

# Cheshire & Warrington Local Skills Improvement Plan

## Roadmap

June 2023



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## The LSIP Roadmap for Cheshire & Warrington

To address the priorities set out in this LSIP, the following table sets out the key actions that need to take place. Through this we have identified key partners to help take forward the key actions; methods that can be used to monitor progress; barriers to achieving the priorities; and key activities that can support achieving the priorities.

Actionable Priority	Enabling Partners	Monitoring	Barriers	Key Activities
<b>Theme 1 – Technical Skills</b>				
As detailed within specific sectors earlier in the document.	<ul style="list-style-type: none"> <li>Employers</li> <li>FE/HE Providers</li> <li>Independent Training Providers</li> <li>Careers &amp; Enterprise Company</li> <li>The Cheshire &amp; Warrington Pledge Partnership</li> <li>DWP/JCP</li> </ul>	Technical Education & Course Uptake.  Apprenticeship Placements.  Work Placement students.	Lack of desire to enter certain professions.  Accessibility of funding.  Lack of understanding relating to existing provision.  Courses not meeting employer need.	Central LSIP website to aid employer navigation of the skills system.  Improve knowledge of technical education available.  Enhance careers guidance activities.
Ensuring up to date information linked to the LSIP Priorities is sourced.	<ul style="list-style-type: none"> <li>South Cheshire Chamber of Commerce</li> <li>LEP</li> <li>FE/HE Providers</li> <li>Independent Training Providers</li> <li>Sector representative bodies</li> </ul>	Horizon scanning and collaborative work.  Further LMI analysis.	Difficulties in bringing together key partners.	Incorporate into LSIP Board activity.  Collaborative working with providers and employers to understand future skills requirements.
Establish sector specific working groups to take forward the priorities within each individual sector.	<ul style="list-style-type: none"> <li>Employers/Sector Representative Bodies</li> <li>LEP</li> <li>Local Authorities</li> <li>FE/HE Providers</li> <li>Independent Training Providers</li> </ul>	Progress reports.  Changes to curriculum.	Inability to make changes to curriculum.  Employers not engaging with the process.	Conduct deeper dives into specific issues of importance.

Actionable Priority	Enabling Partners	Monitoring	Barriers	Key Activities
<b>Theme 1 – Technical Skills continued</b>				
Map supply of all types of local training provision by qualifications and competencies.	<ul style="list-style-type: none"> <li>• Chamber of Commerce Network</li> <li>• FE/HE Providers</li> <li>• Independent Training Providers</li> <li>• Cheshire &amp; Warrington Provider Network</li> </ul>	<p>Providers engaged with.</p> <p>Production of an online prospectus detailing all provision available.</p>	<p>Large number of providers to engage with.</p> <p>Courses available being presented in different formats.</p> <p>Reliance on FE/HE Providers and ITPs to share the relevant information.</p>	<p>Engagement with all providers to gain details of courses available.</p>
Increase apprenticeship uptake.	<ul style="list-style-type: none"> <li>• The Cheshire &amp; Warrington Pledge Partnership</li> <li>• DWP/JCP</li> <li>• Employers</li> <li>• FE/HE Providers</li> <li>• Independent Training Providers</li> </ul>	<p>Apprenticeship uptake.</p> <p>Employers engaged.</p>	<p>Courses/apprenticeship standards not meeting employer need.</p> <p>Lack of desire to enter certain professions.</p> <p>Employers unable to commit long-term.</p>	<p>Explore potential for shared apprenticeship schemes.</p> <p>Establish sector specific working groups to address this issue.</p> <p>Increase PR and social media activity regarding the benefits of apprenticeships.</p> <p>Increase careers activity relating to apprenticeships.</p> <p>Encourage employers to raise awareness of their own businesses and opportunities available.</p>

Actionable Priority	Enabling Partners	Monitoring	Barriers	Key Activities
<b>Theme 1 – Technical Skills continued</b>				
Build relationships between providers and employers to support the high level of recruitment intent over the forthcoming 12months.	<ul style="list-style-type: none"> <li>• Employers</li> <li>• FE/HE Providers</li> <li>• Independent Training Providers</li> <li>• DWP/JCP</li> <li>• The Cheshire &amp; Warrington Pledge Partnership</li> <li>• Chamber of Commerce network</li> <li>• LEP</li> </ul>	<p>Unfilled vacancies.</p> <p>Technical Education &amp; Course uptake.</p>	<p>Fewer people entering the labour market with the right skills set.</p> <p>Poor quality of applications.</p> <p>Lack of knowledge of opportunities available.</p> <p>Challenges in engaging employers with the right providers due to number of providers.</p>	<p>Forums to bring together employers and providers.</p> <p>Career Days.</p> <p>Industry Placements.</p> <p>Updates to the Cheshire &amp; Warrington Opportunities Portal to better support employers and job seekers.</p>
Work with providers to identify how provision can be more responsive to employer need.	<ul style="list-style-type: none"> <li>• Employers</li> <li>• Chamber of Commerce Network</li> <li>• Employer Representative Bodies</li> <li>• LEP</li> <li>• Sector Representative Bodies</li> <li>• FE/HE Providers</li> <li>• Independent Training Providers</li> <li>• Cheshire &amp; Warrington Provider Network</li> </ul>	<p>Technical Education course uptake.</p> <p>Changes to curriculum.</p>	<p>Insufficient Educational Teaching Professionals.</p> <p>Employers requiring different needs and unable to satisfy all.</p> <p>Insufficient flexibility of funding.</p> <p>Employers not engaging with the process.</p>	<p>Establish a Working Group within each priority sector and key theme.</p> <p>Working groups to consist of employers and providers.</p> <p>Ensuring the LSIF is responsive to the LSIP.</p>

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<b>Theme 2 – Accessibility</b>				
Raise awareness of LSIPs and their purpose to support understanding of skill requirements.	<ul style="list-style-type: none"> <li>Chamber of Commerce Network</li> <li>The Cheshire &amp; Warrington Pledge Partnership</li> </ul>	Number of employers engaged.	Need for national communications.	<p>PR &amp; Social Media activity.</p> <p>Engagement events.</p> <p>Creation and utilisation of a dedicated LSIP website.</p>
Raise awareness amongst employers of the value of different types of recruitment and training programmes.	<ul style="list-style-type: none"> <li>Chamber of Commerce Network</li> <li>The Cheshire &amp; Warrington Pledge Partnership</li> <li>FE/HE Providers</li> <li>Independent Training Providers</li> <li>Recruitment agencies</li> <li>DWP/JCP</li> <li>Employers</li> <li>Sector Representative Bodies</li> </ul>	Number of employers engaged.	<p>Lack of employers willing to engage.</p> <p>Potential cost implications.</p>	Investigate mechanisms for incentivising training through subsidy & flexible course provision.
Address barriers to investing in skills and training.	<ul style="list-style-type: none"> <li>Chamber of Commerce Network</li> <li>The Cheshire &amp; Warrington Pledge Partnership</li> <li>Sector representative bodies</li> <li>FE/HE Providers</li> <li>Independent Training Providers</li> <li>Local Authorities</li> </ul>	Employer feedback.	Employers not engaging in the process.	Employer engagement activities, including in-person, virtual and social media engagement.
Increase awareness of the ability for levy transfer.	<ul style="list-style-type: none"> <li>Chamber of Commerce Network</li> <li>The Cheshire &amp; Warrington Pledge Partnership</li> <li>FE/HE Providers</li> <li>Independent Training Providers</li> </ul>	<p>Apprenticeship uptake.</p> <p>Percentage of employers taking on apprentices.</p>	Insufficient staff in the workplace to support apprentices.	<p>PR activity.</p> <p>Employer engagement activities.</p> <p>Utilisation of the dedicated LSIP website to explore levy matching opportunities.</p>

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<b>Theme 2 – Accessibility continued</b>				
Provision of business support advice and guidance to diagnose digital skill needs & signpost digital training provision.	<ul style="list-style-type: none"> <li>Chamber of Commerce Network</li> <li>LEP</li> <li>Local Authorities</li> <li>Cheshire &amp; Warrington Provider Network</li> </ul>	<p>Uptake of advice and digital skills analysis.</p> <p>Uptake of digital training.</p>	<p>Employers unclear as to the impact of the digital agenda on their business.</p> <p>Information available is not in a user-friendly language.</p> <p>Lack of funding relating to the Local Digital Skills Partnership.</p>	Establish 'Digital Hub' to support this priority.
Training Needs Analysis (TNA) for employers.	<ul style="list-style-type: none"> <li>Chamber of Commerce Network</li> <li>JCP/DWP</li> <li>Local Authorities</li> <li>LEP</li> <li>Recruitment Agencies</li> <li>Employers</li> </ul>	<p>Employers engaged.</p> <p>Review of TNAs completed.</p> <p>Annual LSIP reviews.</p>	Employers considering short-term skills needs only.	<p>Support in identifying future skills needs including development of a TNA questionnaire.</p> <p>Brokerage service.</p> <p>Production of case studies demonstrating the benefits of TNAs and the impact of the LSIP.</p>
Support employers in understanding the implications of matters that affect business, for example Low Carbon.	<ul style="list-style-type: none"> <li>Chamber of Commerce network</li> <li>Local Authorities</li> <li>LEP</li> <li>Sector representative bodies</li> <li>Net Zero North West</li> </ul>	Methods employers use to make changes to their business to address key matters.	<p>Employers unclear as to the impact of the Net Zero agenda on their business.</p> <p>Information available is not in a user-friendly language.</p>	Provision of information in a 'user friendly' language.
Provision of support for those considered to be at a disadvantage.	<ul style="list-style-type: none"> <li>The Cheshire &amp; Warrington Pledge Partnership</li> <li>FE/HE Providers</li> <li>JCP/DWP</li> <li>Local Authorities</li> </ul>	<p>Course uptake.</p> <p>Number of people accessing support.</p> <p>Destination tracking data.</p>	Restrictions in sharing information due to GDPR.	<p>Map current support available.</p> <p>Programme of awareness raising activities.</p>

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<b>Theme 3 – Employability Competencies</b>				
Specific Employability Competencies detailed within Theme 3.	<ul style="list-style-type: none"> <li>• Secondary schools</li> <li>• FE/HE Providers</li> <li>• VCS Sector</li> <li>• Employers</li> <li>• Careers &amp; Enterprise Company</li> <li>• Independent Training Providers (ITPs)</li> <li>• The Cheshire &amp; Warrington Pledge Partnership</li> </ul>	<p>Changes to curriculum.</p> <p>Improved employer feedback.</p>	<p>Differences of opinion as to what are key employability competencies.</p> <p>Lack of funding.</p> <p>Not recognised as necessary actionable priorities within the national LSIP approach.</p>	<p>Further incorporate these skills into all occupational programmes.</p> <p>Design a short course programme for existing employees.</p>
Further embed employability skills, interpersonal skills and work experience into curriculum.		<p>Employer feedback.</p> <p>Changes to curriculum.</p> <p>Job vacancies filled.</p>	<p>Lack of knowledge on transferrable skills.</p> <p>Lack of application of employability skills.</p>	<p>Discussions with education and training providers on methods to achieve this priority.</p> <p>Engagement with employers around their specific needs.</p>
Establish mechanisms to increase the exposure of learners to the world of work.	<ul style="list-style-type: none"> <li>• Secondary schools</li> <li>• FE/HE Providers</li> <li>• Employers</li> <li>• Careers &amp; Enterprise Company</li> <li>• Cheshire &amp; Warrington Pledge Partnership</li> </ul>	<p>Work experience placements.</p> <p>Career events.</p>	<p>Lack of work experience placements available.</p> <p>Lack of knowledge of opportunities available.</p>	<p>Establish a working group.</p> <p>Explore the potential of an Employability Skills Passport.</p> <p>Experience of the workplace activities, such as employers speaking in educational settings, employer open events and sector-based learning days.</p>

Actionable Priority	Enabling Partners	Monitoring	Barriers	Key Activities
<b>Theme 3 – Employability Competencies continued</b>				
Embed Microsoft applications and social media into school curriculum.	<ul style="list-style-type: none"> <li>• Secondary Schools</li> <li>• FE/HE Providers</li> <li>• Independent Training Providers</li> <li>• Cheshire &amp; Warrington Provider Network</li> <li>• Cheshire &amp; Warrington Pledge Partnership</li> <li>• Employers</li> </ul>	Changes to curriculum.	Curriculum already designed and changes may not be possible.	<p>Map what is already taking place within curriculum.</p> <p>Work with Secondary education and FE/HE providers to make changes to curriculum or provide additional courses to tackle this issue.</p> <p>Work with other LSIPs to address the national concerns that there is a need to reboot the digital skills system.</p>
Understand that employability competencies are applicable to both the existing and future workforce.	<ul style="list-style-type: none"> <li>• FE/HE Providers</li> <li>• Secondary Education</li> <li>• Independent Training Providers</li> <li>• Local Authorities</li> <li>• VCS organisations</li> <li>• Warrington Skills Commission</li> </ul>	<p>Changes to curriculum.</p> <p>Increased provision for those already in work.</p> <p>Course uptake.</p>	<p>Difficulties in changing habits of the existing workforce.</p> <p>The relevance of curriculum within the current workplace is not necessarily understood.</p> <p>Limited flexibility with current curriculum.</p>	<p>Changes to curriculum to demonstrate the application of what is taught.</p> <p>Careers in the curriculum activity, i.e., employers' contribution in the classroom.</p> <p>Increased provision for those already in work &amp; promotion of existing provision to employers.</p> <p>Formation of partnerships between education leads and employers to support demonstration on how key skills are applied and transferable within employment.</p>



Actionable Priority	Enabling Partners	Monitoring	Barriers	Key Activities
<b>Theme 4 – Careers Education, Information, Advice &amp; Guidance (CEIAG)</b>				
<p>Career inspiration activity and progression pathways that inspire and support young people.</p>	<ul style="list-style-type: none"> <li>• Chamber of Commerce Network</li> <li>• Cheshire &amp; Warrington Pledge Partnership.</li> <li>• Secondary Schools</li> <li>• FE/HE Providers</li> <li>• Independent Training Providers (ITPs)</li> <li>• Employers</li> <li>• Careers &amp; Enterprise Company</li> <li>• Employers</li> <li>• Sector Representative Bodies</li> <li>• Recruitment Agencies</li> <li>• JCP/DWP</li> </ul>	<p>Types &amp; volume of career inspiration activity that has taken place.</p> <p>Number of employers engaged that work within the relevant sectors.</p> <p>Industry placement days.</p>	<p>Lack of engagement between employers and providers.</p> <p>Lack of interest in local opportunities available.</p> <p>Insufficient CEIAG professionals to deliver activities.</p>	<p>Establish a working group for this theme to develop activity programmes.</p> <p>Careers inspiration activity linked with the strong interests of young people, e.g., relating to Climate Change and Digital skills.</p> <p>Increase local knowledge amongst CEIAG Providers and Educational Professionals.</p>
<p>Facilitate opportunities to enable future workforce to see opportunities available locally, as well as supporting those seeking a change of career.</p>		<p>Industry Placement Days.</p> <p>Career Events.</p> <p>Statistics relating to work experience activities.</p> <p>Website analytics.</p>	<p>Lack of interest in local opportunities available.</p> <p>Knowledge needs to be improved regarding organisations with opportunities available.</p>	<p>Establish a working group for this theme to develop activity programmes.</p> <p>Career inspiration activities and events.</p> <p>Employer/Industry open days.</p> <p>Experience of the workplace activities.</p> <p>Promotion of the Cheshire &amp; Warrington Opportunities Portal.</p>

Actionable Priority	Enabling Partners	Monitoring	Barriers	Key Activities
<b>Theme 4 – Careers Education, Information, Advice &amp; Guidance (CEIAG) continued</b>				
Expanding existing partnerships between providers and businesses to enhance opportunities, share resource and expertise.	<ul style="list-style-type: none"> <li>• Chamber of Commerce Network</li> <li>• Cheshire &amp; Warrington Pledge Partnership.</li> <li>• Secondary Schools</li> <li>• FE/HE Providers</li> <li>• Independent Training Providers (ITPs)</li> <li>• Employers</li> <li>• Careers &amp; Enterprise Company</li> <li>• Employers</li> <li>• Sector Representative Bodies</li> <li>• Recruitment Agencies</li> <li>• JCP/DWP</li> </ul>	Employers engaged.  Volunteers recruited.	Lack of employer time.  Failure to engage beyond existing relationships.  Lack of engagement.	Development of a Framework outlining standardised methods of working.  Brokerage service between providers and employers.  Social media and PR campaigns to encourage employers to volunteer time.
<b>Theme 5 – Education Professionals</b>				
Establish partnerships between employers and departmental leads (link with Theme 4).	<ul style="list-style-type: none"> <li>• Chamber of Commerce Network</li> <li>• FE/HE Providers</li> <li>• Independent Training Providers</li> <li>• Cheshire &amp; Provider Network</li> <li>• Cheshire &amp; Warrington Pledge Partnership</li> <li>• Sector Representative Bodies</li> </ul>	Employers engaged.  Partnerships formed.	Limited employer time available.  Failure to engage beyond existing relationships.	Social media and PR campaigns.  Employer engagement activity.
Establish a system whereby employees who are seconded into education gain sufficient support and training.	<ul style="list-style-type: none"> <li>• Chamber of Commerce Network</li> <li>• FE/HE Providers</li> <li>• Independent Training Providers (ITPs)</li> </ul>	Employers engaged.  Number of staff seconded.	Limited employer time available.  Cost of upskilling training and who takes responsibility.	Appoint an ITP to lead on upskilling of industry professionals into learning assessors and teachers.  Engagement with employers to support the process.  Social Media & PR activity.

Actionable Priority	Enabling Partners	Monitoring	Barriers	Key Activities
<b>Theme 5 – Education Professionals continued</b>				
Identify means to increase capacity within the existing skills system to ensure there are sufficient educational professionals to enable course delivery.	<ul style="list-style-type: none"> <li>• FE/HE Providers</li> <li>• Chamber of Commerce Network</li> <li>• Local Authorities</li> <li>• JCP/DWP</li> <li>• Careers &amp; Enterprise Company</li> <li>• Independent Training Providers (ITPs)</li> </ul>	<p>LMI.</p> <p>Feedback from FE/HE Providers and Independent Training Providers.</p>	<p>Salaries do not reflect those within industry.</p> <p>Lack of interest in choosing this career path.</p> <p>Employers unable to support educational gaps.</p>	<p>Work with other LSIPs, where this is also considered a priority, to establish solutions.</p> <p>Identify a provider that can lead on increased training.</p> <p>Social media and PR campaigns.</p> <p>Raise awareness of the benefits of this career path, particularly targeting industry professionals considering retirement/change of career leading up to retirement.</p> <p>Employers to second employees to assist with course delivery. Prioritise sectors based on vacancy gaps / engagement with providers to understand their shortages.</p>
Industry placement opportunities for educational teaching professionals.	<ul style="list-style-type: none"> <li>• Chamber of Commerce Network</li> <li>• FE/HE Providers</li> <li>• Independent Training Providers (ITPs).</li> </ul>	<p>Feedback from employers and the educational teaching professional.</p> <p>Number of staff seconded. Providers engaged.</p> <p>Number of placements completed.</p>	<p>Provider is unable to release staff to take up these opportunities.</p> <p>Employers unable to accommodate industry placement days.</p> <p>Language barriers between industry and education.</p>	<p>Employer engagement activity.</p> <p>Social Media &amp; PR campaigns.</p> <p>Establishment of a brokerage service between employers and providers.</p>

