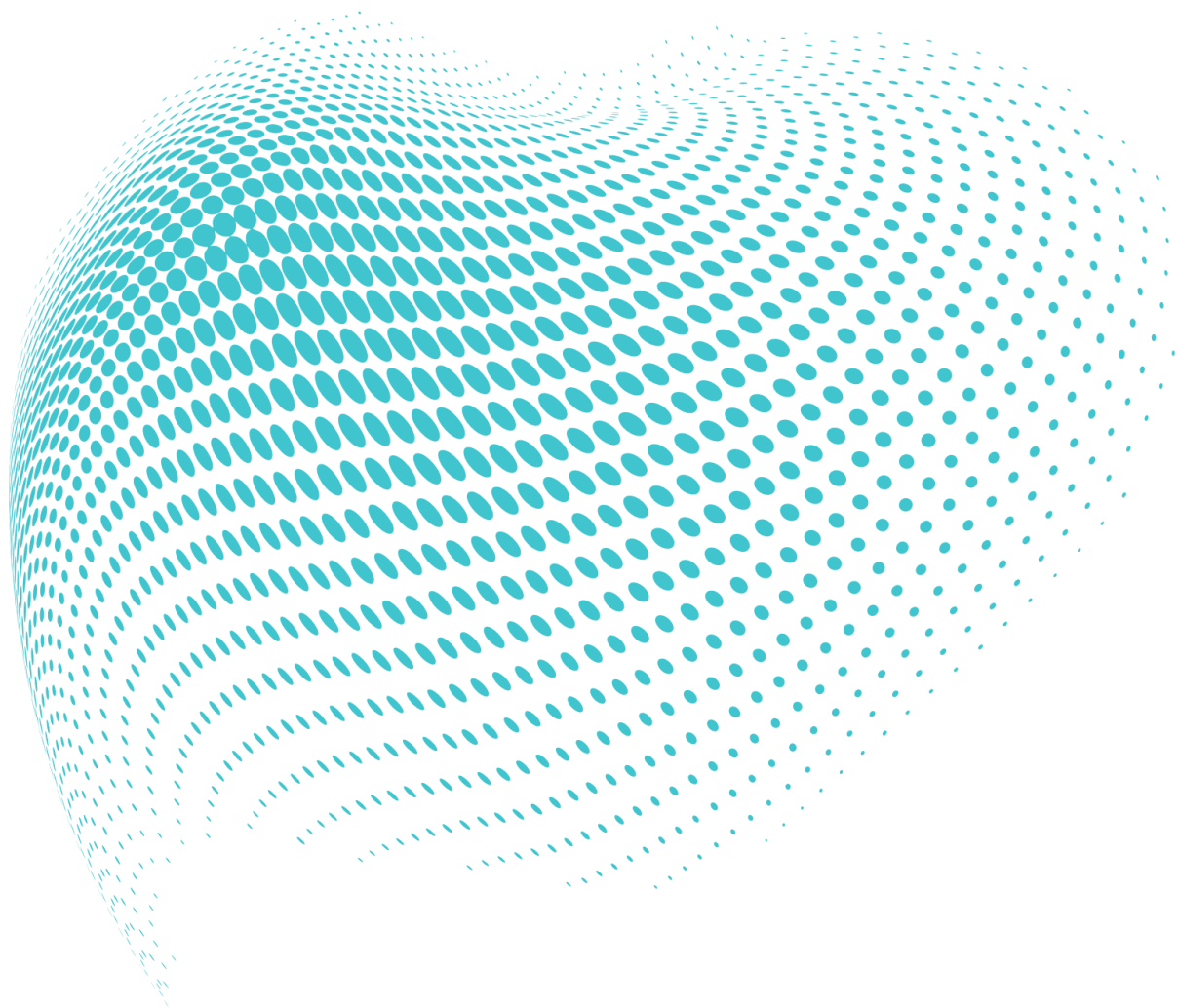


LSIP

Local Skills Improvement Plan

Insights | Skills | Growth



MAY 2023



Funded by
UK Government



Suffolk
Chamber of
Commerce



Norfolk
Chambers of
Commerce

Contents

Annex B

- 1. LSIP Delivery Team**
- 2. Process of Engagement**
 - Brand Development
 - Employer Engagement Strategy
 - Marketing Strategy
- 3. Skills Analysis**
 - Agritech/Food Processing
 - Net Zero
 - Soft/Impact Skills
 - Workforce Digital Skills
 - Generic Skills Survey
- 4. Other Data Sources – Provision & Data**
- 5. Provider & Stakeholder Relationships**
- 6. Governance**
 - LSIP Board
 - Working Groups
 - Common Framework Group
- 7. Confidence in Findings**
- 8. Local Authority Involvement**

1. Delivery Team

The Norfolk and Suffolk Local Skills Improvement Plan delivery team consists of dedicated experienced individuals, all of whom have the drive to make a difference in the local skills landscape. This was a collaboration between both Norfolk and Suffolk Chambers of Commerce, combined with the Norfolk and Suffolk County Council's 'Skills Hub'. Jointly, they act as ambassadors for the LSIP project, without prejudice towards their own organisations.

Dean Pierpoint – LSIP Project Manager

16 years skills experience working across varying sizes of delivery organisations and projects to assist businesses with workforce development and business growth. He has a real passion for supporting businesses at every level and has extensive knowledge and the ability to network across the local skills landscape.

Andrew McMillan – LSIP Project Support

Has a background in the public sector and a focus on business engagement within the Chamber network. He has been instrumental in bringing together the business voice and ensuring it is embedded within all aspects of the LSIP.

Sara Hinchliffe – LSIP Employer Engagement Skills Advisor

Experienced in learning and development, she knows exactly what the key drivers are on business skills needs. Working across both counties at ground level with businesses, she is able to signpost and introduce relevant provision, wherever it is required.

Charlotte Upcraft – LSIP Project Support

Having been responsible for the operation of Chambers' DWP Kickstart Programme Gateway, she understands the level of stakeholder engagement required. Together with excellent administrative and secretariat skills, she ensures that the LSIP project runs smoothly and effectively.

Louisa Kiddell – LSIP Project Support (Norfolk & Suffolk Skills Hub Partnership)

Having previously been involved with the Local investment in Future Talent Grant Programmes and Employer Training Incentive Pilot, she provides a crucial collaborative link between the ERB and the local skills policy system.

2. Process of Engagement

Brand Development

As a starting point, it was crucial for the LSIP to establish a strong brand locally which could be identified as engaging and relevant. With many other projects in the region around skills, the LSIP project team were keen to have a brand which was easily identifiable to employers and stakeholders, whilst maintaining a subtle element of the Chambers brand to ensure a business-led approach message.

A range of designs and discussions took place and it was apparent that we needed to align with the principles of the LSIP. With the main target audience being local employers, it was viewed that we needed: **Insight into their business, a focus on Skills, and how this can assist Growth.**

Stages of Brand Development

October 2022: Initial branding to meet the tight timescale and to launch initial iteration of the LSIP website.



January 2023: As the project embarked on a full digital media and Pay Per Click campaign, the final brand incorporated the Chamber Leaf, including the tagline of the LSIP with a much more engaging colour palette.



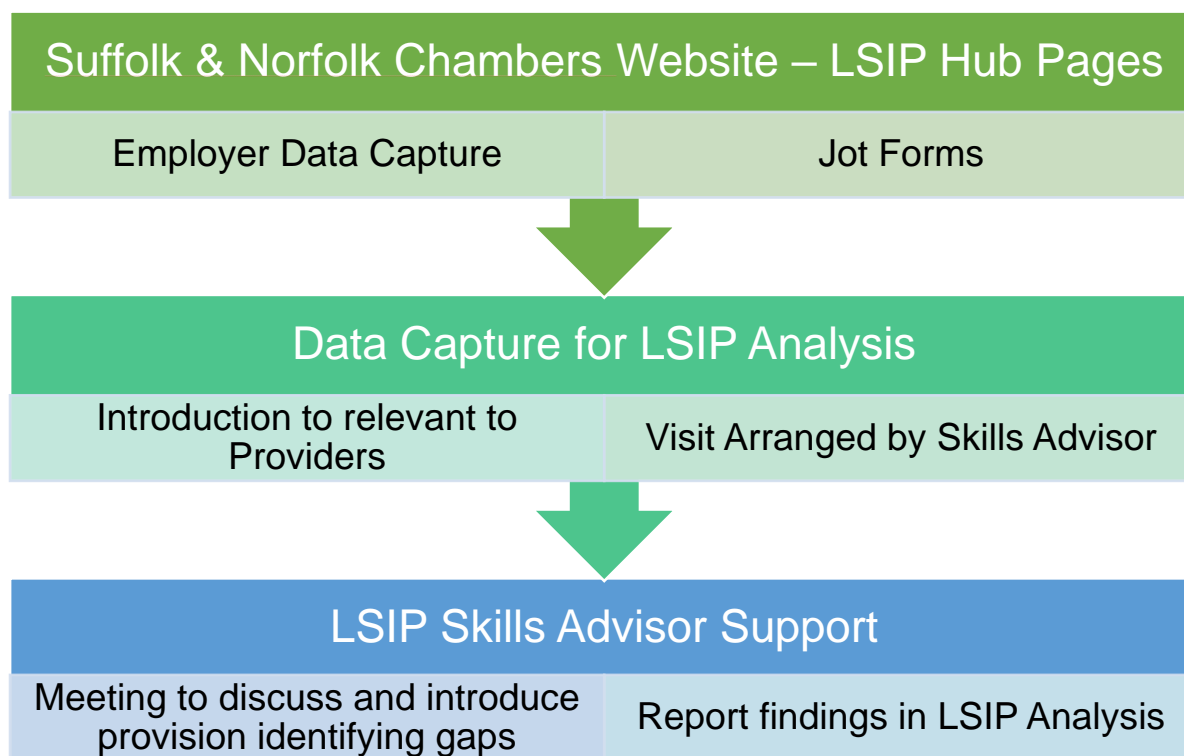
Employer Engagement Strategy

With pressing timescales and that employers in the region are often engaged with many other stakeholders, ranging from local authority support and sector or business specialists, it was important for the LSIP brand to be as strong as possible to support the wider engagement activity.

This resulted in a multi-platform approach which was in line with our marketing strategy. It was crucial to engage as many employers as possible beyond the usual reach of Chamber membership, to target a suitable sample of businesses from across multiple sectors spanning both counties.

Our engagement and marketing strategies worked in tandem to reach out to businesses and to gain insight into their skills and training needs. Once engaged we adopted the below approach to ascertain the level of engagement needed by the LSIP project team.

To gather as much data as possible from the employers, we sought to have as wide a range of digital engagement as possible, thereby allowing us to capture a wide range of business details, as well as being able to collate specific data questions around skills. From this data capture, we were able to discern whether we needed to signpost employers to existing provision, or set up meetings with a LSIP Skills Advisor to drill further into the specific skills need and support for that employer.



Marketing Strategy

As the brand developed and with the need to engage employers as a quickly as possible, two different approaches were taken:

1. To drive employers to our main survey
2. To direct employers to the website for the purpose of information sharing

A marketing brief was developed as below.

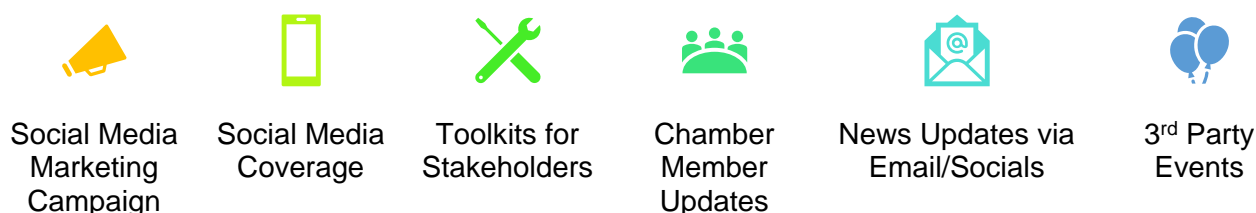
The LSIP project team needed to commission a local digital marketing company to deliver a PPC (pay per click) campaign, utilising both Google and LinkedIn platforms. This also included the promotion of posts and blogs as well using key words to drive traffic to the LSIP website.

The below PDF tender brief was offered to 3 different marketing agencies operating across Norfolk and Suffolk. Following a review of their responses, it was apparent that Furthermore Marketing had the expertise and (more importantly) the immediate capacity to deliver the results in the timely and effective manner needed.

[LSIP Marketing Tender Brief](#)

[LSIP Marketing Plan](#)

As well outsourcing the marketing to raise overall business awareness, it was important for the Chambers’ in-house marketing and engagement support for businesses to be proactive and effective. A range of activity, as articulated below was undertaken by both Norfolk and Suffolk Chambers of Commerce.



The LSIP team embarked on a roadshow series, delivered across both counties to engage with business and stakeholders at every event. Three roadshows were held in Norfolk and three in Suffolk.

All events provided an overview of the LSIP project, explained the relevance of employers having an impartial voice about skills needs, and provided a call to action for delegates to share the messages and complete the survey. The roadshow sessions provided an opportunity for businesses and other stakeholders to directly interact with the LSIP work and to discuss skills needs and opportunities in their sector and localities.

In total, around 120 individuals representing business and stakeholders attended the roadshow series of events.

WED 22 FEB	LSIP Roadshow - Norwich The Maids Head Hotel 8am - 9.30am	FREE
WED 15 MAR	LSIP Roadshow - Thetford The Thomas Paine Hotel 8am - 10am	FREE
WED 15 MAR	LSIP Roadshow - Bury St Edmunds Bury St Edmunds Guildhall 5.30pm - 7.30pm	FREE
WED 22 MAR	LSIP Roadshow - Lowestoft Rookery Park Golf Club 8am - 10am	FREE
THURS 30 MAR	LSIP Roadshow - West Norfolk Heacham Manor Hotel 8am - 10am	FREE
FRI 31 MAR	LSIP Roadshow - Ipswich The Hold, Ipswich 8am - 10am	FREE

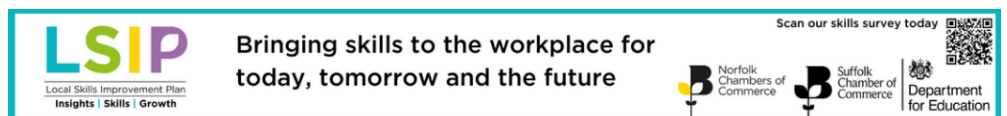


To broaden the coverage of the LSIP and to ensure the LSIP team were able to engage with a far-reaching audience, our marketing team developed a 'LSIP Toolkit for Stakeholders'. This included an overview of how to use the toolkit effectively, website graphics, email signature strips etc. All collateral was designed to digitally engage, as per our strategy, to meet the need to raise awareness and use digital engagement to gather significant data for the LSIP, helping to form the priority skills gaps for the region.



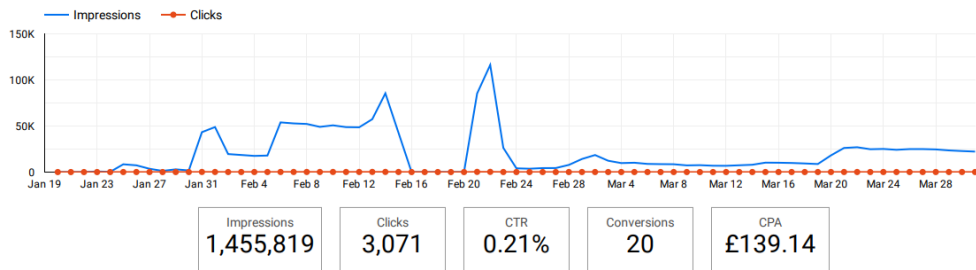
The toolkit consisted of the following:

Website Badge and Email Footers and PDF flyers to share to their wider audience and across social media.

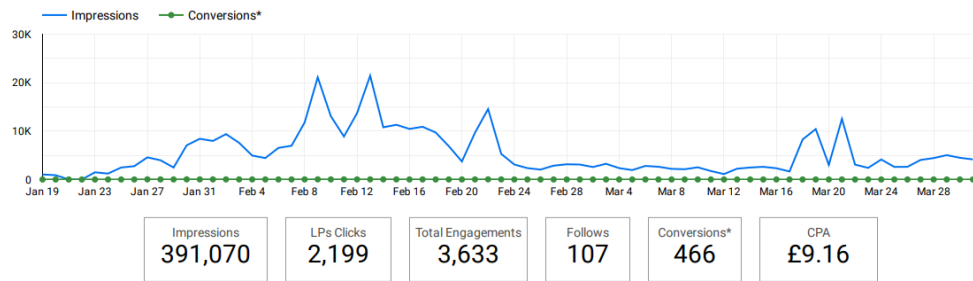


The PPC campaign was a success with the stats indicating over 1.8 million digital impressions from the marketing campaign. The campaign ran between January 2023 to April 2023. The digital activity provided a strong platform for the LSIP brand to springboard other marketing activity. LinkedIn was a hugely successful social media platform from an employer engagement perspective. This success resulted in the creation of a dedicated LSIP page, which continued to provide updates and insights to the work for any employer.

Google Ads

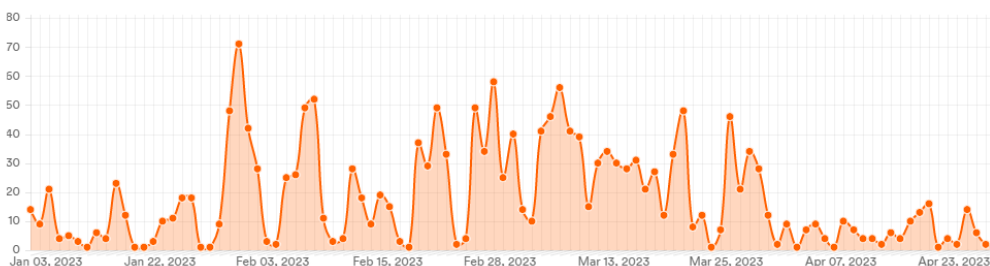


LinkedIn Ads



*conversions for LinkedIn are clicks to LSIP Employer Survey. This does not indicate successful form submissions.

The performance of the PPC campaign and the additional direct marketing from the Chambers proved to be successful, judging by the quantity of completed surveys from businesses outside of the skills priorities. Our survey platform delivered a more generic survey capturing the wider employers needs and also provided the narrative to our outlined skills priorities. This helped to prove our concept of raising awareness and gaining engagement. The LSIP gained over 190 generic skills survey responses within a 3 month period.



1,856
Views

191
Responses

10%
Conversion Rate

03:52
Avg. Time

3. Skills Analysis

For each of our Norfolk and Suffolk LSIP skills priorities we commissioned industry experts to deliver in-depth skills analysis for these priority areas. The deep dives were outsourced to local organisations embedded in that skills area. Using their local knowledge, and experience and network, they were able to deliver a quality in-depth narrative from businesses within the tight time scales required.

Agritech/Food Processing

This skills report was delivered by Martin Collison Associates Ltd who are well known and held in very high regard in this field, with a huge level of experience in engaging this sector for the purpose of change. They have a multitude of business contacts to draw on for relevant supporting skills analysis.

The Report can be found at the following Link - [Agri-Food Report](#)

Net Zero

Norfolk County Council were already planning a review project pertaining to Net Zero skills and industries across the region. As a result of the LSIP, we provided them with a small amount of additional funding to enable them to widen their brief to encompass both counties. Norfolk County Council's consultant was GemServe

The Report can be found at the following Links - [Green Skills Report](#) & [Retro-Fit Report](#)

Soft / Impact Skills

As a business membership organisation with a wide range of contacts and relationships through the Chambers network, Suffolk Chamber of Commerce were procured to produce an analysis of soft/impact skills within business. In collaboration with Norfolk Chambers of Commerce this analysis was carried out across both counties.

The Report can be found at the following Link - [Soft/Impact Skills Report](#)

Workforce Digital Skills

Tech East is a local entity designed to accelerate the growth and amplify the success of the digital tech economy in the East of England. Tech East tells the unique tech story of the region, its offer and asks. It showcases tech businesses in the East and advocate, influences, promotes and amplifies the sector, thereby driving recognition and investment. With their good reputation and an existing Digital Skills Taskforce, they were an obvious choice to help deep dive into digital skills need across Norfolk and Suffolk.

The Report can be found at the following Link - [Workforce Digital Skills Report](#)

Generic Skills Survey

To compliment the delivery on our key priorities, with the above commissioned skills analysis work, it was important for the LSIP to engage with as many employers as possible to ensure we had the right priorities and understand any significant skills gaps. We therefore created a more generic skills survey for businesses to engage with.

The Report can be found at the following Link - [Skills Survey Report](#)

4. Other Data Sources – Provision & Data

It is important to ensure that the LSIP worked collaboratively with other stakeholders and would take into account previous work that had taken place around skills locally. Therefore, in order to draw conclusions around the skills gaps, apprenticeship information, as well as local context, we have gained data from the following.

Skills Advisory Panel – LEP created Skills Report – [New Anglia Skills Report](#)

Apprenticeship Data Information – [Apprenticeships Data](#)

RCU/ILR Data Sets on Existing Provision - Provided by New Anglia Colleges Group - [FE Colleges ILR Data](#)

Learner Demand – Curriculum Reviews for Norfolk & Suffolk – Provided by New Anglia Colleges Group

[Suffolk County Council Priorities](#)

[Norfolk County Council Priorities](#)

Funding Mapping - [Funding Mapping](#)

5. Provider and Stakeholder Activity

Provider engagement was imperative to the success of the LSIP not just with FE and HE providers, but also with independent providers across the counties. Many meetings have been held individually to build relationships with as many as possible and the LSIP has been central to the New Anglia Colleges Group and the New Anglia Training Providers Group.

A list of all meetings attended with providers and stakeholders can be found below.

Training Providers
Swarm Apprenticeship Service
Steadfast Training (joint)
Turning Factor
Deltic Training Ltd
First Intuition
Prestigious Training Solutions Ltd
REAGIT
Jarrold Training
CPJ Education
Nova Training
WS Training
Eastern Region Training
Allstar Training
Poultec Training

Training Providers cont..
Cambridge Spark
British Racing School
Blue Sky Assessing & Consultancy Ltd
TRaC
University Of Suffolk
University of East Anglia
REAGIT
New Anglia Colleges Group
New Anglia Providers Network

Stakeholder / Organisation Name
Access Creative College
ACE Project
Action Coach
Active Suffolk
AFS
Agri food group sector skills
Akcela
Apprenticeships Norfolk
Armultra
Ascot Lloyd
ATHE
Barbara Herring
Cambridge Spark
Camden Boss
City College Norwich
Construction Industry Training Board (CITB)
Coda Plastics
Collison Associates
Community Action Suffolk
CPJ Education
Creative growth programme
Direct Purchasing Solutions (DPS)
Engineering & Construction Industry Training Board
Essex Chamber of Commerce
Evander
First Intuition
Flannery Plant Hire
FSB
Greater Norwich Manufacturing Group
HR Mindset
Institute of Directors (IOD)
Ixon Holdings / Shaw Trust

Stakeholder / Organisation Name
Kier
Mid Norfolk Manufacturing Group
New Anglia Advanced Manufacturing & Engineering Industry Council
New Anglia Colleges Group Principal Meeting
New Anglia Local Enterprise Partnership (NALEP)
New Anglia Local Enterprise Partnership (NALEP)
New Anglia LEP - Bootcamps
New Anglia LEP – Enterprise Advisor Network
Net Matters
New Anglia Growth Hub
Norfolk County Council
Norfolk Local Authority – Econ. Dev. Officer
North Norfolk District Council
Norfolk Provision Network Meeting
Ofsted Inspectorate
Security Foiling
Shaw Trust
Suffolk New College
Tech East
The Futures Group
Uptech
VCFSE Leaders Meeting
Voluntary Norfolk
West Suffolk College
WS Training
Norwich Food Enterprise Park
Saul Humphry LLP
MP for North Norwich
MP for Ipswich
Prestigious Training Solutions Ltd
Jarrold Training
Eastern Region Training
Allstar Training
British Racing School
Blue Sky Assessing & Consultancy Ltd
Elite Training European Limited
National Careers Service (via The Futures Group)

6. Governance

At the core of the LSIP is the wealth of organisation and cross-sector engagement. At every level of our governance within the project, the LSIP has embedded education

providers, Local Authority representatives, employers, the VCFSE sector and DWP. This ensures that the LSIP is visible to all stakeholders and they have a consistent message regarding the direction of travel throughout the processes of the LSIP.

Where there were already existing sector groups formed by the LEP skills team and others, we have utilised this for the basis of our Working Groups. This is the case with the Agri-Tech Group, which already had a good representation of the industry across both counties and was an active and effective group. Each of the groups meet monthly and minutes and activities are published on the LSIP web portal.

LSIP Board

The purpose of the LSIP Board is to provide direction, oversight, and review of the development of an effective LSIP for the region.

A link to the terms of Reference can be found here. [LSIP Board ToR](#)

Link to the Board Web Page - [Governance - LSIP Board](#)

Working Groups

The working groups provide the opportunity for businesses, learning providers and key stakeholders to assess the findings from the skills analysis from each of the priorities and to help develop potential solutions, utilising existing provision and funding. They are designed to be an open forum for discussion with a clear direction on output.

The groups are seen as ‘task and finish’ forums which ensures that any solutions recommended to the Common Framework Group are robust, workable and practically deliverable. [Click here for the Working Groups Terms of Reference \(TOR\)](#).

[Click here for an overview of the most recent round of discussions for all the Working Groups.](#)

[Workforce Digital Skills – Working Group](#)
[Soft / Impact Skills Working Group](#)
[Net Zero Working Group](#)

Agri-Tech / Food Processing Working Group

Wherever possible the LSIP has sought to collaborate with existing groups. The New Anglia LEP Agri-Food group was already an effective task and finish group, so the LSIP requested to become an active participant. There is a standing agenda item at their meetings to allow the LSIP to share data and discuss ideas and potential solutions with them.

[Common Framework Group](#)

[Click here for the Common Framework Group Terms of Reference.](#)

7. Confidence in Findings

The Norfolk and Suffolk LSIP has taken existing data and learning from the local skills system. This includes Local Authorities, New Anglia LEP, national data, and also from stakeholders in the FE Sector, who have shared some of their data with us.

Consequently, we have a substantial cache of data from which to draw conclusions for provision of training, skills requirements need, together with the strategic alignment to local and national policy.

In conjunction with the outsourced skills analysis (deep dives), the extensive marketing and awareness campaign, as well as the generic business surveys, we have achieved active engagement with over 500 businesses. This has given a unique employer-led insight into the reality and perception of skills landscape across Norfolk and Suffolk.

With confidence in the data, the Norfolk and Suffolk LSIP Working Groups and Common Framework Group have translated the data into potential solutions, based on actual business need. The work is validated by the stakeholder statements below.

Colin Shaw, Group Sixth Form Principal – West Suffolk College FE Provider

“It has been a privilege being involved with the Norfolk and Suffolk Local Skills Improvement Plan (LSIP) Governance Board from an education provider perspective. I have been extremely impressed with the collaborative approach that has been established to enable open and honest dialogue between businesses and providers to understand each other’s challenges and, more importantly, the potential opportunities that exist to work together to overcome the challenges that we collectively face.

“This approach has been instrumental in creating a more cohesive and effective local skills ecosystem that will benefit businesses, education providers, and individuals looking to develop their skills. The Board have fostered partnerships and collaborations that will hopefully lead to the creation of training programs that are both relevant and effective in meeting the needs of the local workforce.

“Furthermore, the LSIP Board has been successful in creating an environment where education providers and businesses can work together in a mutually beneficial manner. By bringing these groups together, they have been able to facilitate meaningful conversations that lead to innovative solutions that address the skills gaps.

“In conclusion, I would like to express my full support for the Norfolk and Suffolk LSIP Board’s commitment to listening to the voice of businesses and working closely with education providers to address skills gaps and meet the needs of the local workforce. Their efforts are commendable and will result in positive outcomes for the local community and I look forward to continuing to represent education on the Board in the future.”

Faizel Desai, Commercial Head of Scion Development - Netmatters Ltd
Local employer & Independent Training Provider

“Netmatters are proud to be associated with the Local Skills Improvement Plan and feel that this is a positive step forward to making an impactful change in our region.

“We are in a privileged position as we hold seats on the Digital Skills Working Group and the Common Framework Group, being that we are both a commercial business and an award-winning training provider. This LSIP is looking to not only bridge the skills gap in a range of sectors, but also put in long lasting solutions for sustainability and growth in both Norfolk and Suffolk. I am looking forward to seeing this project to fruition and what it will yield for generations to come in our local economy.”

Jason Carlton, Managing Director - Uptech Ltd
Local Employer

“When considering the employers perspective and challenges in taking on apprenticeships, the benefits appear to be a mis-aligned between the employer, universities, and colleges and the expectations as to what skills an apprenticeship should have.

“The LSIP is a great vehicle to bridge this communication gap, in what be seems to be a much-needed framework from education and business. When looking at improvement to skills development, apprenticeships offer a structured approach to skill development, allowing employers to shape and train individuals according to their specific needs.”

John Dugmore, Chief Executive – Suffolk Chamber of Commerce
LSIP Board Vice-Chair & ERB Partner

“I am delighted that Norfolk and Suffolk Chambers of Commerce have collaborated so effectively in the development of the Local Skills Improvement Plan (LSIP), by working closely with partners, employer networks and local business leaders across the area to investigate and articulate the skills need across the two counties.

“A vast amount of work has been carried out by our project team over the last five months to deliver employer surveys and consultation events. The Chambers are at the heart of our local economies, and we have engaged with hundreds of businesses within and beyond our networks to reach every sector and every size of businesses for a truly representative assessment of the challenges businesses face in the current economic climate.

“Our Roadmap for Change is supported by this evidence. But we have not sought to try to fix every problem, instead focussing on themes that meet the most pressing need, galvanising our partners to work collaboratively, building on existing, innovative work already underway alongside our new ideas.

“Our journey to improve the skills of local people and increase the productivity of our local economies has begun, and we are excited to move into the next phase where we will develop actions to deliver meaningful change, for greatest impact and value for money.”



8. Local Authority Involvement & Statement

As the LSIP developments then partnership with the local authority skills hub will play a crucial role in shaping the LSIP to be the employer voice for workforce development across both counties.

Tom Humphries, Acting Employment & Skills Manager
On behalf of the Norfolk & Suffolk Skills Hub Partnership
(Norfolk & Suffolk County Councils)

“Following the submission of the Norfolk and Suffolk LSIP and conclusion of Phase One, both Norfolk and Suffolk County Councils intend to continue to work collaboratively with the ERB’s in the delivery of Phase Two and in alignment with the ongoing activity.

“We anticipate a continuation of a close operational arrangement with Chambers of Commerce and Local Authority staff teams in support of Phase Two activities. In the further articulation of employer skills needs, employer support in the navigation of the Norfolk and Suffolk system and directly in provider support, evidence and case for curriculum design.”

The Norfolk & Suffolk Skills Hub Partnership, a shared resource of the Norfolk and Suffolk County Councils and NALEP skills teams, supported the LSIPs activity in

Phase One. Therefore, they are well placed to work closely with the Norfolk & Suffolk LSIP, both in building upon the local arrangements developed by the Chambers of Commerce throughout Phase One and in support of recommendations contained within the LSIP Roadmap for Change.