a clear and strengthened role in shaping local skills provision. Through provisions in the Act, LSIPs will have traction with providers who will be empowered and incentivised to respond through development funding and wider reforms to FE funding

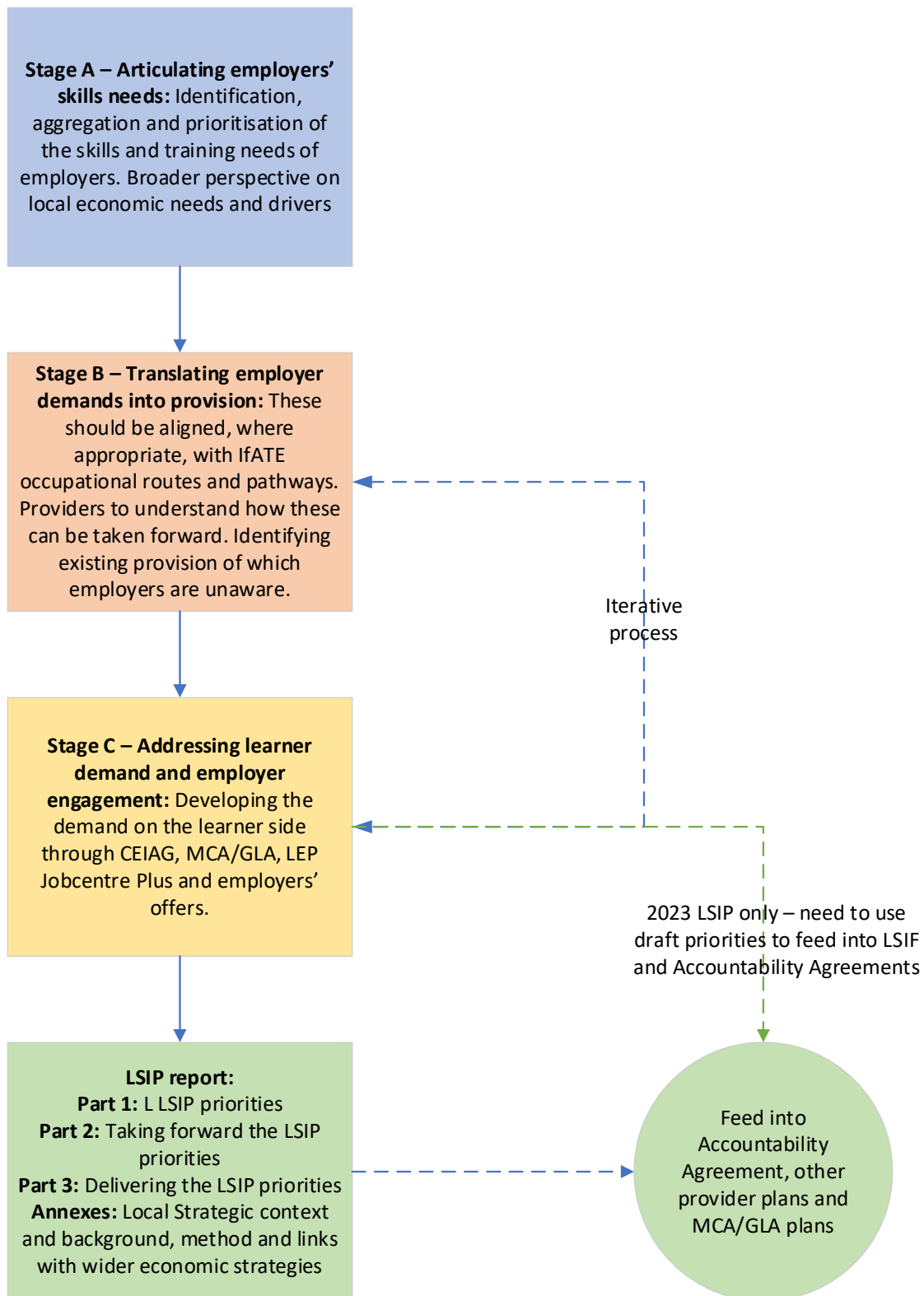
³ [Skills for Jobs: lifelong learning for opportunity and growth](#)

and accountability. At the same time, employers should consider how they can contribute more effectively to the co-creation and delivery of provision and increase employer investment in skills.

LSIPs will not involve giving commissioning or funding powers to ERBs nor will they remove any of the functions devolved to MCAs and the GLA. However, when planning provision, providers should consider ways to flex their mainstream funding⁴ to better meet the skills needs identified within the LSIP. MCAs/GLA should be involved in relevant geographies given their role as commissioners of adult education budget funded provision. The Local Skills Improvement Fund (which will be available from financial year 2023-24, details to be released in due course) will support providers to reduce barriers, work collaboratively and make the changes identified in the LSIP that will better align provision to local labour market needs.

⁴ This encompasses 16-19 formula funding, the adult education budget and apprenticeships

Figure 1: The LSIP process and report



3 Roles of Different Stakeholders

Developing and delivering an LSIP should be a collaborative process involving a range of different bodies. It is only by employers, providers and stakeholders working together that the alignment of post-16 technical education or training to local labour market skills needs can be improved. This section looks at the role of the different stakeholders in the process.

3.1 The role of the designated employer representative body

The role of the designated ERB is to lead the development and subsequent reviews of an LSIP for a specified geographical area working with employers, providers, and local stakeholders. The designated ERB will need to:

- plan the work to develop and review the LSIP;
- engage with employers, providers and other stakeholders;
- convene providers and employers so that they have meaningful discussions which lead to the identification and prioritisation of skills needs together with the development of actionable solutions;
- work with a wide range of stakeholders to develop learner demand and employer engagement to support providers, employers and the wider skills system;
- produce the LSIP report and submit to the department for approval and publication by the Secretary of State;
- support the delivery of the LSIP and keep the plan under review to ensure it remains relevant to the area's needs; and
- where relevant, work with neighbouring LSIP areas on sectors and issues of interest.

The designated ERB when developing the LSIP should follow guidance on the process, the report and approval detailed in sections 5 and 6 of this guidance. In doing so, the designated ERB will need to have regard to the information in section 4 regarding the expectations and requirements around reporting.

3.2 The role of other employer representative and sector bodies

Whilst only one ERB can be designated to lead an LSIP for a specified geographical area, it should work with other ERBs and sector bodies to ensure that it can reach a wide range of employers and sectors in that specified area. Other ERBs and sector bodies in

the local area may have different memberships to the designated ERB and thus can reach different sectors and types of employers. In some local areas, other ERBs may:

- cover different geographies which can enable and support a better understanding of the local area;
- have expertise in certain sectors, which could be a current or future priority; and
- be able to drive greater employer engagement and investment in skills.

3.3 The role of employers

LSIPs provide an opportunity for employers to express their skills needs and shape provision. This will help ensure they have access to a workforce with skills more aligned to those of the local economy. Employers should engage with the LSIP process to identify the current and future skills required in the local area. These will feed into the LSIP, which will then be used to inform planning, development and delivery of provision as well as to better support the utilisation of provision already available. This will be of benefit to employers if it brings about changes which help ensure a better match between skills provision and their skills needs. It is recognised that many employers will have material interests in more than one LSIP area. They may engage with all LSIPs with which they have a material interest.

It is important that LSIPs not only provide an opportunity for employers to articulate the changes in provision to ensure they can access the skills they need but also what they can do to invest in post-16 technical education skills for their own needs and those for the wider local economy. Employers can alert providers to their demand for workforce skills and training and support local employment and upskilling through apprenticeships. They can support providers in developing the requisite skills of learners through engagement in local skills system on an ongoing basis including through providing work placements for further education (FE) college staff, seconding industry staff to FE colleges and continuing to work closely with local providers through, for example, advising their local FE college on curricula to ensure that it is industry relevant.

Greater employer engagement and investment in skills

The LSIP should also create opportunities for dialogue around ways employers can become more actively involved in the planning, design and delivery of post-16 technical education provision and increase investment in and make better use of skills. This could include:

- encouraging employers to offer work placements for FE college teachers, second industry staff to support curriculum design and delivery, and contribute facilities and specialist equipment;
- ensuring that employers are fully utilising the provision already available and are able to navigate the local skills system;
- supporting workforce development through apprenticeships, traineeships, work placements, and supported internships as well as learning and training programmes for upskilling and reskilling existing employees;
- supporting SMEs to better articulate their skills needs and aggregate demand in a way that translates into stronger demand signals for providers; and
- encouraging the use of apprenticeship levy transfers, supporting large employers to make greater use of their levy and for small and medium sized employers to take on apprentices.

3.4 The role of providers

LSIPs provide an opportunity for providers to work with employers and others in a structured way to improve skills provision to meet identified local needs. This will help ensure provision is more responsive to employer needs and those of the local economy. Providers should engage with the LSIP process to identify current and future skills required in the local area.

The Act places duties on specific relevant providers, where they provide English-funded post-16 technical education or training, which is material⁵ to a specified geographical area. This is based on where provision is delivered/teaching takes place rather than student's residence. Therefore, where a provider offers distance/online learning in an area then it is still covered by the statutory duty for the area in which it is providing the

⁵ English funded post-16 education or training is 'material' to a specified area if it could reasonably be regarded as material or potentially material to the skills, capabilities or expertise that are, or may in the future be, required by employers within the area, having regard to all circumstances and guidance published by the Secretary of State (Section 1(2) of the Act).

distance learning. Adjacent LSIP areas are encouraged to work together on issues of joint interest.

The Act places duties on relevant providers⁶ to:

- co-operate with the designated ERB, working with them to create an LSIP, keep this under review and develop where appropriate a new LSIP;
- once developed have regard to these plans when considering their post-16 technical education or training offer; and
- have regard to the guidance issued by the Secretary of State.

There is an additional duty inserted into Section 52B of the Further and Higher Education Act 1992 by Section 5 of the Act for certain providers⁷ to review how well the education or training provided by the institution meets local needs and consider what action the institution might take alone or together with other providers to meet those needs better.

3.4.1 Duty to co-operate with the designated employer representative body

Relevant providers are key to both the development and delivery of the LSIP and therefore there is a duty on them to co-operate with the ERB in the development and review of the LSIP. Providers should co-operate in the development of the LSIP as set out in section 5 of this guidance. Providers should raise any significant issues relating to their engagement with or delivery of LSIPs in wider strategic conversations or reporting to the department.

3.4.2 Duty to have regard to the LSIP when considering post-16 technical education or training provision

Once approved and published by the Secretary of State, relevant providers have a duty to have regard to the LSIP. This is to the extent that it is relevant to any decision they are making in relation to the English-funded post-16 technical education or training⁸ they provide in the area. This should ensure that relevant changes implemented by providers align more closely to local labour market needs.

With respect to this duty, providers should have regard to and contribute to meeting local skills priorities alongside other aspects of their provision. Accountability will be evidenced

⁶ See definitions (section 1.7). These providers are either based in England (for FEC/SFC/DI/HEI) or their activities relating to the provision of post-16 technical education or training are carried on, or partly carried on, in England

⁷ Further Education colleges, sixth form colleges and designated institutions

⁸ Education and training is defined as English-funded if it is funded wholly or partly by the Secretary of State, a combined authority, the Greater London Authority or a local authority in England. Education and training funded by the Secretary of State includes education or training funded wholly, or partly, by amounts paid directly to the provider of the education and training in accordance with provisions in regulations made by the Secretary of State under S22(1) of the Teaching and Higher Education Act 1998 (financial support for students) by virtue of S22(2)(h) or (i) of that Act.

through the following mechanisms: Accountability Agreements that certain providers will have with the department; Ofsted inspections; college annual reports; reviews of performance; and the department's Performance Dashboard.

The published Annual Accountability Statements⁹ will set out how providers have engaged with employers and responded to LSIPs. They will set out the provider's key aims and priorities for the year ahead and how these contribute to meeting skills needs, including those set out in the relevant LSIP¹⁰.

In taking account of the LSIP, providers will need to have regard to their other responsibilities. College corporations and some designated institutions are charities. Their trustees (governors) have a duty to act in line with their charitable purposes. Compliance with sections 1 of the Act and section 52B of the Further and Higher Education Act should be undertaken in conjunction with these fiduciary duties.

Devolved funding responsibilities for adult skills

Over 60% of the adult education budget is devolved to MCAs and the GLA. Devolved adult education budget funded provision not only addresses workforce development which is most likely to align with priorities identified by employers in LSIPs but also entry level support, under-employment and other issues.

Designated ERBs and providers should recognise the important commissioning role of MCAs/GLA when identifying priority skills needs that could best be addressed through devolved adult education budget funding (or other funding streams such as Bootcamps). Employer-led LSIPs can provide evidence and insights that complement existing local strategies while ERBs can benefit from drawing on MCA/GLA strategic oversight to capitalise on identified opportunities and address key gaps and challenges in a joined-up way.

In this way, LSIP priorities can form one element of the wider MCA/GLA commissioning priorities, maximise synergies and impact, and avoid sending mixed messages to providers.

⁹ Accountability Agreements are being introduced for some providers (e.g., FE colleges, Sixth Form Colleges) and will form the agreement between the college and the department. For those providers, including ITPs and HEIs, which do not have Accountability Agreements, those elements of their activity which contribute towards meeting the priorities outlined in the LSIP should be included in strategic and business plans.

¹⁰ This will be part of the Accountability Agreement and thus should not increase the burden on colleges.

3.5 The role of mayoral combined authorities (MCAs), the Greater London Authority (GLA), local enterprise partnerships (LEPs) and local authorities (LAs)

MCAs, the GLA, LEPs and LAs play an important role in developing local economic priorities. MCAs and the GLA also have devolved functions including as commissioners of the adult education budget. MCAs/GLA, LEPs and LAs should be engaged in the development of LSIPs and work with the designated ERB to ensure plans are effective and have impact.

There is significant experience and expertise in MCAs, the GLA and LEPs and for the 2022-23 financial year funding from the department has been made available to them to provide analysis to the designated ERBs. More generally, the MCA/GLA/LEP should contribute information, analysis and data on current and future economic priorities including those set out in relevant local and regional plans and strategies. This will ensure that the designated ERB has access to skills analysis as well as other relevant local intelligence.

The Act places a duty on the Secretary of State to be satisfied, when approving an LSIP, that in the development of the plan due consideration was given to the views of the MCA¹¹/GLA, where the specified area covers any of the area of the MCA/GLA. The MCA/GLA are invited to provide a statement when the LSIP is submitted for approval. This should state whether the MCA/GLA has been engaged in the development of the plan and had the opportunity to give its views on the skills needs of the area it covers. The approval process is set out at section 6.5.

3.6 The role of Jobcentre Plus

Job Centre Plus play an important role in the local labour market and should be engaged to support and facilitate the development and implementation of LSIPs. Their local expertise, knowledge of the jobs market and close working with local employers via their Partnership teams should be harnessed to inform the LSIP in their local area. This will ensure that any new proposed skills provision will fit the needs of Universal Credit claimants who may encounter additional barriers to gaining the skills needed to fill local job vacancies. It is essential for levelling up and economic growth that Universal Credit claimant skills needs can be prioritised to allow them to access local available jobs and for the low paid on benefits to be able to gain the skills they need to progress in work.

¹¹ An MCA within the meaning of Part 6 of the Local Democracy, Economic Development and Construction Act 2009 (see section 107A(8) of that Act). The North East Combined Authority is not a mayoral combined authority under this duty. It also has neither a directed elected mayor nor adult education budget functions. The designated ERB for the North East should engage with it and the wider LEP.

3.7 The role of other stakeholders

A range of other national and local bodies and agencies can play an important role in supporting and facilitating the development and implementation of LSIPs to deliver effective solutions to meet employer and local labour market needs. This can involve providing information to help support the understanding of employer needs and/or feeding in views and priorities, as well as disseminating key careers information messages about labour market information, skills shortages and skills opportunities to local citizens and students. This can include, but is not limited, to:

- national innovation networks such as catapults, which can support in considering emerging skills needs;
- careers, education, information, advice and guidance (CEIAG) providers¹² to help ensure local priorities are fed into the provision to enable learners to make informed choices and raise awareness and interest in potential options; and
- national bodies with a focus on disability employment as well as supported employment providers and local disability groups led by disabled people can support in understanding the barriers faced by employers and learners. They can help employers and providers explore how they can work better together to unlock the full potential of learners with special educational needs and disabilities and thus help them progress into jobs that meet local skill shortages.

¹² Including The Careers & Enterprise Company's network of Careers Hubs through schools and colleges, the National Careers Service area-based contractors and other mechanisms for delivering adult, advice, guidance and signposting delivered by MCAs and other local authorities

4 Designation and monitoring of the LSIP process

The Act gives the Secretary of State responsibility for, firstly, the designation of (and where necessary the removal of that designation from) an ERB to lead the development and review of an LSIP. Secondly, the approval and publication of the plan, in doing so they have to be satisfied that the process for developing an LSIP has been followed in accordance with this guidance to ensure there has been a robust process of evidence collection and stakeholder engagement.

4.1 Designation and removal of a designation of an employer representative body

The Secretary of State is responsible for designating an ERB to lead the development and review of an LSIP for a specified geographical area. The criteria for designation are set out in the Act. When designating an eligible body¹³, the Secretary of State must be satisfied that:

- the body is capable of developing and keeping under review an LSIP in the area in an effective and impartial manner;
- the body is reasonably representative of the employers operating within the specified area; and
- the body has consented in writing to being designated and to any terms and conditions of the designation.

The Secretary of State must publish a notice of the designation, which will be done on gov.uk. The notice will outline the name of the body being designated, the specified area the LSIP will need to be developed for, the effective date and any terms and conditions the designation is subject to. If the Secretary of State modifies any terms and conditions of the designation, the notice will be amended and republished.

The Secretary of State may also remove the designation of an ERB by publishing a notice, which will be done on gov.uk. The notice must include the reasons for the removal. These are that the body no longer meets the requirements for designation; it is no longer an eligible body; it does not have regard to relevant guidance, or it departs from the guidance without good cause; it does not comply with terms and conditions; or where the Secretary of State considers the removal of designation is necessary or expedient. The notice will specify when the designation will be removed.

The review and redesignation of ERBs will occur periodically as appropriate.

¹³ An eligible body is defined as a body corporate that is not a servant or agent of the Crown or a body to which the Secretary of State appoints members and is not a public authority. A public authority includes a court or tribunal or any person whose functions are functions of a public nature.

4.2 Accountability and transparency

The designated ERB is accountable to the Secretary of State and will need to have regard to guidance published by the department, as outlined in the terms and conditions of the designation. The designated ERB should act with honesty, transparency, integrity and impartiality. As such, the designated ERB will be expected to publish and maintain once designated:

- a conflict of interest policy; and
- a register of interests.

Designated ERBs may also be providers of training in the local area. This can have benefits in terms of ensuring a good understanding of issues from both the demand and supply side perspectives. However, ERBs will be expected to operate in an impartial and transparent way. To avoid any perceived conflicts of interest, all training interests and other relevant activity should be set out in the register of interests.

The conflict of interest policy and the register of interests should be publicly available by publishing it on the designated ERB's website. This will enable the designated ERB, its leadership and its employees/contractors to be open and transparent about any conflict of interests and handle them appropriately (i.e., through recusal in respect to relevant decisions).

4.2.1 Planning and timings

Following designation, the department expects the designated ERB to develop a clear delivery plan for the development of the LSIP. The plan should be submitted to the department within 28 days of designation. The contents of the plan should outline how the designated ERB will engage with employers, providers and stakeholders. The delivery plan should set out the estimated level of funding required to develop and keep the plan under review, which will be subject to approval by the department.

The expectation is that LSIPs will be ready for approval nine months after initial designation. Once ready, they can be submitted to the Secretary of State for approval and publication.

Linking with Accountability Agreements and devolved adult education budget funding in 2023

Designated ERBs should be mindful that colleges and designated institutions will need to prepare their Accountability Agreements in spring 2023, and so draft priorities, on which they can draw, will need to be in place by March 2023. Subsequent reviews of the LSIP should be completed before Accountability Agreements are finalised each year.

In areas where adult education budget has been devolved, ERBs should discuss with MCAs and the GLA opportunities for reflecting LSIP priorities in their commissioning process.

4.3 Monitoring and intervention

The production of the LSIP is the responsibility of the designated ERB and it is that ERB which should take the lead on planning, engaging and developing the LSIP alongside stakeholders (and in particular the relevant providers with their own statutory duties as regards the LSIP).

However, LSIPs are both a process and report, and it is important that the department supports ERBs to ensure that local areas undertake a robust and comprehensive process leading to the articulation of clear priorities for change, and indeed retention/expansion, in terms of provision and other actions. The department's role is to help facilitate the sharing of best practice and light-touch monitoring to ensure ERBs are on track so that the department can provide support where needed.

4.3.1 Monitoring

Designated ERBs will be expected to report against their delivery plan on a six-weekly basis via progress reports. This will generally be a light touch, risk-based process. Where designated ERBs can demonstrate satisfactory progress against the delivery plan and/or have reasonable mitigations in place for risks and steps to get back on track then the intervention will be minimal. Where there are significant issues identified through either the progress reports or through intelligence that the department receives (e.g., through stakeholders), and this puts the progress against the plan at risk, then the department will intervene.

4.3.2 Intervention

The types of intervention that the department could undertake, during the development, delivery and review of an LSIP will depend on the arising situation. The aim of the department is to support the designated ERB in developing and reviewing an LSIP and to

bring the project back on track where appropriate: as such the department would encourage designated ERBs to raise possible risks and delays at the earliest opportunity. Where the issues cannot be resolved at a working level, the department will look to resolve at the leadership level of the designated ERB.

In some cases where there is insufficient progress against the delivery plan and the designated ERB is unable to make the necessary steps to get back on track, then the funding to support the plan may no longer represent the requisite value for money. In such cases decisions will need to be made about the amount of funding that can be provided against the activity being undertaken. These decisions would only be expected in exceptional circumstances and would only be taken after exhausting other options of support from the department.

As set out in section 4.1, the Act gives the Secretary of State the power to remove designation as well as to grant it. It is expected that, apart from the occurrences when ERBs are periodically redesignated, this power would only be used in exceptional circumstances.

5 The process

5.1 Overview

Local skills systems can do better at helping people get the skills that employers want and be more forward-looking to respond to the skills needed in the future. To lay on provision that meets the needs of local employers, providers need a clearer and more coherent articulation of their needs and priorities.

The designated ERB can fill this gap by helping employers in the local area to be better informed, more articulate and increasingly co-producers in local skills systems, focusing particularly on those employers who struggle most to get their voices heard by and engage effectively with providers. This means being:

- well informed about the unmet and emerging skills needs of local employers;
- better at articulating and setting out employer skill needs in a credible and coherent way; and
- supporting greater employer engagement in enabling and being part of effective solutions.

Elements of these functions will be needed throughout each of the stages set out below as the designated ERB works iteratively with employers, providers, local leaders (such as MCAs/GLA, other local authorities and LEPs), as well as other stakeholders to build up a credible, evidence based and actionable LSIP.

Whilst the designated ERB is leading on the development and review of the LSIP, it is not only the responsibility of the ERB. Indeed, there are specific duties on relevant providers to co-operate with the designated ERB for the specified area. Therefore, this section should be read by all stakeholders but especially designated ERBs and relevant providers.

The designated ERB and other stakeholders should have consideration to developments, with respect to LSIPs, in adjacent specified local areas.

5.2 Process for developing the LSIP

The development of an LSIP is comprised of three stages:

- **Stage A:** Articulating employers' skills needs – what are the skills employers need locally, but struggle to find?
- **Stage B:** Translating employer needs into changes in provision – how can those needs be met by providers in more responsive ways?

- **Stage C:** Addressing learner demand and employer engagement – what can local stakeholders and employers do to raise demand for and make better use of those skills?

5.2.1 Stage A: Articulating employers' skill needs

Purpose

To develop a set of clear, simple, high-level outcomes reflecting the priority skills needs of employers that can drive and focus meaningful dialogue with providers and others around the best ways of meeting them.

Key Points

The ERB should:

- develop effective and agile ways to engage with a broad range of employers, focusing particularly on those that do not have a strong voice, such as small firms, to understand the skills they need to grow but struggle to find;
- work with other representative and sector bodies to reach a coherent, employer perspective of the first order issues, drawing out common themes and identifying where skills needs are converging across different sectors, as well as within sectors, such as the transition to carbon net zero and digitalisation; and
- gain a broader perspective of the local labour market, local economic priorities and drivers of future demand by drawing on local labour market information, analysis, research and policy priorities provided by MCA/GLA, LEPs and LAs as well as analysis provided by the Unit for Future Skills (see box)
- understand the scale, scope, development and challenges of education and skills provision relevant to the local economy to ensure that any proposals take account of these and are built on firm foundations.

Evidence gathering and data sources

The value added will lie in building relationships and developing effective and agile ways of engaging local employers to gather insights and evidence on employer skills and training needs that will provide a strong platform for the development and subsequent delivery of the LSIP.

Much of the underpinning evidence needed to undertake this stage already exists locally and does not require further new analysis or extensive employer surveys. However, where there is a lack of underpinning evidence and when additional data can add to the evidence base, ERBs can collect or commission their own evidence.

The aim should be to identify how it can be best used to add-value and credibility to understanding skills needs in the area from an employer perspective. Specific data sources that ERBs can draw on include:

- In 2022-23, MCAs/GLA and LEPs are being funded by the department to provide analytical support to the designated ERBs in producing their LSIPs. This is a transitional arrangement. ERBs should work with their local MCA/GLA/LEP to draw on their existing analysis and commission further analysis.
- Jobs and skills data released by the [Unit for Future Skills](#) can also support in developing this analysis.

5.2.2 Stage B: Translating employer needs into priority changes in provision

Purpose

To co-create with providers a set of clear, specific and actionable priorities for change (and indeed what needs to be retained) that will improve the labour market relevance of provision and deliver better outcomes for learners.

Key Points

This stage should:

- be a process of structured dialogue between providers and employers around the high-level outcomes identified in Stage A and not simply be the outcome of employers deciding what is needed and informing providers;
- be about the ERB working iteratively with providers to specify employer skills needs in sufficient detail for providers to act upon and translate these needs into proposed changes in provision that will better meet them;

- result in a clear shared understanding of what is needed based on a robust understanding what provision is already in place and the ability of the supply side to respond, including where there is a need to invest in building capacity and capabilities for example through the Local Skills Improvement Fund;
- be for providers to decide, as set out in section 3.4.2, how they will take forward the priorities for change including identifying areas where greater collaboration is needed; and
- constructively engage the MCA/GLA (where relevant to local area), given their role the MCA/GLA has in commissioning the adult education budget.

Approach to take

LSIPs need to go beyond simple statements about the need for more engineers or digital skills. This means understanding the actual skills employers need in the workplace but are struggling to find. It is this insight that is often missing but can be invaluable for providers in driving up labour market relevance and delivering better learner outcomes.

Contextualising these in the language of occupations can help strengthen the links between employer needs, curriculum offer and design, and the pathways individuals follow into and within job roles. Given this, key findings and supporting evidence should be, where appropriate, organised around the technical education occupational routes, pathways and levels developed by the Institute for Apprenticeships and Technical Education (IfATE) in consultation with employers (see annex C). These routes are defined in terms of occupational groupings constituting distinct career pathways with shared skills and knowledge requirements.

Having a common framework that uses the same terms will make it easier for employers and providers to come together and identify where provision is well aligned and where it is not. It will also enable the key findings to be sufficiently clear, specific and actionable to inform future provision planning and investment decisions by FE Colleges and other relevant providers.

5.2.3 Stage C: Addressing learner demand and employer engagement

Purpose

To embed greater employer engagement in local skills systems in ways that bring the demand and supply sides more closely together and enables a more coherent “whole system” approach to skills planning.

Key points

To achieve this:

- the process of developing the LSIP should provide a strong platform for taking forward and embedding new ways of working between employers and providers, including for example improved employer engagement with providers of apprenticeships and T Level work placements;
- ERBs should help strengthen employer engagement and investment in skills, focusing on those that struggle most to engage effectively with training providers; and
- ERBs should work with MCAs/GLA, LEP and LAs; local job centres, CEIAG providers and organisations such as disability employment bodies to help ensure more people are connected to opportunities to get good jobs and progress.

Maximising opportunities and impact

ERBs should identify areas where they can join-up with other parts of the local skills system to maximise opportunities and impacts in support of sustainable and inclusive economic growth in addition to the activities set out in the box in section 3.3. For example:

- promoting employer involvement through advice and guidance or work placements in ways that will benefit employer support programmes;
- ensuring employer needs are fed into the provision of CEIAG in ways that enable learners to make more informed choices and raise demand; and
- recognising that people from disadvantaged background and with disabilities can be part of the solution to skills shortages as well as reducing the disability employment gap where employers take appropriate positive action around recruitment, retention and development of employees in line with the National Disability Strategy

The ERB should also consider ways of working with MCAs/LEPs/LAs and others to raise employer demand for and make better use of higher skills. This will support local economic development strategies, especially in areas with low skills demand. Such actions could include:

- activities around supporting new inward investment; or
- helping SMEs adopt new and emerging technologies, processes, and knowledge, through partnerships with FE providers and others, which can help raise demand for higher skills.

6 LSIP Report

The LSIP report is a strategic document identifying clear priorities for skills in the local area. It will include the necessary key changes needed (or indeed what should be retained) to make post-16 technical education and training more responsive to the skills needs of employers in a specified geographical area.

It should not exceed 30 pages excluding annexes and contents pages. It is important that this is a plan, which is widely understood and used. As such, we would expect each section to be succinct and focussed. Where further explanation is required, this can be added as an annex.

Table 1: Overview of LSIP report

Parts	Content
1. LSIP Priorities	• Explain what the LSIP is seeking to achieve and why it matters, including how it fits with the strategic context and priorities for the area (which can be set out in more detail in the annex). • Describe what is currently happening and what is key to retaining, why changes are needed and the expected benefits. • Set out how the LSIP can help drive change, who needs to be involved and what success will look like.
2. Taking the LSIP Priorities Forward	• Set out the key outcomes local employers want. • Articulate the specific skills and training requirements employers need, clearly identifying where this currently exists and/or where new provision is required. • Explain the resulting priority changes in local provision required.
3. Delivering the LSIP Priorities	• Set out the key programmes, provision and providers currently delivering against the LSIP priorities and explain what needs to happen locally to bring about the changes identified in the LSIP. • Describe what specific actions are proposed to take forward the priorities. • Describe the process for managing effective delivery, reviewing progress and realising the expected benefits.

Annex A: Local strategic context	• Summary of the local strategic context and priorities relevant to LSIP
Annex B: Background and Method	Further information on the methodologies/processes used to ensure: • the evidence of skills need is robust, recognisable and meaningful to providers and other stakeholders. • the evidence that the process for developing an LSIP has been followed in compliance with guidance.

6.1 Part 1: The LSIP Priorities

Purpose and audience

This part should make a compelling case for the LSIP priorities, looking up to three years ahead, that can be widely understood by employers and gives local stakeholders a high degree of confidence the key findings are credible, add-value and should be supported.

Key Points

This part should:

- set out the key challenges the LSIP is seeking to address and why tackling them will support local economic growth;
- provide the underpinning rationale drawing on evidence from MCAs/GLA, LEPs and LAs, employers and providers together with any necessary supporting analysis and data; and
- describe the changes the LSIP is seeking to achieve, including what needs to be retained, and the process for achieving that change.

6.2 Part 2: Taking the LSIP priorities forward

Purpose and audience

This part should set out clear, simple and achievable priorities that can be acted upon by providers of relevant post-16 technical education and training.

Key Points

This part should:

- express the key priorities in terms of the clear outcomes i.e., what employers want from provision and for what end;
- set out the specific skills components and competencies employers need in the workplace but are struggling to find;
- detail what current skills/training provision exists within an area which, with enhanced signposting and triage, will meet identified employer needs, thus reducing potential duplication of provision; and
- explain where and why changes in local provision are needed to better meet those needs.

6.3 Part 3: Delivering the LSIP priorities

Purpose and audience

This part should set out a “roadmap” for delivering the LSIP setting out specific actions for employers, providers and other stakeholders, bringing out how the whole will be greater than the sum of its parts.

Key Points

This part should:

- describe what needs to happen locally to bring about effective and sustained change, including building on existing provision and raising awareness of the benefits of this to drive cultural and behavioural changes the LSIP is intended to drive;
- show how the “roadmap” will provide a framework for future action that employers, providers, local leaders and other stakeholders can get behind and support taking a “whole systems” approach; and
- set out the arrangements for managing the delivery, review and updating of the LSIP, including how progress could be monitored and benefits realised.¹⁴

¹⁴ Recognising the challenges of developing robust impact metrics, these could be more qualitative indicators such as local employers’ sense of increased engagement.

6.4 LSIP report annexes

Purpose and audience

This part should set out for the department, and other interested parties, the strategic and economic context of the local area, the methodology and the process the designated ERB has used to develop the LSIP¹⁵.

Key Points

- Annex A should be a summary of the strategic and economic context of the local area.
- Annex B should demonstrate how the process undertaken for developing the LSIP is aligned with guidance,
- The designated ERB should set out what evidence sources they have drawn on and why they consider them robust and meaningful to the development of the LSIP.
- The ERB should describe how the LSIP has considered the skills, capabilities and expertise required in relation to jobs that directly contribute to or indirectly support Net Zero targets, adaptation to Climate Change or meet other environmental goals.

MCA/GLA Statements

For LSIPs covered by a MCA or the GLA, the designated ERB should set out at which stage(s) the MCA/GLA were engaged, the nature of the engagement and how their views were taken into account in the development of the plan. Whilst this does not mean that all the MCA/GLA's views have to be reflected in the LSIP, this guidance highlights the benefits of constructive engagement: where the views are not reflected, the rationale should be set out here in annex B.

The designated ERB should also submit to the Secretary of State, alongside its LSIP for approval, an accompanying statement made by the MCA/GLA. This statement is not an approval of the LSIP, but a statement that the MCA/GLA was able to give its views. The content of the statement is set out in section 3.5.

¹⁵ The annex will form part of the information the Secretary of State will consider when determining (during the approvals process) whether the designated ERB has adequately followed a suitable robust process of evidence collection and stakeholder engagement in accordance with that set out in this guidance.

6.5 Approval of the LSIP report

Purpose

To ensure consistency and quality, the Secretary of State will approve all LSIPs before publication.

Key Points

The Secretary of State in approving the LSIPs will:

- focus on ensuring the designated ERB has followed a robust process of evidence collection and stakeholder engagement aligned with guidance in developing the LSIP; it should be noted that the Secretary of State is not agreeing to the specific skills needs, priorities or actions identified in the plan;
- need to be satisfied that in producing the LSIP, the designated ERB has engaged with employers and providers, as well as MCAs/GLA, other strategic stakeholders such as LEPs, LAs and delivery partners, to develop a plan which will lead to a better alignment of post-16 technical education and training to employer skills needs; and
- consider the information provided in the Annex to the LSIP, which in addition to elements of the LSIP itself, will form the primary evidence the Secretary of State will review to determine whether to approve a plan.

Resolving hurdles to the approval process

Where the LSIP does not meet the requirements necessary to be approved by the Secretary of State, the department will feed back concerns to the designated ERB. The ERB will then have the opportunity to address these concerns with the aim that the LSIP can then be approved.

Where the issues cannot be resolved and the LSIP cannot be approved despite support from the department, then the department will consider the intervention options set out in section 4.3.

Where there is disagreement between the MCA/GLA and the designated ERB, it is for the Secretary of State to make the decision as to whether the views of the MCA/GLA have been given due consideration based on the evidence submitted.

6.6 Publication and annual review of LSIPs

Purpose

The Secretary of State will publish all approved LSIPs on gov.uk to ensure all interested parties can easily access and view all approved LSIPs, including any updates, across England.

Key Points

The expectation is that:

- LSIPs will be ready for approval nine months after initial designation. Once ready, they can be submitted to the Secretary of State for approval and publication;
- LSIP should be drawn up for a period of three years and should be reviewed and updated as appropriate during this period to ensure it remains relevant and reflects the skills needs of the specified area; and
- reviews should take place at least once a year but should not be overly onerous.

7 Annexes

Annex A: Glossary

Table 2: Glossary

Term	Explanation
CEIAG	Careers, Education, Information, Advice and Guidance
The department	The Department for Education
ERB	Employer Representative Body
GLA	Greater London Authority
HEI	Higher Education Institution
IfATE	Institute for Apprenticeships and Technical Education
LA	Local Authority
LEP	Local Enterprise Partnership
LSIF	Local Skills Improvement Fund
LSIP	Local Skills Improvement Plan
MCA	Mayoral Combined Authority

Annex B: LSIP Geographical Areas

Table 3: LSIP Specified local Areas (only for the purposes of LSIPs)

LSIP area	Locations Covered
Combined Authorities and Greater London Authority	
Cambridgeshire and Peterborough	Cambridgeshire and Peterborough Combined Authority
Greater London Authority supplemented by four sub-regional LSIPs based on the following four groupings that London boroughs largely organise themselves into: Central London Forward, West London Alliance, South London Partnership, and Local London.	Greater London Authority
Greater Manchester	Greater Manchester Combined Authority
Liverpool City Region	Liverpool City Region
North-East	North-East Combined Authority (Durham, Gateshead, South Tyneside, Sunderland)
North of Tyne	North of Tyne Combined Authority (Newcastle upon Tyne, Northumberland, North Tyneside)
South Yorkshire	South Yorkshire Combined Authority
Tees Valley	Darlington, Hartlepool, Middlesbrough, Redcar and Cleveland, Stockton on Tees
West Midlands (with Warwickshire)	Warwickshire, West Midlands Combined Authority
West of England (with North Somerset)	West of England Combined Authority, North Somerset
West Yorkshire	West Yorkshire Combined Authority
LEP areas	
Brighton and Hove, East Sussex, West Sussex	Brighton and Hove, East Sussex, West Sussex
Buckinghamshire	Buckinghamshire

Cheshire and Warrington	Cheshire East, Cheshire West and Chester, Warrington
Cornwall and the Isles of Scilly	Cornwall, Isles of Scilly
Cumbria	Cumbria
D2N2 (Derbyshire and Nottinghamshire)	Derby, Derbyshire, Nottingham, Nottinghamshire
Dorset	Bournemouth, Christchurch and Poole, Dorset
Enterprise M3 (including all of Surrey)	Hampshire (excluding the districts of Eastleigh, Fareham, Gosport, Havant, New Forest), Surrey
Essex, Southend-on-Sea and Thurrock	Essex, Southend-on-Sea, Thurrock
G First (Gloucestershire)	Gloucestershire
Greater Lincolnshire	Lincolnshire, North Lincolnshire, North East Lincolnshire, Rutland
Heart of the South-West	Devon, Plymouth, Somerset, Torbay
Hertfordshire	Hertfordshire
Hull and East Yorkshire	East Riding of Yorkshire, Kingston upon Hull
Kent and Medway	Kent, Medway
Lancashire	Blackburn and Darwen, Blackpool, Lancashire
Leicester and Leicestershire	Leicester and Leicestershire
New Anglia (Suffolk and Norfolk)	Norfolk, Suffolk
Oxfordshire	Oxfordshire
Solent	Isle of Wight, Portsmouth, and the following districts in Hampshire: Eastleigh, Fareham, Gosport, Havant, New Forest, Southampton
South-East Midlands	Bedford, Central Bedfordshire, Luton, Milton Keynes, North Northamptonshire, West Northamptonshire
Stoke on Trent and Staffordshire	Staffordshire, Stoke-on-Trent
Swindon and Wiltshire	Swindon, Wiltshire

Thames Valley Berkshire	Bracknell Forest, Reading, Slough, West Berkshire, Windsor and Maidenhead, Wokingham
The Marches	Herefordshire, Shropshire and Telford and Wrekin
Worcestershire	Worcestershire
York and North Yorkshire	North Yorkshire, York

Annex C: Occupational routes and pathways

Table 4: The occupational routes and pathways

Route	Pathway
Agriculture, Environmental & Animal Care	Agriculture, Land Management & Production Animal Care & Management
Business & Administration	Human Resources Management & Administration
Care Services	Care Services
Catering & Hospitality	Catering Hospitality
Construction & Built Environment	Building Services Engineering Design, Surveying & Planning Onsite Construction
Creative & Design	Craft & Design Cultural Heritage & Visitor Attractions Media, Broadcast & Production
Digital	Digital Business Services Digital Production, Design & Development Digital Support & Services
Education & Childcare	Education & Childcare
Engineering & Manufacturing	Engineering, Design & Development Engineering, Manufacturing, Process & Control Maintenance Installation & Repair
Hair & Beauty	Hair, Beauty & Aesthetics
Health & Science	Community Exercise, Physical Activity, Sport & Health Health Health Care Science Science

Legal Finance & Accounting	Accountancy Financial Legal
Protective Services	Protective Services
Sales Marketing & Procurement	Customer Service Marketing Procurement Sales & Retail
Transport & Logistics	Logistic Transport

Please note that for reasons of simplicity, this table does not show the occupational- and qualification -level information contained within each of the pathways.



Department
for Education

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Marches LSIPs Project

Declaration Pack for Board and Senior Project Staff

- Conflict of Interest Policy
- Marches LSIPS Project Non-Disclosure Agreement
 - Nolan Principals
- Conflict of Interest Register

Conflict of Interest Policy Marches LSIP's Project

The Marches LSIP's Board Members, Sub-Board Members, Staff & Sub-Contractors will strive to avoid any conflict of interest between the interests of Shropshire Chamber of Commerce & Enterprise on the one hand, and personal, professional, and business interests of individual LSIP's Board Members, Sub-Board Members, Staff & Sub-Contractors member on the other. This includes avoiding actual conflicts of interest as well as the perception of conflicts of interest.

The purpose of this policy is to protect the integrity of Shropshire Chamber of Commerce & Enterprise's decision-making process, to enable the Chamber's stakeholders, members and those contracting the Chamber to provide services to have confidence in our integrity, and to protect the integrity and reputation of staff, management, sub-contractors, board, and sub-board members. A condition of this policy is that the Register of Conflict of Interest must be completed by all Marches LSIP's Board Members, Sub-Board Members, Staff & Sub-Contractors members at induction and that this Register is to regularly review and updated and that the register be shared with all relevant parties.

All LSIP's Board Members, Sub-Board Members, Staff & Sub-Contractors members must declare any conflicts of interest, in a timely manner, using the Conflicts Register. Conflicts that should be disclosed include, but are not limited to, relationships, posts held or paid services provided that could potentially result in a conflict of interest. These can be actual or perceived conflicts of interest, such as deemed by other Board members, the Chamber or others directly involved in the LSIP's programme.

During meetings or Marches LSIP's related activities, the Board Members, Sub-Board Members, Staff & Sub-Contractors must disclose any interests in a transaction, decision or activity that may conflict with the best interests of Shropshire Chamber of Commerce & Enterprise and the Marches LSIP's programme or where there is a potential for a conflict of interests between two organisations that the Board Members, Sub-Board Members, Staff & Sub-Contractors is involved with.

After disclosure, the person concerned may not be able to take part in the decision making or be involved with specific aspects of the Marches LSIP's programme depending on the judgement of the Marches LSIP's Board or Shropshire Chamber of Commerce senior management team.

Any such disclosure and the subsequent actions taken will be noted in the Marches LSIP's Register of Conflict of Interests

This policy is meant to supplement good judgment, and staff, volunteers and management committee members should respect its spirit as well as its wording.

Marches LSIPS Project Non-Disclosure Agreement

Applicable to all LSIP's Board Members, Sub-Board Members, Staff & Sub-Contractors members

The Discloser - Shropshire Chamber of Commerce & Enterprise

The Recipient – All Marches LSIP's Board Members, Sub-Board Members, Staff & Sub-Contractors duly signing this document

The Purpose - Marches LSIPS Project commissioned by the Department of Education

1. The Discloser intends to disclose information (the Confidential Information) to the Recipient for the purpose of carrying out, on behalf of the Department of Education, the Marches LSIPS Project – commencing September 2022 (the Purpose).
2. The Recipient undertakes not to use the Confidential Information for any purpose except the Purpose, without first obtaining the written agreement of the Discloser.
3. The Recipient undertakes to keep the Confidential Information secure and not to disclose it to any third party except to those directly involved with the Marches LSIPS Project who need to know the same for the Purpose, who know they owe a duty of confidence to the Discloser and who are bound by obligations equivalent to those in clause 2 above and this clause 3.
4. The undertakings in clauses 2 and 3 above apply to all of the information disclosed by the Discloser to the Recipient, regardless of the way or form in which it is disclosed or recorded but they do not apply to:
 - a) any information which is or in future comes into the public domain (unless as a result of the breach of this Agreement); or
 - b) any information which is already known to the Recipient and which was not subject to any obligation of confidence before it was disclosed to the Recipient by the Discloser.
5. Nothing in this Agreement will prevent the Recipient from making any disclosure of the Confidential Information required by law or by any competent authority.
6. The Recipient will, on request from the Discloser, return all copies and records of the Confidential Information to the Discloser and will not retain any copies or records of the Confidential Information.
7. Neither this Agreement nor the supply of any information grants the Recipient any licence, interest or right in respect of any intellectual property rights of the Discloser except the right to copy the Confidential Information solely for the Purpose.
8. The undertakings in clauses 2 and 3 will continue in force for 3 years from the date of this Agreement.
9. This Agreement is governed by, and is to be construed in accordance with, English law. The English Courts will have non-exclusive jurisdiction to deal with any dispute which has arisen or may arise out of, or in connection with, this Agreement.

Nolan Principals

Applicable to all LSIP's Board Members, Sub-Board Members, Staff & Sub-Contractors members

As the project is on behalf of the Department of Education it is deemed correct that all those involved should agree to abide by the Nolan Principals.

The Seven Principles of Public Life

The Seven Principles of Public Life (also known as the Nolan Principles) apply to anyone who works as a public office-holder. The principles also apply to all those in other sectors delivering public services.

1.1 Selflessness

Holders of public office should act solely in terms of the public interest.

1.2 Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

1.3 Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

1.4 Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

1.5 Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

1.6 Honesty

Holders of public office should be truthful.

1.7 Leadership

Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.

Marches LSIPS

Board Member and Key Personnel

Conflict of Interests Register

Name	Organisation	Declarations & Potential Conflict of Interest
Neal Hooper (Board Chair)	AICO CEO of Aico	None
James Staniforth (Board)	Shrewsbury Colleges Group	CEO of Shrewsbury Colleges group
Edward Garrett (Board)	NFU	As a membership organisation, I will have to take my members views and interests as a priority if they clash with the LSIP
Deborah Gittoes (Board)	Hereford Business Board	- Director of Arctic Circle Limited – Potential user of future services provided by LSIP - Director of Hereford & Worcester Group – Training Association potential user of any services provided by LSIP
Colin Thaw (Board)	SBC Training Limited	Chair – Marches Skills Provider Network CIC (MSPN) – members interests in influencing report findings
Richard Partington (Board)	Telford Business Board	- Telford Business Board CIC – Director - AceOn Group – Director – Employee - Shareholder
Graham Guest (Board)	Telford College	- LEP Director - Telford Business Board - Principal of Telford College
Trevor Oakley	CITB	Private Training Provider
David Williams	Herefordshire Ludlow and North Shropshire College	- Principle – Herefordshire Ludlow and North Shropshire College - Herefordshire and Worcester Chamber of Commerce – Council Member - Herefordshire Business Board – Members - Herefordshire Skill Board – Chair - LEP Skills advisory Panel

Hollie Whittles	Purple frog Systems Ltd	• Director of Purple Frog Systems Ltd • Director of Fragglegeworks • National Policy Skills Champion for Federation of Small Businesses – Voluntary role – no conflict of Interest • Marches Careers Hub Steering Group Chair – Voluntary role no potential conflict of interest
Mark Barrow	Shropshire Council	• Executive Director of Place – Shropshire Council. Training Providers
Paul Johnson	University of Chester/University Centre Shrewsbury	• Training Providers
Rachel Laver (Board)	Marches LEP	• The LEP runs the skills advisory panel and hold some Skills Advisory Panel Funding. The recommendation is to wind up the panel in light of the LSIP work. We also hold data that maybe useful. We do not see any conflicts moving forward.
Ross Cook (Board)	Herefordshire Council	• Corporate Director for Economy and Environment
Katherine Kynaston	Telford & Wrekin Council	• Director of Housing, Employment and Infrastructure
Richard Sheehan Project Director (Staff) (Board)	Shropshire Chamber of Commerce	• Responsibility for short one day courses for training. • Close relationships with training providers through Patronage and Membership • Member of the SAP board • Participant in UKSPF funding groups for Shropshire and Telford & Wrekin Councils.
Ruth Ross Assistant Project Director (Staff)	Shropshire Chamber of Commerce	• Working Relationships with training providers through Patronage and membership • Marches Steering Group which the LEP run • Running short one day courses to the business community.
Rosie Beswick Project Manager (Staff)	Rosie Consulting	• Director of Rosie Consulting – Market Research Consultancy