

OXFORDSHIRE LOCAL SKILLS IMPROVEMENT PLAN



LSIP OXFORDSHIRE
SHAPING THE FUTURE WORKFORCE



Progress Report
June 2025

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PURPOSE OF THE REPORT

This report explains what progress has been made with the Oxfordshire Local Skills Improvement Plan (LSIP) since it was published in August 2023. It is part of our commitment to keep employers, training providers, and other local partners up to date with what is happening and what still needs to be done.

The report is mainly for Oxfordshire employers. It shows how your ideas and feedback have helped shape training and skills in the county, and it gives real examples of the changes that are happening. It also explains how you can stay involved and continue to influence how people are trained for the jobs your business needs.

The report is also useful for training providers and other local organisations. It helps them understand what progress has been made and where to focus their work next.

Our aim is to keep employers at the heart of skills planning in Oxfordshire. By working together, we can make sure people are trained in the right skills to support local businesses and the wider economy.

Thank you to all the employers and partners who have worked with us so far. Your support is making a real difference.

This is the second formal update required during the life of the current LSIP. It is also a chance to share what is working well and build momentum for the next stage of the plan, which will start to take shape later in 2025.

SUMMARY OF THE LSIP

The Oxfordshire Local Skills Improvement Plan (LSIP) has been developed for the county of Oxfordshire which comprises of five district authorities:

- Cherwell
- West Oxfordshire
- Vale of White Horse
- Oxford City
- South Oxfordshire



The Oxfordshire Local Skills Improvement Plan (LSIP) sets out a clear plan to make sure local people have the right skills for local jobs. It covers the whole of Oxfordshire and was developed by listening closely to what employers told us they need.

The LSIP focuses on four main aims:



PARTNERSHIP

Bringing employers and training providers together to create training that works for business

INCLUSIVE

Making sure training is accessible to everyone, helping more people develop skills and find good jobs

ASPIRATION

Promoting exciting career opportunities in key sectors to attract and keep talent in Oxfordshire

CAREERS

Focusing on long-term careers, not just short-term jobs, to build a stronger workforce for the future

Priority Sectors



Care



Construction and Built Environment



Haulage and Logistics



Health and Life Sciences



Hospitality and Visitor Economy



ICT



Manufacturing (Science and Innovation)

Priority Transferable Skills



Leadership & Management



Skills for a Net Zero Economy



Digitalisation



Business & Professional

Since the LSIP was published in August 2023, it has been used to guide investment, shape new training courses, and build stronger links between employers and education providers.

You can read the full plan and last year's update on our website: [Oxfordshire Local Skills Improvement Plan](#)

[Oxfordshire LSIP Report 2023](#) and [2024 Progress Report](#)

WHAT HAS BEEN ACHIEVED SO FAR?

The LSIP said we needed to establish an embedded employer voice into skills planning.

The LSIP is now embedded in Oxfordshire's skills landscape, and we have created a robust model for involving employers in skills, in a meaningful way. This video showcases some of the work across Oxfordshire and its close neighbour, Berkshire. [Thames Valley Local Skills Improvement Plans \(LSIP\) for Berkshire and Oxfordshire](#)

The Employer Board, with representatives from our priority sectors is well established and oversees the LSIP's effectiveness. The full list of Employer Champions and Board Members is included in Annex 5. Some of our Champions and Board Members are featured in this video [Local Skills Improvement Plans for Berkshire and Oxfordshire](#)

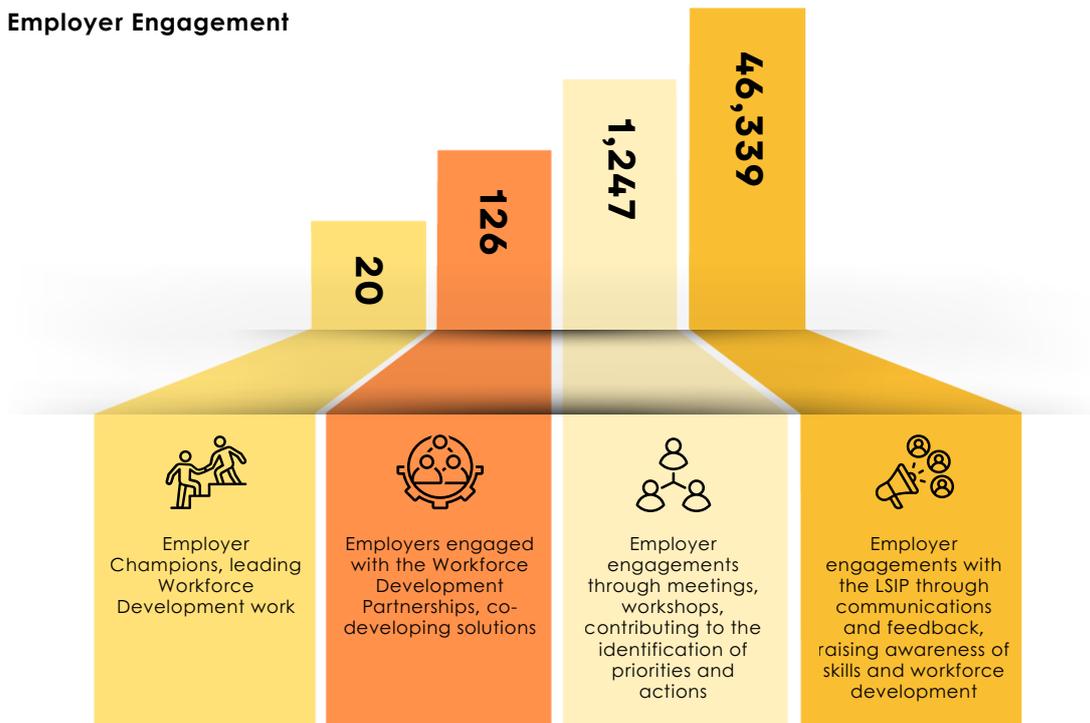
Leadership is provided by the Thames Valley Chamber of Commerce through the established Thames Valley Skills Unit.

The Thames Valley Skills Unit is a team dedicated to skills and workforce development in the Chamber. We work on behalf of local employers to ensure that education and training providers are delivering skills and training that will improve the local economy and productivity.

To do this we:

- Provide information to help local education and training providers design and improve courses
- Build connections between business and education
- Signpost and promote training and workforce development opportunities for employers and local people

Active Employer Engagement



Our reach is broad and extends beyond chamber member and the 'usual suspects'. 71% of engagements through meetings are with Small, Medium Enterprises (SMEs), 54% are with non-Chamber members.

The LSIP said we would convene Workforce Development Partnerships, led by Employer Champions for our priority sectors.

The Workforce Development Partnerships (WDPs) are a central part of how the Oxfordshire LSIP is delivered. They were created to respond to a key issue raised by employers: that training and education often do not reflect the real needs of local businesses. WDPs provide a space where employers, training providers, and partners can work together to understand sector-specific challenges, share insight, and co-design practical solutions. Each WDP is led by an Employer Champion and focuses on one of Oxfordshire's priority sectors, including Construction, Health and Life Sciences, Care, Haulage & Logistics. In some cases, there is pan Berkshire/Oxfordshire working where priorities are shared.

- **Manufacturing, Science and Innovation** - Caroline Woods, UK Atomic Energy Authority (UKAEA)
- **Hospitality and Visitor Economy** - Sarah Powell, Le Manoir aux 'Quat Saisons and Shelby King, YTL Hotels
- **Care** - Sanjay Dhrona, The Close Care Home
- **Haulage and Logistics** - Richard Perriman, Scan Logistics
- **Construction and Built Environment** - Lawrence Wright, Helix Group
- **Health and Life Sciences** - Tanya Jenkins, Lonza;

The WDPs feed directly into the LSIP's governance through the Employer Board, which provides strategic oversight and ensures the work remains firmly employer-led. This joined-up structure helps turn employer voice into action and supports meaningful, long-term change across the skills system.

Get involved- if you are an employer, a training provider, or an organisation interested in workforce development and skills, [get in touch](#)

More details of actions arising from all our WDPs are included in Annex 4.

SPOTLIGHT ON THE MANUFACTURING, SCIENCE AND INNOVATION SECTOR

An important development in 2024/25 has been the development of a new WDP for the Manufacturing, Science and Innovation businesses in Oxfordshire. Following a Round Table event in June 2024, led in partnership with the Institute of Physics (IOP), employers indicated an appetite for continuing collaboration.

Since then, the Workforce Development Partnership for Manufacturing, Science and Innovation has held meetings to strengthen collaboration between employers, training providers and industry bodies. Conversations have built on earlier discussions with the Institute of Physics, focusing on local skills needs. Partners like UKAEA, Abingdon & Witney College and the IOP have shared updates on training, including T-Levels and skills bootcamps. Key issues raised included gaps in training provision, recruitment challenges, and the need to promote apprenticeships more effectively. New training in areas like robotics, AI and battery manufacturing has been highlighted.

The LSIP said that more needed to be done to promote inclusive opportunities for recruitment.

A significant theme of the Oxfordshire LSIP was inclusion and opening up opportunities in our priority sectors. For example, the Hospitality and Visitor Economy WDP hosted a presentation from the HM Prison and Probation Service to re-think the workforce talent pipeline.

"For me the LSIP Workforce Development Partnerships have brought the world of industry, education and training together and given each a forum to discuss the topics that really matter. It has forged connections, provoked thoughts and provided connections that will last into the future all with like-minded individuals all with the same goal."

Sarah Powell, HR Director, Le Manoir aux 'Quat Saisons

Other WDPs have focused on connecting employers to other pipelines of talent. For example, members of the Manufacturing, Science and Innovation WDP have been linked to Skills Bootcamps in Engineering by Abingdon & Witney College, and the Haulage and Logistics WDP supported a Careers Fair in March 2025 focused on opportunities for SEND students amongst others.



The LSIP said that more needed to be done to raise the profile of careers in our priority sectors.

SPOTLIGHT ON THE CARE SECTOR

The Care Workforce Development Partnership (WDP) is a shared forum across Berkshire and Oxfordshire and is working to improve how people enter and progress in adult social care careers. At its heart is a simple but powerful idea: employers, colleges and training providers should work closely together to shape the future of the care workforce.

Bringing Care Careers to Life: Real-World Learning and Employer Engagement in Social Care

The Workforce Development Partnership (WDP) group often meets in care homes, offering a real-life setting to bring the conversation closer to the people and places involved. By hosting the meeting at an employer's premises, we strengthen ties between care providers and local colleges and give people a clearer view of what working in care actually looks like.

Students are invited to attend the WDP. In November 2024, learners from The Windsor Forest Colleges Group, Activate Learning and The Henley College were welcomed with a tour of the home. They spent time with different department heads, learning about the wide range of roles available in a care setting, from care workers to catering, maintenance and management. This helped to open their eyes to the real variety within the sector.

The students also played a role in the main meeting. They joined a roundtable discussion alongside employers, colleges, training providers and sector experts. The topic was how to deal with ongoing challenges in recruitment and how to better prepare people for careers in care. The students' contributions were insightful and honest. They spoke clearly about how little they had known about social care before the visit. Several said that careers in the health service were more visible to them, and that there was very little positive information about adult social care in the media. Some even said they had never considered working in care before but were now more open to the idea. This directly addresses priorities and actions in the Road Map.

This meeting showed what is possible when employers lead the way and when students are treated as partners in the conversation. By bringing the discussion into a real care setting and giving young people a voice, the partnership is helping to break down outdated views of the sector. It is creating a clearer, more positive path into care for those who might not have considered it before.

"Thank you for your email, it was a great meeting and lovely to connect with so many wonderful people who are trying to make radical changes in order to bring everyone together and show others what an incredible industry we are all part of. It was lovely speaking to the young students in our particular group, I gave them my business card and said they are more than welcome to come and spend time with my amazing team.

I was delighted to receive an email from them on Wednesday to say that they would love to come next week.

Hopefully they will join us at the next meeting to share if their perceptions have changed; even if it was by just 1% that is success in itself!!"

Acacia Home Care

The LSIP said there needed to be more provision directly addressing the identified priority skills.

An important strategic aim of the LSIP process is to encourage changes to training provision available to better meet employers' needs. In some cases, this is the introduction of new provision. Sometimes, employers and educators need to work together to influence the content of existing training.

“We held a Science Sector Advisory Board in May 2024 at City of Oxford College. Having these interactions with employers is so valuable to us as educators, to give us insight into applications of the learning our students receive, receive their guidance on curriculum and gain support for employer projects, T level placements and trips/guest speaker opportunities. This time, we asked for input on unit selection for the new AAQ in Human Biology qualification, feedback on our T Level employer project proposal and discussed ideas on how to support our learners to understand the real-world application of AI and emerging technologies in the science sector.”

Activate Learning

In Oxfordshire, providers received £2.5m from the Local Skills Improvement Fund (LSIF) to design, deliver and resource a range of courses to meet the future needs of their county, linked directly to the LSIP priorities.

We have worked with the colleges in the delivery and oversight of this important partnership work with the following impact measures.

	Target	Actual (March 2025)
New courses developed	30	21
People accessing new training	208	219
People benefitting from new training facilities	663	1,373
Employers investing time in co-creation of training and solutions	40	42
Employers investing their time through WDPs	80	126

Last reviewed in March 2025- will continue to be monitored

The WDP in Health and Life Sciences has established good working relationships between employers and providers. Consideration is now being given to establishing a Thames Valley wide employer advisory board to help influence curriculum planning.



Sustainability in Action: Building Workforce Skills Through Employer-Informed Learning

Activate Learning has developed a suite of [sustainability courses](#) in partnership with **Bioregional**, a sustainability consultancy. These courses are designed to meet the evolving needs of employers by providing practical, real-world training that can be directly applied in the workplace and directly relate to LSIP priorities. The curriculum includes modules on sustainability concepts, carbon emissions, net-zero strategies, circular economy practices, biodiversity, ethical operations, and stakeholder engagement. Each module features case studies and actionable strategies, ensuring that learners can build sustainability commitments aligned with their organisational goals.

The courses are tailored for various professional levels, from induction training for new employees to advanced programmes for managers and strategic decision-makers. For instance, the **"Sustainability for Managers"** course equips participants with the skills to implement sustainability practices at the departmental level, while the **"Sustainability for Strategic Decision Makers"** course prepares leaders to drive sustainability initiatives across entire organisations. These programmes are delivered online, offering flexibility for working professionals, and include interactive elements such as practical exercises and consultations with sustainability experts.

Designing the Future: Collaborative Robotics and Digitisation Training at The Henley College

The Henley College developed LSIP projects on Robotics and Digitisation. The Robotics programme was created with Vikaso, a local company that specialises in cooperative robots, or cobots. The programme takes the use of cobots in industry out to local companies, as a way to automate production and boost productivity. The LSIF/ERB partnership helped support cross border working with Newbury College (UCN).

Robotics and automation in the engineering industry are set to increase significantly over the next 10 to 15 years, meaning that there is an urgent need for skilled people who can service, repair and understand the principles of operation of autonomous machinery and robotic equipment. There are many diverse applications of robots and automation within industry, from autonomous vehicles and the use of drones for delivery to manufacturing and aeronautics.

The innovative, practical and fully-funded courses teach delegates how to set up industrial robots on a range of operating systems, as well as how to maintain and look after industrial robot cells to help minimise wear and reduce downtime.

Annex 3 contains our latest review of provision available in the area linked to the occupational SOC codes.

New courses that have been developed include Skills Bootcamps that directly address LSIP Priorities. Oxfordshire Skills Bootcamps are flexible courses of up to 16 weeks, giving people the opportunity to build up sector-specific skills and fast track to interview with an employer upon completion. To find out more, follow this link: <https://oxlepskills.co.uk/individuals/skills-bootcamps/>

Providers have also proactively developed new provision in direct response to the LSIP Road Map. For example, the original LSIP report noted that there was no available T Level provision in Engineering, Manufacturing, Process and Control and Design and Development for Engineering and Manufacturing in Oxfordshire. This provision is now available.

New Provision Now Available includes:

Skills Bootcamps Construction- Heat Pump	Skills Bootcamps Green Sustainability	Skills Bootcamps Laboratory Assistant	Skills Bootcamps Laboratory Technician	Skills Bootcamps Hospitality Supervision
Short Courses on AI, Machine Learning, Co Bots	Short Courses in Sustainability	Access to HE Computing	Short Courses in Coding and Cyber Security	T Level in Engineering
Apprenticeships in Media Industries	HNC Modern Methods of Construction	Sustainability for Employers	Certificate in Warehousing and Storage	Introduction to Robotics

“Amazing course; I was challenged to think outside the box and awaken my enthusiasm to learn more”.

Employee, Oxfordshire County Council, Environmental Awareness Heat Pump course, Abingdon & Witney College

Building a Greener Future: Expanding Access to Green Skills in Oxfordshire

Abingdon & Witney College's Net Zero Skills Hub delivers green skills training in Oxfordshire. Supported by the Local Skills Improvement Fund and UK Shared Prosperity Fund, the college introduced ten short courses and workshops focusing on areas such as domestic retrofit, heat pumps, and carbon literacy. These sessions attracted over 200 participants, including professionals from Oxford Direct Services, Soha Housing, and local councils.

The college emphasised creating a collaborative environment to tackle industry challenges like low engagement and trust issues between clients and tradespeople. Each workshop concluded with guidance on further training and networking opportunities. Additionally, the college offered fully funded places for South Oxfordshire and Vale of White Horse residents, enhancing accessibility to green skills education.

Hands-on retrofit workshops, led by experts such as Dave Judd from Ecological Building Systems, provided practical experience in insulation and airtightness techniques. The college also hosted a free Green Skills Event in January 2025, showcasing opportunities in sustainable construction and energy efficiency.

Driving Change: Co-Creating a New Logistics Curriculum Through Employer Partnership

As a direct outcome of strong employer engagement and collaboration through the Workforce Development Partnership (WDP), Activate Learning has developed a new Haulage & Logistics curriculum "Moving the World" launching in 2025 at Banbury and Bicester College.

This new curriculum was shaped through ongoing conversations at WDP meetings, where employers from across the sector highlighted urgent skills shortages, particularly in warehousing, transport operations, and supply chain management. Key input from the Chartered Institute of Logistics and Transport (CILT) and local businesses helped define the skills and knowledge most needed, from inventory control and dispatching, to leadership, communication, and digital fluency.

At a recent WDP meeting, Joshua Thorne from Activate Learning outlined how the curriculum was designed in direct response to these sector needs. The aim is to offer a practical, employer-informed route into the industry, with flexible entry points for school leavers, career changers and upskilling professionals. The curriculum is also being supported by new partnerships with logistics employers and professional bodies, ensuring learners gain industry-relevant experience from day one.

WHAT STILL NEEDS TO BE ACHIEVED?

While progress across the Workforce Development Partnerships and employer engagement activity has been strong, a number of areas still require further action, refinement or support. Some planned actions are behind schedule, in part due to delays in national policy, including uncertainty around the Lifelong Learning Entitlement. This has affected the pace of work on modular course design and adult learning progression routes, particularly in sectors such as Health and Life Science.

We will continue to champion and embed the employer voice into skills and workforce development strategies across the Thames Valley.

Local Governance and Future Changes

There may be future changes to how local government and economic planning are managed across Oxfordshire. Discussions have taken place about how local councils could work more closely together, or with neighbouring areas, to improve services and decision-making.

These conversations form part of wider national plans to devolve more powers from central government to local areas. Although no formal decisions have been made, there is growing interest in working together on issues such as skills, transport, housing, and economic development. The LSIP will continue to play an important role in ensuring that employers remain closely involved in any changes that affect skills planning, and that their needs are well understood by all partners involved.

Collaboration

As ERB, we have long-established collaborative working with other partners. This has included close partnership work driven by the Local Skills Improvement Fund (LSIF).

In 2025, this collaboration has evolved into a new Thames Valley FE Partnership across Berkshire and Oxfordshire. This group allows key representatives from FE Colleges across the region, with the ERB and other partners, to discuss their goals and objectives for skills growth, and their accountability agreements, identifying areas in which greater collaboration would help.

We also work collaboratively with employers and providers in Berkshire and Oxfordshire through the LSIP Workforce Development Partnerships across identified priority sectors to co-create solutions for skills and workforce development.

We will continue to work with our employers and providers through Workforce Development Partnerships to drive forward practical and collaborative action.

Manufacturing, Science and Engineering

This WDP has now been formed following an Employer Round Table in June 2024 that focused on the need for T Level provision to improve the pipeline of talent. T Levels in Engineering are now available in Oxfordshire. The WDP group is now thinking about how to make career pathways easier to understand and how to involve a wider range of learners, especially adults returning to work or those not in education or training. The group wants to improve how employers and colleges work together, with a focus on making the benefits of that partnership clearer for businesses. Training the trainers, building a shared language across the sector and highlighting well-known regional strengths are also on the table.

Hospitality and the Visitor Economy

The hospitality group is reviewing two major employment support schemes to see how they can be best used in the region. Depending on the level of interest, there may be a push to expand one of these schemes, Hospitality Connect, into Oxfordshire and Berkshire. If this goes ahead, colleges and major employers will be invited to work together to offer more placements and support. The group also plans to bring forward ideas about sustainability in the next meeting.

Care

The Care WDP is exploring how to bring the reality of care work into the classroom. This includes giving students hands-on experience with the digital systems used in care settings, and helping teachers better understand the needs of the sector through direct input from employers. There are also discussions about leadership training, especially for technical staff stepping into management roles.

Key Action- Planned Careers Fair in September 2025

Construction and the Built Environment

The construction group is looking at ways to involve more people who are currently underrepresented in the industry, such as care leavers and career changers. A recent round table explored the range of systemic issues still facing construction workforce development. A lack of teaching staff remains a major challenge, and ideas are being explored to bring more industry professionals into education. The group is also thinking about the potential for a marketing campaign to raise awareness of modern construction roles. There is a push for larger firms to support smaller ones through training and mentoring, and the group is keen to get more supply chain companies involved in future discussions.

Key Action- Planned bid into the CiTB Impact Fund

Breaking Ground: Tackling Perceptions and Building Pathways into Construction

In January 2025, the Local Skills Improvement Plan brought employers, colleges and training providers from across Berkshire and Oxfordshire together to confront a growing challenge in construction: how to attract and retain talent in a sector facing a shortfall of over 250,000 workers by 2027.

The discussion revealed deep-rooted issues. Stereotypes of construction as low-skilled and dirty still deter many, especially young people and those from diverse backgrounds. Brexit has added to the pressure by reducing the pool of skilled workers, while the industry's complexity and lack of clear entry routes make it hard for newcomers to find a way in. Even among college graduates, retention is low.

But the most urgent message to emerge was this: we need more open and regular conversations between industry and education. Students, parents, teachers and employers must better understand what the sector really offers, from digital design and environmental impact to project management and innovation.

Participants agreed that changing perceptions will not come from one campaign or one event. It will take continuous effort, honest dialogue and stronger links between education and employers. Only through ongoing conversations can we truly demystify construction and help people see its value and potential.

Haulage and Logistics

The group recently supported a large careers event and is now planning its next steps. A significant milestone has been the development of a new course offer at Banbury & Bicester College (Activate Learning).

Key Action- Review the new provision available

Health and Life Sciences

In health and life sciences, the group is considering whether a single advisory board across colleges would make it easier for employers to engage. There is also interest in supporting soft skills, leadership development and new training in areas like artificial intelligence and digital literacy, to make sure the workforce is ready for the future.

Key Action - Partner with the [Thames Valley's Health and Life Science Working Group](#) to ensure strong strategic engagement across all workforce development strategies. The benefit, already, is the obvious synergies between health and life sciences, Healthtech and skills across the sector which are being showcased in the working group meetings in [July 2025](#) (Carl Bramwell from Cogent Skills speaking) and [October 2025](#) (Phil Smith, Skills England).

We will continue the work on raising the profile of careers in our priority sectors

For example, a Care Careers Fair is being planned for September 2025, to be held in a real care home setting. This event aims to give students, jobseekers and careers advisers a first-hand experience of the sector, allowing them to meet staff, see the environment, and better understand the wide range of roles available. Holding the fair in a care home is a deliberate choice, it brings the reality of care work to life in a way that a classroom or exhibition hall cannot. The aim is to challenge outdated views of the sector, raise awareness of career opportunities, and inspire more people to consider adult social care as a meaningful and rewarding path.

We will continue to highlight opportunities to develop awareness and capabilities in our cross-cutting skills.

In all of our WDPs, we are promoting opportunities to develop cross-cutting skills such as new leadership and management short courses, skills bootcamps and other initiatives. Employer feedback continues to assert that these cross-cutting skills, including digital, employability skills and, increasingly, skills for net-zero, are important.

For example, in response to LSIP priorities, Activate Learning have developed a 'Sustainability for Strategic Decision Makers' programme including workshops led by Bioregional and Oxfordshire Green Tech.

We will continue to identify granular information and insights to inform new course development and changes in provision

The latest reports and insights from the WDPs are published on our website and are disseminated via our monthly newsletters.

Annexes 3 and 4 capture our latest work mapping current provision, and 'deep dive' insights from our Workforce Development Partnerships. We hope these are useful to our colleges and providers.



STRATEGIC AND ECONOMIC CONTEXT UPDATE

The following section sets up a brief update to the detailed analysis published in August 2023 and further update published in June 2024. Further summary information is included in Annex 1. The update does not substantively change the main messages of the published LSIP.

Oxfordshire is changing in several key ways. The population is growing and expected to rise by 9% by 2031, but the number of people of working age is going down, while more residents are over 50. Employment has increased and fewer people are out of work or inactive, showing a stronger local job market. The economy is also growing, with more value being produced, especially in science and technology. Big new projects like Moderna's research centre and GSK's cancer research are helping boost this sector. Infrastructure is being developed too, including plans for a new reservoir near Abingdon and a proposal to build 3,000 new homes in South Oxfordshire, showing the area is preparing for more people and future needs.

Oxfordshire remains one of the most economically dynamic areas in the UK, underpinned by its world-class research institutions, innovation assets, and high-value sectors. The Oxfordshire Strategic Economic Plan[1] and subsequent updates[2] point to continued strong performance, particularly in science and technology-led industries. The Oxfordshire economy was valued at approximately £26 billion in 2023 and is expected to see steady growth through to 2035, supported by national and regional investment strategies.[3]

Key sectors driving growth in the county include life sciences, space and satellite technology, digital technologies, advanced manufacturing, and clean energy. These sectors offer high-value employment opportunities but face persistent skills gaps, particularly in technical, engineering, and digital roles, as well as growing demands around emerging technologies.

Recent national analysis supports Oxfordshire's positive outlook. The EY UK Regional Economic Forecast (March 2025) projects that the South East, which includes Oxfordshire, will grow at an average of 1.6% per year between 2025 and 2028, in line with the UK average. While Oxfordshire is not singled out in the report, its economic profile and innovation strengths suggest performance at or above this regional rate.[4]

Oxfordshire is also expected to benefit significantly from the revival of government-backed plans to develop the Ox-Cam Arc.[5] This initiative includes large-scale investment in transport infrastructure, housing, and Research & Development (R&D) capacity in sectors such as artificial intelligence and life sciences.

The Oxfordshire LSIP remains focused on inclusive economic growth, aiming to ensure that all communities across the county can access opportunities arising from investment and innovation. A key priority is to strengthen the pipeline of skilled workers for high-demand sectors by promoting collaboration between employers, providers, and local stakeholders.

Sector Strengths and Opportunities

Key sectors (referenced via Standard Industrial Classification (SIC) codes) driving Oxfordshire's economy include:

- **Life Sciences and Health Technologies** – Anchored by the Harwell Science and Innovation Campus, and global firms. Significant demand for clinical, research, and manufacturing talent.
- **Digital and AI Technologies** – Strong growth in software, cybersecurity, and data science; Oxfordshire is home to leading AI start-ups and academic research hubs.
- **Space and Satellite Applications** – The Harwell Cluster is a national centre for satellite engineering and geospatial analysis, creating high-tech roles with advanced STEM requirements.
- **Advanced Manufacturing and Engineering** – Including automotive innovation (e.g. Mini Plant Oxford), materials science, and electronics. Skills needs range from entry-level technicians to R&D specialists.
- **Clean Energy and Environmental Technologies** – Innovation in fusion energy (e.g. UKAEA at Culham), hydrogen, and net-zero technologies offers opportunities in engineering, science, and environmental management.
- **Creative and Cultural Industries** – A growing part of the economy, especially in Oxford city and surrounding areas, supported by strong academic and entrepreneurial ecosystems.

[1] <https://www.oxfordshirelep.com/what-we-do/strategies-plans-reports/strategic-economic-plan/>

[2] [action-plan-final-june-2024%20\(1\).pdf](#)

[3] [Oxfordshire Strategic Economic Plan](#)

[4] James Cowper Kreston – Q4 2024 Quarterly Economic Survey Report

[5] <https://www.gov.uk/government/speeches/chancellor-vows-to-go-further-and-faster-to-kickstart-economic-growth>

These sectors offer high-value and resilient employment, though employers continue to report recruitment difficulties, particularly in specialist technical and digital roles. The LSIP is addressing these needs through employer-led Workforce Development Partnerships (WDPs) and focused initiatives to update training provision.

Infrastructure and Growth Challenges

Oxfordshire benefits from strong strategic connectivity, including the M40 corridor, rail links to London and the Midlands, and access to Heathrow. Ongoing investment in transport infrastructure (e.g. East West Rail), digital networks, and R&D capacity supports long-term economic competitiveness. However, there are challenges that may constrain future growth:

- **Skills Shortages** – Persistent gaps exist in advanced manufacturing, health and care, and digital sectors. Employers also face difficulty filling logistics, construction, and technician-level roles.
- **Tight Labour Market** – Employers increasingly need to attract, retain, and develop local talent, including through flexible working, inclusive recruitment, and upskilling initiatives.

Alignment with Skills England and the Industrial Strategy^[6]

Skills England has identified 10 priority sectors using SIC codes, reflecting national economic and workforce priorities. The Modern Industrial Strategy outlines eight future-facing sectors central to long-term economic growth. The Oxfordshire LSIP aligns closely with most of these sectors through its Workforce Development Partnerships (WDPs) and sector-specific actions.

Industrial Strategy	Skills England Priority Sector	Berkshire LSIP Priority Area / WDP	Alignment Comments
Clean Energy	Construction	Construction & Built Environment WDP	Direct match; focused on green construction, T Levels, and HTQs.
Digital & Technologies	Digital and Technology	ICT & Cross-Sector Digital Skills	Strong alignment; includes bootcamps, HTQs, AI, data analysis.
Advanced Manufacturing	Engineering and Manufacturing	Manufacturing, Science and Innovation WDP	Oxfordshire LSIP Priority
Life Sciences	Health and Social Care	Health & Life Sciences WDP and Care WDP	Split into two distinct WDPs locally to reflect sector complexity.
	Hospitality	Hospitality & Visitor Economy WDP	LSIP Priority
Life Sciences	Life Sciences	Health & Life Sciences WDP	LSIP Priority
	Logistics and Transport	Haulage & Logistics WDP	LSIP Priority
	Retail	Not currently prioritised	No specific activity reported under LSIP.
	Social Care	Care WDP	Reported separately from Health; directly aligned with Skills England framework.
	Early Years and Childcare	Not currently prioritised	May be included within broader Care/Health engagement but not featured explicitly.
Creative Industries		Not currently prioritised	Berkshire LSIP priority
Defence		Not currently prioritised	No specific activity reported under LSIP.
Financial Services		Not currently prioritised	No specific activity reported under LSIP.
Professional Business Services		Not currently prioritised	No specific activity reported under LSIP.

[6] <https://www.gov.uk/government/collections/skills-england>

Priority	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and outcomes expected	Monitoring Arrangements	Progress Status
<p>Governance & Leadership</p> <p>The ERB will evolve the LSIP Advisory Panel to become the LSIP Employer Board, overseeing and advising LSIP actions. This will ensure that the LSIP implementation remains employer led. The ERB will identify and mobilise Employer Champions for workstreams, ensuring the employer voice is loud and clear in all our actions. The ERB will embed the new Thames Valley Skills Unit (TVSU) as an expert team to help drive forward the LSIP. This will ensure that there is an expert resource within the ERB to advise on skills. The ERB will convene a new Provider and Partner Forum.</p>	<p>The LSIP Employer Board is in place with an active membership of Employer Champions for priority themes and sectors. The Thames Valley Skills Unit is established as a dedicated team within TVCC. The Partner & Provider Forum has been rolled out as a webinar for information-giving. The LSIP Project Management Group is now planned to evolve into a broader collaborative group, seeking opportunities for FE providers to continue to work together on strategic issues such as Higher Technical Qualifications (HTQs) and consider opportunities such as devolution. This will be put in place, with joint leadership from the TVCC from June 2024.</p>	<p>The Thames Valley Chamber of Commerce (TVCC) has convened the Board and Forum and continue to drive and monitor progress.</p>	<p>COMPLETE BY TARGET-SEP 2023</p>	<p>TVCC directly delivering and leading collaborative arrangements. Ensuring providers and employers have more opportunities to collaborate.</p>	<p>Structure in place and monitored by quarterly Board meetings. KPIs agreed and monitored at weekly team meetings and quarterly Board meetings</p>	<p>COMPLETE</p> <p>The LSIP is now embedded as an essential part of the Oxfordshire strategic landscape for skills. In particular, the Employer Champions, driving and supporting the sector-based Workforce Development Partnerships are improving relationships and enabling tangible impact (see below).</p>
<p>Monitoring and Realising the Benefits</p> <p>Monitor and support the realisation of the LSIP and to keep the LSIP under review to ensure it is still relevant. Work with the Lead for the LSIF application to ensure the LSIF is aligned with the LSIP.</p>	<p>Impact Measures agreed (set out in "What We Have Achieved" section) and aligned with LSIF KPIs where appropriate.</p>	<p>The Thames Valley Chamber of Commerce (TVCC) is working in partnership with LSIF providers, including the lead, Activate Learning.</p>	<p>COMPLETE BY TARGET-SEP 2023 Agreement of KPIs ON TRACK</p>	<p>TVCC working in partnership with the LSIF Project Group ensured that LSIF was closely aligned with LSIP.</p>	<p>Monthly LSIF Project Management Meetings attended by TVCC</p>	<p>COMPLETE</p>
<p>The ERB should facilitate work to strengthen collaborative working, ensuring that employers and providers work together to provide employer-focused solutions that are cost-effective, and try to best manage employer demand signals which can be fragmented. Pilot, convene and facilitate ERB-Led Workforce Development Partnerships (WDP) in Priority Sectors, using existing partnerships where possible, and maximising benefit with cross-border working if possible.</p> <ul style="list-style-type: none"> Provide a forum and focus for employers to gain insights into skills, and providers to gain insights into priority sectors. Generate resources and advice for signposting employers to skills. Strengthen relationships between attending providers and employers to generate further partnership solutions. 	<p>Learning from best practice in our area, bring a Guide for Working Together on Shaping the Workforce which will offer guidance to both employers and providers in navigating the local skills system and working collaboratively to help shape the workforce for the future. Guide for "Working Together on Shaping the Workforce" available on-line and updated with new case studies and resources on a regular basis ongoing.</p>	<p>The Thames Valley Chamber of Commerce (TVCC) has created resources and published the website</p>	<p>COMPLETE BY APRIL 2024 (TARGET-JAN 2024)</p>	<p>TVCC directly delivering and leading arrangements. Ensuring we showcase, guide and encourage providers and employers have more opportunities to collaborate.</p>	<p>Weekly Thames Valley Skills Unit Team meetings have monitored progress.</p>	<p>COMPLETE</p> <p>The website is now launched. Further development work and content creation planned for the duration of 2024.</p>
	<p>Workforce Development Partnerships active for:</p> <ul style="list-style-type: none"> Hospitality & Visitor Economy Construction & Built Environment Health & Life Science Care Haulage & Logistics NEW Manufacturing, Science & Innovation 	<p>The Thames Valley Chamber of Commerce (TVCC) has convened the WDPs in partnership with Employer Champions and continue to drive and monitor progress.</p>	<p>COMPLETE BY TARGET-SUMMER 2023- WDPs LAUNCHED. WDP PARTNERSHIP WORK CONTINUES UNTIL MARCH 2025</p>	<p>TVCC directly delivering and leading arrangements. Research / deep dives / Labour Market Information (LMI) / Data analysis. Employer engagement – through sector based WDPs</p>	<p>Monthly KPIs for employer engagement captured and reviewed at Thames Valley Skills Unit Team Meetings and Employer Board.</p>	<p>COMPLETE</p> <p>WDPs are now active fora, driving forward actions in each priority sector. Case studies are included as part of this Progress Report.</p>
<p>This Plan sets out a detailed description of the job roles and skills that Oxfordshire employers have reported are difficult to find in a format designed to make sense to education and skills providers- Information for Education and Skills Providers. This sector-by-sector analysis sets out granular information which our education and skills providers will respond to in their business and curriculum planning.</p>	<p>Update to Skills Priorities published (Annex 2) Disseminated and promoted as part of the Progress Report. Showcased and promoted on Guide to Working Together Website</p>	<p>The Thames Valley Chamber of Commerce (TVCC) has completed the deep dive research, created resources and published on the website</p>	<p>COMPLETE BY TARGET-JUNE 2024</p>	<p>Research / deep dives / Labour Market Information (LMI) / Data analysis. This information will enable providers to tailor responses to employer needs.</p>	<p>Reviewed and monitored at Employer Board (quarterly) and LSIF Project Management Group (monthly)</p>	<p>COMPLETE</p> <p>Information for Education and Skills Providers. This sector-by-sector analysis sets out granular information which our education and skills providers will continue to respond to in their business and curriculum planning.</p>

Priority	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and outcomes expected	Monitoring Arrangements	Progress Status
Thames Valley Skilled Practitioner Recognition. We will explore the appetite to create an employer-led system, whereby completed TV apprentices from participating TV businesses are formally recognised as Thames Valley Skilled Practitioners. Work with employers and partners to explore the feasibility of a pilot.	Early meeting held with the Chartered Institute of FE who are piloting a post-nominal Apprentice recognition scheme. Decision made not to progress Oxfordshire specific work as this national initiative fills the identified gap.	The Thames Valley Chamber of Commerce (TVCC) engaged with CIFE.	COMPLETE- NO FURTHER ACTIONS			
Employers in Oxfordshire report particularly acute difficulties in promoting their sector and careers to school leavers. The secondary data also suggests a decline in positive destinations for young people at KS4 and KS5 with particularly poor performance of young people accessing education and apprenticeships after 16-18. Local Authority working with the Careers Hub and Careers Enterprise Company, already lead high profile work programmes	Work with the Local Authority and training providers to add value to existing structures and programmes. LSIP structures and meetings promoting opportunities. Careers providers attending WDP meetings.	The Thames Valley Chamber of Commerce (TVCC) engaged with partners. 1-1 Meetings Attendance at WDPs	ON TRACK-Summer 2023- Mar 2025	CEIAG funding. TVCC directly delivering and leading arrangements. Research / deep dives / Labour Market Information (LMI) / Data analysis. Employer engagement – through sector based WDPs	Activity monitored through weekly team meetings.	ON TRACK WDP activity focused on careers, including planned Skills Fair for Care in September
Employers and training providers should collaborate to provide curriculum provision that is flexible and accessible to working learners for upskilling. Training providers, working in partnership with the ERB should plan a 'rapid response' service to design and deliver local, non-accredited and/or modular provision (occupation dependent as some industries require licence to practice) to address urgent skills needs in the existing workforce.	Providers working together through the LSIF to develop and promote Short Courses related to LSIF priorities. The Modular Acceleration Programme is a two-year programme taking place over 2023/24 and 2024/25 that will accelerate the supply of and support the delivery of individual modules of HTQs ahead of the launch of the LLE. Activate Learning are a pilot provider, working with TVCC to promote the offer.	Providers, including the LSIF Project Group, have planned out provision.	ON TRACK-Summer 2023- Mar 2025	Pilot funding for MAP TVCC will work with Activate to promote MAP	KPIs agreed through LSIF Project Group.	DELAYED DUE TO NATIONAL DELAY IN LLE Activate Learning are piloting the Modular Acceleration Pilot (MAP).
	New Skills Bootcamps due to be launched in LSIP priority areas: Data Analytics, Amazon Web Cloud, Hospitality, Engineering/Manufacturing, Health and Life Sciences and four green courses: E-Bikes, E-Vehicles, Sustainability skills and Construction	TVCC have worked with contract holder, Local Authority to ensure Skills Bootcamp provision meets LSIP priorities. Skills Bootcamp offer promoted by TVCC through monthly newsletter, website and WDPs. Employers engaged by TVCC to help design and influence provision	ON TRACK-Summer 2023- Mar 2025	Mainstream funding: Skills Bootcamps (Local Authority and providers) Employer engagement by TVCC through WDPs and 1-1s	Local Authority- Skills Bootcamp contract holder has agreed targets as part of the contract.	ON TRACK Bootcamps now available in Oxfordshire
HTQs are higher technical qualifications that employers have helped develop. The Lifelong Learning (Higher Education Fee Limits) Bill has been introduced in parliament, which will allow for the Government's Lifelong Loan Entitlement (LLE) to be rolled out.	Provider-led Planning Group implemented. HTQs in place through FE providers. (NB LLE delayed until 2026) HTQs now on offer include: Digital Technologies including AI and Cyber Modern Methods of Construction Leadership & Management	The LSIF Board group, with co-leadership from TVCC is widening its focus to lead collaborative action and skills planning, including a focus on HTQs and LLE. TVCC will co-lead the collaborative group with providers.	DELAYED DUE TO NATIONAL DELAY IN ROLL OUT OF LLE Autumn 2023- March 2025 Timeline for LLE launch now in line for 2026.	Mainstream funding: HTQ LSIF Funding for design, development and collaboration.	KPIs agreed with providers through LSIF-new L4+ courses: 11 new L4+ courses planned	DELAYED Planning Group in place and HTQs being promoted.

Priority	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and outcomes expected	Monitoring Arrangements	Progress Status
Promoting Careers in Priority Sectors	Using information on Skills Priorities, work with providers and CEIAG providers is ongoing to ensure up to date information is available to influence careers advice and activity. Partnership working in place with Local Authority Careers Hub including attendance at and contributions to WDPs	TVCC leading collaboration with CEIAG providers and	ON TRACK Autumn 2023- March 2025	TVCC leading employer engagement	Regular KIT meetings in place with CEIAG Providers.	ON TRACK Strong engagement with Careers Providers in place. Haulage Careers fair complete, Care Careers fair planned.
T Levels are being rolled out by the Government. These qualifications will aid L3 occupations and employment, progression to apprenticeships and vocational HE.	On going support for providers in the roll out and expansion of T levels. Round Table in Manufacturing, Science focusing on T Level implementation	The Thames Valley Chamber of Commerce (TVCC) has convened the WDPs in partnership with Employer Champions and continue to drive and monitor progress.	ON TRACK Autumn 2023- March 2025	TVCC leading deep dive research and employer engagement through WDPs	Monitoring implemented through deep dive research and published in	COMPLETE New T level provision on stream for 2024 and 2025.
Beyond the specific sectoral, and cross-sectoral skills set out in this Plan, there has been a wide range of employer feedback on the necessity of employability skills. More work needs to be undertaken to establish the need for a defined framework of underpinning employability skills, endorsed by employers, for training providers to adopt. Or, whether there is an existing framework used by providers that could be amplified and promoted. This could provide consistency for employers.	Providers and TVCC have identified skills in Leadership and management, workforce development and sustainability as key themes. There was no appetite for a new defined framework of underpinning employability skills arising from WDPs and other employer engagement. We are also aware that the National Priority Skills Statement refers to more work required. The national guidance notes that essential skills in English, maths and digital should also be prioritised and acknowledges that there may be value in articulating a list of transferable skills. Existing models such as Skills Builder provide this.	The Thames Valley Chamber of Commerce (TVCC) has convened the WDPs in partnership with Employer Champions and continue to drive and monitor progress of these.	COMPLETE-ACTION NOT ONGOING			
In partnership with the ERB and employers, training providers should further develop collaborative work to create innovative routes into the FE Teaching Workforce , and increase the capacity for training, coaching, and mentoring in priority skills.	Work with ETBs to support work to: Promote FE teaching as a career route. Provide development opportunities for teachers. Promote employer involvement in delivery	LSIF Project Group delivering Teach Your Trade Campaign	ON TRACK Sep 2023- March 2025	FE Colleges collaborating through LSIF	Progress reported through monthly Project Meetings.	COMPLETE https://teachyourtrade.org.uk/

SECTOR SPECIFIC: HOSPITALITY & VISITOR ECONOMY

Priority 	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and outcomes expected	Monitoring Arrangements	Progress Status
<p>Facilitate a Workforce Development Partnership (WDP)</p> <ul style="list-style-type: none"> Provide a forum and focus for employers to gain insights into skills, and providers to gain insights into priority sectors. Generate resources and advice for signposting employers to skills. Strengthen relationships between attending providers and employers to generate further partnership solutions. 	<p>TVCC have convened a WDP. Berkshire employers also attending</p> <p>Actions agreed:</p> <p>A communication/PR campaign on opportunities in the sector</p> <p>Skills bootcamps development- with employers involved and supporting with curriculum content</p> <p>Working on inspiring Level 1 students – via a newly developed work experience programme and end of programme survey</p>	<p>The Thames Valley Chamber of Commerce (TVCC) has convened the WDP and continue to drive and monitor progress.</p> <p>Sarah Powell (Manoir aux 'Quat Saisons) (Employer Champion) leads meetings and partnership work with TVCC.</p> <p>Partners Visit Oxfordshire Local Authority</p>	<p>COMPLETE- WDP IN PLACE</p> <p>ON TRACK Summer 2023- March 2025</p>	<p>TVCC led Working Group involving employers, providers and other stakeholders.</p> <p>Outcomes expected:</p> <p>New Skills Bootcamp,</p> <p>Existing provision influenced by employer input</p>	<p>WDP meeting quarterly- 3rd meeting was in April 2024.</p>	<p>ON TRACK</p> <p>WDP established. Bootcamp available.</p>

SECTOR SPECIFIC: MANUFACTURING SCIENCE AND INNOVATION

Priority 	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and outcomes expected	Monitoring Arrangements	Progress Status
<p>The LSIP will promote expansion, development, and delivery of provision in the identified priority areas.</p> <p>The T level in Engineering, Manufacturing, Process and Control is only being offered from 2024 onwards by UTC Oxfordshire. There are no current providers of Design and Development for Manufacturing. This leaves much of Oxfordshire without access to these technical routes.</p>	<p>TVCC have partnered with the Institute of Physics to run a Manufacturing Round Table with a focus on the T level (June 2024) (. This will bring together providers and employers.</p> <p>The purpose of this first forum is to foster dialogue, exchange ideas and promote collaboration on the industry T-Level qualifications to enhance and shape the future skills and capabilities of the workforce.</p> <p>The meeting is being held at the Harwell Campus in recognition of the recent announcement of Moderna's investment.</p>	<p>The Thames Valley Chamber of Commerce (TVCC) has convened the WDP and continue to drive and monitor progress.</p> <p>Partners Institute of Physics</p>	<p>ON TRACK Summer 2023- March 2025</p>	<p>TVCC led Working Group involving employers, providers and stakeholders.</p>	<p>Activity monitored through weekly team meetings.</p>	<p>ON TRACK</p> <p>WDP established and actions being progressed.</p> <p>T level in Engineering, Manufacturing, Process and Control now available</p> <p>Maintenance, Installation and Repair for Engineering and Manufacturing now available</p> <p>Design and Development for Engineering and Manufacturing now available</p>
<p>The Product Development Manager L4, Process leader L4, Senior CAD Engineer are identified as an industry need; however, a Trailblazer Group has yet to be formed to develop an Apprenticeship. The Battery Manufacturing Technician L3 is under development. The LSIP will test appetite amongst Oxfordshire employers to develop these standards.</p> <p>Employers reported some need for cross-skilling, for example, increasing productivity through the upskilling of the workforce to be able to multi-task.</p>	<p>Product Design and Development Engineer (L6) now on offer across Oxfordshire and Berkshire which meets this need</p> <p>The Battery Manufacturing Technician L3 is now available.</p> <p>Short courses being developed by Ruskin College</p>	<p>Provider-led development</p>				

Information Key
● COMPLETE
● ON TRACK
● DELAYED OR RISK OF NON-COMPLETION
● HIGH RISK OF NON-COMPLETION

SECTOR SPECIFIC: CONSTRUCTION & THE BUILT ENVIRONMENT

Priority	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and outcomes expected	Monitoring Arrangements	Progress Status
 <p>Facilitate a Construction & Built Environment Workforce Development Partnership (WDP)</p> <p>Provide a forum and focus for employers to gain insights into skills, and providers to gain insights into priority sectors. Generate resources and advice for signposting employers to skills. Strengthen relationships between attending providers and employers to generate further partnership solutions.</p> <p>Increase T Level provision.</p> <p>The Sector Profile illustrates those changing technologies, particularly in Green Skills are driving the need for upskilling in new technology, retrofitting and digital.</p> <p>The WDP will promote expansion, development, and delivery of provision in the identified priority areas.</p>	<p>TVCC have convened a WDP for Construction and Built Environment Sectors, collaborating with CITB, Home Builders Federation and the Electrical Contractors Association. This is a new group, pan-Berkshire and Oxfordshire to maximise benefits.</p> <p>Commitment to key actions: Inspire and inform more people about the Built Environment – construction roundtable being planned Concise mapping of qualifications for employers to understand what is currently offered and how they relate to opportunities/responsibilities in the workplace. Work on continuing to match education and training provision to local employer needs – range of construction course development through LSIF funding</p>	<p>The Thames Valley Chamber of Commerce (TVCC) has convened the WDP and continue to drive and monitor progress.</p> <p>Lawrence Wright (Helix) (Employer Champion) leads meetings and partnership work with TVCC.</p> <p>Partners CITB ECA Home Builders Federation</p>	<p>ON TRACK Summer 2023- March 2025</p>	<p>TVCC led Working Group involving employers, providers and stakeholders.</p> <p>TVCC work with the LEP, and providers help signpost employers to help develop other courses for the sector.</p> <p>Outcomes expected: New Skills Bootcamp, HTQ & T Level provision in Oxfordshire</p>	<p>WDP meeting quarterly- 3rd meeting was in April 2024.</p>	<p>ON TRACK</p> <p>T Levels planned for 2025</p> <p>New short modular upskilling courses on offer</p> <p>New HTQ now available in Modern Methods of Construction.</p>

SECTOR SPECIFIC: HEALTH & LIFE SCIENCES

Priority	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and outcomes expected	Monitoring Arrangements	Progress Status
 <p>Partner with the existing Thames Valley Health and Life Sciences Round Table to facilitate a Workforce Development Partnership (WDP)</p> <ul style="list-style-type: none"> Provide a forum and focus for employers to gain insights into skills, and providers to gain insights into priority sectors. Generate resources and advice for signposting employers to skills. Strengthen relationships between attending providers and employers to generate further partnership solutions. <p>The WDP will promote expansion, development, and delivery of provision in the identified priority areas.</p>	<p>The TVCC has worked with the successful Life Sciences Round Table to identify partnership and collaboration opportunities and establish a WDP.</p> <p>This is pan Berkshire and Oxfordshire to maximise benefits.</p> <p>Actions agreed: Creating more opportunities for new entrants to the sector and for career returners. More mentoring and work insights opportunities for potential new entrants to the sector. The creation of new education and training provision Creating industry upskilling opportunities for teaching staff</p>	<p>The Thames Valley Chamber of Commerce (TVCC) has convened the WDP and continue to drive and monitor progress.</p> <p>Tanya Jenkins and Joanne Thurston (Lonza) (Employer Champion) leads meetings and partnership work with TVCC.</p>	<p>ON TRACK Summer 2023- March 2025</p>	<p>TVCC led Working Group involving employers, providers and other stakeholders.</p> <p>TVCC work with the LEP, and providers help signpost employers to help develop Bootcamps for the sector.</p> <p>Outcomes expected: New Skills Bootcamps</p>	<p>WDP meeting quarterly- 3rd meeting due July 2024.</p>	<p>ON TRACK</p> <p>Bootcamps in place.</p> <p>WDP continues and will be linked with the wider Working Group to maximise employer engagement</p>

Information Key
● COMPLETE
● ON TRACK
● DELAYED OR RISK OF NON-COMPLETION
● HIGH RISK OF NON-COMPLETION

SECTOR SPECIFIC: CARE

Priority 	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and outcomes expected	Monitoring Arrangements	Progress Status
<p>The LSIP will promote expansion, development, and delivery of provision in the identified priority areas.</p> <p>Employers report the need for modular training to support specialist skills, such as diabetic training, training to support residents with epilepsy, and midazolam injections, leadership & management.</p> <p>Employers report that the FE college curriculum should be developed to include important areas such as mental health first aid, situation management for emotive situations, creative thinking, food texture modification (IDDSI framework) (which is currently taught in catering courses), food hygiene certification, and delivering meaningful activities in social and residential care settings.</p> <p>The LSIP will promote expansion, development and delivery of provision designed to improve the English skills of new, overseas workers.</p>	<p>The TVCC has launched a WDP in Care.</p> <p>This is pan Berkshire and Oxfordshire to maximise benefits.</p> <p>Actions agreed:</p> <p>Promotion and focus on Care Home week Exploring the data – where have those in the sector come from Collaboration with the Hallmark Foundation on their National Care Careers event (19th Nov 2024) Directory/spiderweb of roles/progression within the sector</p>	<p>The Thames Valley Chamber of Commerce (TVCC) has convened the WDP and continue to drive and monitor progress.</p> <p>Sanjay Dhrona, The Close Care Home (Employer Champion) leads meetings and partnership work with TVCC.</p>	<p>ON TRACK</p> <p>Autumn 2023- March 2025</p>	<p>TVCC led Working Group involving employers, providers and other stakeholders.</p> <p>TVCC work with the LEP, and providers help signpost employers to help develop Bootcamps for the sector.</p> <p>Deep dive research and employer engagement to establish upskilling needs for the sector.</p> <p>Outcomes expected:</p> <p>New Skills Bootcamps Work insights for students Employers influence content of existing curriculum</p>	<p>WDP meeting quarterly- 1st meeting April 2024</p>	<p>ON TRACK</p> <p>Initial deep dive analysis identified a trend of adult students and entrants (not 16-18)</p> <p>Skills Bootcamps running in Berkshire linked to specialist skills reported in the LSIP</p> <p>Care Careers fair planned September 2025</p>

SECTOR SPECIFIC: HAULAGE & LOGISTICS

Priority 	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and outcomes expected	Monitoring Arrangements	Progress Status
<p>The LSIP will promote expansion, development, and delivery of provision in the identified priority areas.</p> <p>The sector needs to promote itself as a career of choice to improve recruitment and career progression.</p>	<p>The TVCC has worked with the Chartered Institute of Logistics and Transport to identify partnership and collaboration opportunities and establish a WDP.</p> <p>This is pan Berkshire and Oxfordshire to maximise benefits.</p> <p>Actions agreed:</p> <p>Promotion of breadth of careers in the sector</p> <p>Focus on level 1 and 2 students: opportunities exist for them, and they can upskill and progress in the sector</p> <p>Resources/materials from Chartered Institute of Logistics and Transport (CILT) to be shared with Careers Organisations for use with schools/colleges; Working with Generation Logistics to get more sector ambassadors into schools/colleges</p>	<p>The Thames Valley Chamber of Commerce (TVCC) has convened the WDP and continue to drive and monitor progress.</p> <p>Richard Perriman (Employer Champion) leads meetings and partnership work with TVCC.</p> <p>Partners CILT</p>	<p>ON TRACK</p> <p>Autumn 2023- March 2025</p>	<p>TVCC led Working Group involving employers, providers and other stakeholders.</p> <p>TVCC work with the LEP, and providers help signpost employers to help develop Bootcamps for the sector.</p> <p>Outcomes expected:</p> <p>Work insights for students</p>	<p>WDP meeting quarterly- 2nd meeting April 2024</p>	<p>ON TRACK</p> <p>Work on a pilot programme of work placements with key employers and providers Joint LSIP/CILT careers event completed to bring employer, provider and learner voices together on this</p> <p>New provision available</p>

HIGH RISK OF NON-COMPLETION

DELAYED OR RISK OF NON-COMPLETION

ON TRACK

COMPLETE

Information Key

SECTOR SPECIFIC: ICT AND CROSS SECTOR PRIORITY: DIGITAL

Priority 	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and outcomes expected	Monitoring Arrangements	Progress Status
<p>The ERB will promote expansion, development, and delivery of provision in the identified priority skills.</p> <p>Work with the Local Authority to ensure the Skills Bootcamps in Digital, including Data Analytics, Amazon Web Cloud reach intended targets.</p>	<p>Providers are developing new digital provision in:</p> <p>T levels HTQs Skills Bootcamps</p> <p>TVCC has worked with the LEP to help signpost employers to benefit from the Skills Bootcamps in Digital.</p>	<p>Local Authority And providers have worked together to develop and deliver Skills Bootcamps</p> <p>Providers through LSIF collaboration are developing digital provision.</p>	<p>ON TRACK Autumn 2023- March 2025</p>	<p>Mainstream skills funding</p> <p>Outcomes Expected: More learners accessing digital skills</p>	<p>Employer Board quarterly-monitoring activity</p>	<p>ON TRACK</p> <p>T Levels in Digital available New HTQs New Skills Bootcamps (TBC)</p>

CROSS SECTOR PRIORITIES: LEADERSHIP & MANAGEMENT AND BUSINESS & PROFESSIONAL

Priority 	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and outcomes expected	Monitoring Arrangements	Progress Status
<p>Research and explore the support Oxfordshire employers need to provide L&M development for the existing workforce to respond to the identified issue of a tight labour market.</p> <p>Education & Training Providers to use LSIF, Innovation Fund as alternative sources of funding for development of non-accredited and accredited short courses for part-time and full-time learners to improve their knowledge and understanding of the identified Cross-Sector Transferable Skills.</p>	<p>Using the Information on Cross-Sector, Leadership & Management, education, and training providers should review curriculum planning to include these skills where possible and appropriate.</p>	<p>Providers, led by New Directions</p>	<p>ON TRACK Autumn 2023- March 2025</p>	<p>Provider led working group. Mainstream skills funding.</p>	<p>Monitored through monthly LSIF Project Meetings.</p>	<p>ON TRACK</p> <p>Working group established by New Directions across Berkshire and Oxfordshire.</p> <p>New L&M training now available including HTQ</p>

Information Key

- COMPLETE
- ON TRACK
- DELAYED OR RISK OF NON-COMPLETION
- HIGH RISK OF NON-COMPLETION

CROSS SECTOR PRIORITIES: GREEN

Priority 	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and outcomes expected	Monitoring Arrangements	Progress Status
Build relationships with employers, to help businesses understand their responsibilities and actively develop green skills strategies.	Work in partnership with the planned Sustainability Knowledge Transfer Partnership led by the University of Reading.	ACTION NOT GOING FORWARD KTP not in place- other actions being taken forward by providers- see below.				
<p>Employers and training providers to collaborate to provide curriculum provision that is flexible and accessible to working learners. Training providers, working in partnership with the ERB should set out a 'rapid response' service to design and deliver local, non-accredited and/or modular provision to address urgent Green Job skills needs in the existing workforce.</p> <p>Education & Training Providers to use LSIF, Innovation Fund as alternative sources of funding for development of non-accredited and accredited short courses for part-time and full-time learners to improve their knowledge and understanding of the identified skills. Provide staff development for FE Teachers in identified green skills that are valued by employers.</p> <p>Invest in capital resources identified as essential in delivering green skills identified in industries such as utilities, motor vehicle, engineering, and construction.</p>	New short courses and Skills Bootcamps in place including four green courses: E-Bikes, E-Vehicles, Sustainability skills and Construction	<p>Local Authority And providers have worked together to develop and deliver Skills Bootcamps</p> <p>Providers through LSIF collaboration are developing green provision and facilities.</p>	ON TRACK Autumn 2023- March 2025	<p>TVCC work with the LEP, and providers help signpost employers to help develop Bootcamps for the sector.</p> <p>Outcomes expected:</p> <p>New Skills Bootcamps</p> <p>New short courses</p>	Monitored through monthly LSIF Project Meetings.	ON TRACK Short courses and bootcamps in place across colleges.

Information Key

- COMPLETE
- ON TRACK
- DELAYED OR RISK OF NON-COMPLETION
- HIGH RISK OF NON-COMPLETION



LSIP OXFORDSHIRE

SHAPING THE FUTURE WORKFORCE

ECONOMIC CONTEXT (FURTHER DATA)

Population and Workforce

Oxfordshire's population continues to grow steadily. By mid-2023, it was estimated at approximately 726,500 and is projected to increase to around 806,900 by 2031, representing a 9% rise from 2022. This growth is driven by a combination of international migration, internal migration, and natural population increase.[1]

A significant demographic trend is the ageing population. In 2022, 37.2% of Oxfordshire's residents were aged 50 or over, with this figure forecast to rise to 41.5% by 2034. At the same time, the working-age population (20–49 years) is projected to decline by 18.5%. This demographic shift presents notable challenges for maintaining a sustainable workforce and supporting future economic growth. [2]

Labour Market

Oxfordshire's labour market remains resilient. In 2023, employment increased by 36,000 (10.1%) compared to the previous year, outperforming growth rates across the South-East and England. The unemployment rate was 2.8%, lower than both the South-East average (2.9%) and the national average (3.7%).

Economic inactivity also saw a sharp decrease, with 12,000 fewer economically inactive individuals recorded in 2023, a reduction of 16.2%. This decline is considerably greater than the reductions seen regionally and nationally. Additionally, the claimant count fell modestly, underlining a strengthening local labour market.

Looking ahead, employment in Oxfordshire is forecast to grow by a further 30,000 jobs (7.1%) between 2020 and 2035. There is also an expected replacement demand of 211,000 jobs, resulting in a total estimated demand of 241,000 workers over this period.

Economic Output and Business Profile

In 2022, Oxfordshire's Gross Value Added (GVA) rose by £2.7 billion (10.6%) compared to 2021, reflecting a strong post-pandemic recovery. Five sectors accounted for 58.9% of total GVA: Real Estate (13.4%), Professional, Scientific & Technical Activities (13.2%), Manufacturing (10.6%), Wholesale/Retail (9.7%), and Education (12.0%).

The Professional, Scientific, and Technical sector has seen particularly strong growth, increasing its share of GVA from 7.6% in 2011 to 13.2% in 2022. A key example is Moderna's new Innovation and Technology Centre at Harwell, completed in early 2025, which enhances the region's established life sciences cluster. Other significant investments include GSK's £50 million cancer research programme and Larry Ellison's £130 million investment in a new research campus. Major new facilities such as the £200 million Life and Mind Building and the £185 million Schwarzman Centre for the Humanities further highlight Oxfordshire's growing reputation as a global centre for research and innovation.

Infrastructure and Housing Developments

Several large-scale infrastructure projects are underway to support Oxfordshire's continued growth. Thames Water has revived plans for a £1.25 billion reservoir near Abingdon, designed to secure long-term water supplies for Oxfordshire and the wider Thames Valley region. If approved, construction could begin in 2029 with completion expected by 2040.

In the housing sector, Vistry Group is proposing a major development north of Berinsfield in South Oxfordshire, aiming to deliver up to 3,000 new homes along with schools, health services, and other community facilities. This aligns with Oxfordshire's strategic goal of meeting growing housing demand through sustainable development.

Skills Needs and Forward View

The changing demographic and economic landscape underlines the importance of a skilled and adaptable workforce. Sectors such as life sciences, green energy, advanced manufacturing, and digital technology are expanding rapidly and require a steady pipeline of skilled workers. The projected decline in the working-age population intensifies this challenge.

[1] Oxfordshire County Council – Housing-led Population Forecasts, August 2024 Update data.oxfordshire.gov.uk

[2] Office for National Statistics (ONS) – Labour Market Profile: Oxford ons.gov.uk

ECONOMIC CONTEXT (FURTHER DATA)

Close collaboration between employers, education providers, and training organisations remains essential to ensure that local people acquire the skills needed to access high-quality jobs and support business growth. This includes a continued focus on technical education, apprenticeships, and upskilling opportunities to address evolving industry needs.

4. Oxfordshire's Economic Strategy and Links to the LSIP

The SEP sets out a clear vision for sustainable and inclusive economic growth, building on Oxfordshire's global strengths in science, technology, and innovation while also tackling structural challenges such as productivity gaps and infrastructure requirements.

SEP Objectives

The SEP is framed around four core objectives:

Fostering business growth and innovation: Supporting enterprises of all sizes to innovate and expand, leveraging Oxfordshire's world-class research and development assets.

Widening access to opportunities: Ensuring that all residents can benefit from economic growth, with a strong focus on developing skills and supporting people through changes in the labour market.

Investing in infrastructure: Developing robust transport, digital, and energy networks to enable sustainable economic development.

Enhancing sustainable and inclusive communities: Ensuring that growth supports high-quality living environments and reflects Oxfordshire's unique character.

The plan also includes cross-cutting themes such as optimising local assets, driving innovation, strengthening global links, and building resilient local communities.

LSIP Alignment

The Oxfordshire LSIP is fully aligned with the SEP, particularly in its focus on skills and workforce development. Both frameworks acknowledge that equipping people with the right skills is essential to support business innovation and long-term economic growth.

Key areas of alignment include:

Net Zero and Green Skills: Developing training to meet the growing demand for green jobs across sectors like renewable energy, construction, and sustainable transport.

Digital Transformation: Ensuring the workforce has strong digital capabilities to support industry growth and technological innovation.

Inclusive Skills Development: Promoting access to skills training for all communities to tackle inequalities and broaden participation in the local economy.

SME Support: Helping small and medium-sized businesses access training and skills development to enhance productivity and competitiveness.

INFORMATION FOR EDUCATION AND TRAINING PROVIDERS

Key Outcomes Employers Want and Why

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

The presentation of information is as follows:

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

Where a qualification is highlighted in **GREEN**, this demonstrates that qualification is now available (when it was not before the LSIP publication)

Where a Standard is highlighted in **ORANGE** this shows that this Standard is not currently being offered in Oxfordshire.

Where a Standard is in **red**, it is not yet developed or available.

Where a Standard is marked with a **DG or MG**, this is a Green Occupation as defined as defined by the occupation route maps set out by Skills England <https://occupational-maps.skillsengland.education.gov.uk/>

DG Dark-green occupation

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

MG Mid-green occupation

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

Changes Required

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

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

Hospitality and Visitor Economy

Recruitment Difficulties Reported by Employers	Technical Occupations (Levels 2-3)	Higher Technical Occupations (Levels 4-5)	Professional Occupations (Level 6+)
Commis Chef	Commis Chef L2		
Chef de Partie	Chef de Partie L3		
Maintenance Engineer		Food & Drink Maintenance Engineer L3 Drinks Dispense Technician L3	
Managers	Hospitality Supervisor L3 (Offered close by in Bucks)	Senior Culinary Chef L4 Hospitality Manager L4	
Grounds and Greenkeepers	Sports Turf Operative L2	Advanced Sports Turf technician L3	

Manufacturing, Science and Innovation

Recruitment Difficulties Reported by Employers	Technical Occupations (Levels 2-3)	Higher Technical Occupations (Levels 4-5)	Professional Occupations (Level 6+)	T Levels
Production Managers		Product Development Manager L4	Product Design & Development Engineer L6	Design & Development-Mechanical Engineering
		Process Leader L4 MG		
Mechanical Engineers	Engineering design and draughtsperson - Control & Instrumentation or Mechanical L3 MG	Engineering Manufacturing Technician L4 MG		Design & Development-Mechanical Engineering
Design & Development Engineers	Engineering Design & Draughtsperson L3 MG	Product development manager (L4) Senior CAD Engineer	Product Design & Development Engineer L6	Design & Development-Mechanical Engineering
Production & Process Engineers	Science Manufacturing Process Operative L2 MG		Product Design & Development Engineer L6	Engineering, Manufacturing, processing and Control
	Science Manufacturing Technician L3 MG			
Electrical and Electronic Engineers	Battery Manufacturing Technician L3			Engineering, Manufacturing, processing and Control
Engineering Technicians	Science Manufacturing Process Operative L2 MG			Engineering, Manufacturing, processing and Control
Quality Assurance Technicians	Lean Manufacturing operative - Inspection/Quality L2 MG			Engineering, Manufacturing, processing and Control

Construction and the Built Environment

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

Health and Life Sciences

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

Care

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

Haulage and Logistics

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

ICT

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

DEEP DIVES FROM WORKFORCE DEVELOPMENT PARTNERSHIPS (JUNE 2025)

Hospitality and Visitor Economy

Employers report persistent misconceptions about the sector, which are contributing to recruitment challenges. Despite offering a wide range of roles, the industry continues to be seen by young people as low-skilled or temporary.

There is strong demand for customer experience and service excellence training, especially in roles where hospitality and retail overlap. Employers emphasise the importance of emotional intelligence, adaptability, and problem-solving, particularly in customer-facing roles where expectations are high and interactions are varied.

Digital marketing and social media skills are increasingly essential, particularly for small and independent businesses aiming to promote themselves and manage their online presence. Skills in areas like content creation, SEO, and review management (e.g. TripAdvisor, Google Reviews) are often lacking among new entrants.

Workplace-readiness also remains a priority. Employers highlight the need for basic soft skills, including time management, team working, and professional communication. Some also report gaps in food safety awareness, allergen management, and understanding of licensing or hygiene standards.

As sustainability becomes a stronger focus in tourism, employers are also beginning to request training in eco-conscious hospitality, such as waste reduction, local sourcing, and sustainable event management.

Manufacturing, Science and Innovation

Employers in advanced manufacturing and applied science sectors highlight the growing need for digital fluency and systems awareness. Skills in programme Logic Controller (PLC) programming, robotics, CAD/CAM software, and predictive maintenance systems are increasingly requested, especially in firms adopting Industry 4.0 technologies.

In science-led sectors, there is strong demand for practical laboratory competencies, including calibration, data logging, and use of lab automation tools. Employers note that while graduates may be academically strong, many need more exposure to Good Laboratory Practice (GLP), compliance documentation, and lab safety protocols.

Care

Employers consistently report a need for stronger digital skills in areas such as eMAR (electronic medication records), digital care planning systems, and reporting tools. Familiarity with platforms like Nourish or Person Centred Software is increasingly expected.

A gap remains in basic understanding of adult safeguarding and legal responsibilities, particularly in relation to the Care Act and Mental Capacity Act.

Employers value candidates who demonstrate resilience, emotional intelligence and communication skills with both residents and families, areas they feel are underdeveloped in current teaching.

There is strong interest in developing pathways for adult learners and career changers, especially those looking for flexible and vocationally tailored entry routes.

In both counties, the integration of health and social care is creating new skills needs in areas like collaborative working with NHS services, basic clinical skills, and end-of-life care.

Construction

Local firms say there is growing demand for training in modern methods of construction, including off-site manufacturing, modular builds, and low-carbon materials often missing from traditional programmes.

The lack of qualified teachers and assessors in practical trades (bricklaying, plastering, plumbing) is a significant bottleneck. Employers support the idea of "employer-educator hybrids", where experienced workers teach part-time.

Construction employers also report a need for better site-ready soft skills, including punctuality, teamwork, health and safety awareness, and following instructions.

Skills in site management software, digital modelling (BIM) and drone surveying are increasingly needed, especially in larger projects or where sustainability standards are high.

There is enthusiasm for targeted outreach to career changers and care leavers, who are seen as potential pipelines for entry-level roles provided the training is flexible and includes pastoral support.

Health and Life Sciences

Employers regularly highlight a need for stronger data handling, statistical literacy and lab reporting in new entrants, particularly in research and testing environments.

Skills gaps in GMP (Good Manufacturing Practice), clean room protocol and audit compliance are common across bioscience firms.

The growth of diagnostics and personalised medicine is driving demand for cross-disciplinary skills, blending biology with data science, coding and AI tools.

Employers value non-clinical roles more than is often reflected in courses including health economics, clinical trial coordination, and regulatory affairs and would like to see these roles better represented. Graduates often need more support in developing professional behaviours and resilience in high-pressure or ethical environments, such as acute care or pharma R&D.

Haulage and Logistics

There is an increasing demand for skills in logistics planning software, including tools like SAP, Oracle Transport Management and fleet tracking platforms areas where few students have prior experience. Employers stress the value of customer service, scheduling accuracy and conflict resolution, especially in roles that involve logistics coordination or transport planning.

Basic numeracy, Excel skills and confidence in handling operational data are often seen as more important than knowledge of the sector itself.

The sector struggles with public image, and employers would welcome more outreach through colleges to improve understanding of career pathways beyond HGV driving such as warehousing tech, route optimisation, or logistics analytics.

EMPLOYER CHAMPIONS 2024/25

Joe Bailey	Company Founder	Orbitr	Digital
Stuart Carroll (Chair of Employer Board)	Director Market Access, and Policy Affairs	Moderna Bio Tech UK Ltd	Health & Life Science
Nic Davies	CEO	Helix Group	Construction & Built Environment
Sanjay Dhrona	Managing Director	The Close Care Home	Care
Tanya Jenkins	Director, Operations	Lonza	Health & Life Sciences
Shelby King	HR Director	YTL Hotels UK	Hospitality & Visitor Economy
James Lee	Head of HR	AWE	STEM
Jennie MacFarlane	Human Resources Business Partner	Owen Mumford	Health & Life Sciences
Warren Page	Apprentice Manager	XTrac Ltd	STEM
Richard Perriman	Vice President Commercial Development	Scan Global Logistics	Transport & Logistics
Sarah Powell	HR Director	Le Manoir aux 'Quat Saisons	Hospitality & Visitor Economy
Jo Sandy	Head of Clinical Education & Workforce	Royal Berkshire NHS Trust	Health & Life Science
Paul Smith	Group Quality & Regulatory Affairs Director	Owen Mumford	Health & Life Sciences
Phil Smith	Chair	Digital Skills Partnership	Digital
Joanne Thurston	Head of Quality Control	Lonza	Health & Life Sciences
Charlie Walker	Head of Sales	Walker Logistics	Transport & Logistics
Andrew Whittard	Managing Director	Cherwell Laboratories	Manufacturing Innovation
Dr Caroline Wood	Apprenticeships Development Manager	UKAEA	Manufacturing Innovation
Lawrence Wright	New Business Manager	Helix Group	Construction & Built Environment
Dominique Unsworth	Managing Director	Resource Productions	Screen Sector



LSIP OXFORDSHIRE

SHAPING THE FUTURE WORKFORCE

OXFORDSHIRE LOCAL SKILLS IMPROVEMENT PLAN



LSIP OXFORDSHIRE
SHAPING THE FUTURE WORKFORCE



Progress Report
June 2025

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PURPOSE OF THE REPORT

This report explains what progress has been made with the Oxfordshire Local Skills Improvement Plan (LSIP) since it was published in August 2023. It is part of our commitment to keep employers, training providers, and other local partners up to date with what is happening and what still needs to be done.

The report is mainly for Oxfordshire employers. It shows how your ideas and feedback have helped shape training and skills in the county, and it gives real examples of the changes that are happening. It also explains how you can stay involved and continue to influence how people are trained for the jobs your business needs.

The report is also useful for training providers and other local organisations. It helps them understand what progress has been made and where to focus their work next.

Our aim is to keep employers at the heart of skills planning in Oxfordshire. By working together, we can make sure people are trained in the right skills to support local businesses and the wider economy.

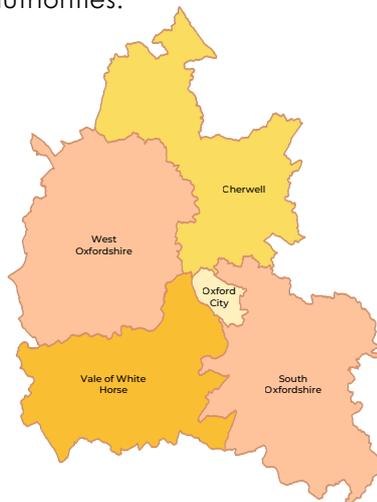
Thank you to all the employers and partners who have worked with us so far. Your support is making a real difference.

This is the second formal update required during the life of the current LSIP. It is also a chance to share what is working well and build momentum for the next stage of the plan, which will start to take shape later in 2025.

SUMMARY OF THE LSIP

The Oxfordshire Local Skills Improvement Plan (LSIP) has been developed for the county of Oxfordshire which comprises of five district authorities:

- Cherwell
- West Oxfordshire
- Vale of White Horse
- Oxford City
- South Oxfordshire



The Oxfordshire Local Skills Improvement Plan (LSIP) sets out a clear plan to make sure local people have the right skills for local jobs. It covers the whole of Oxfordshire and was developed by listening closely to what employers told us they need.

The LSIP focuses on four main aims:



Priority Sectors



Care



Construction and Built Environment



Haulage and Logistics



Health and Life Sciences



Hospitality and Visitor Economy



ICT



Manufacturing (Science and Innovation)

Priority Transferable Skills



Leadership & Management



Skills for a Net Zero Economy



Digitalisation



Business & Professional

Since the LSIP was published in August 2023, it has been used to guide investment, shape new training courses, and build stronger links between employers and education providers.

You can read the full plan and last year's update on our website: [Oxfordshire Local Skills Improvement Plan](#)

[Oxfordshire LSIP Report 2023](#) and [2024 Progress Report](#)

WHAT HAS BEEN ACHIEVED SO FAR?

The LSIP said we needed to establish an embedded employer voice into skills planning.

The LSIP is now embedded in Oxfordshire's skills landscape, and we have created a robust model for involving employers in skills, in a meaningful way. This video showcases some of the work across Oxfordshire and its close neighbour, Berkshire. [Thames Valley Local Skills Improvement Plans \(LSIP\) for Berkshire and Oxfordshire](#)

The Employer Board, with representatives from our priority sectors is well established and oversees the LSIP's effectiveness. The full list of Employer Champions and Board Members is included in Annex 5. Some of our Champions and Board Members are featured in this video [Local Skills Improvement Plans for Berkshire and Oxfordshire](#)

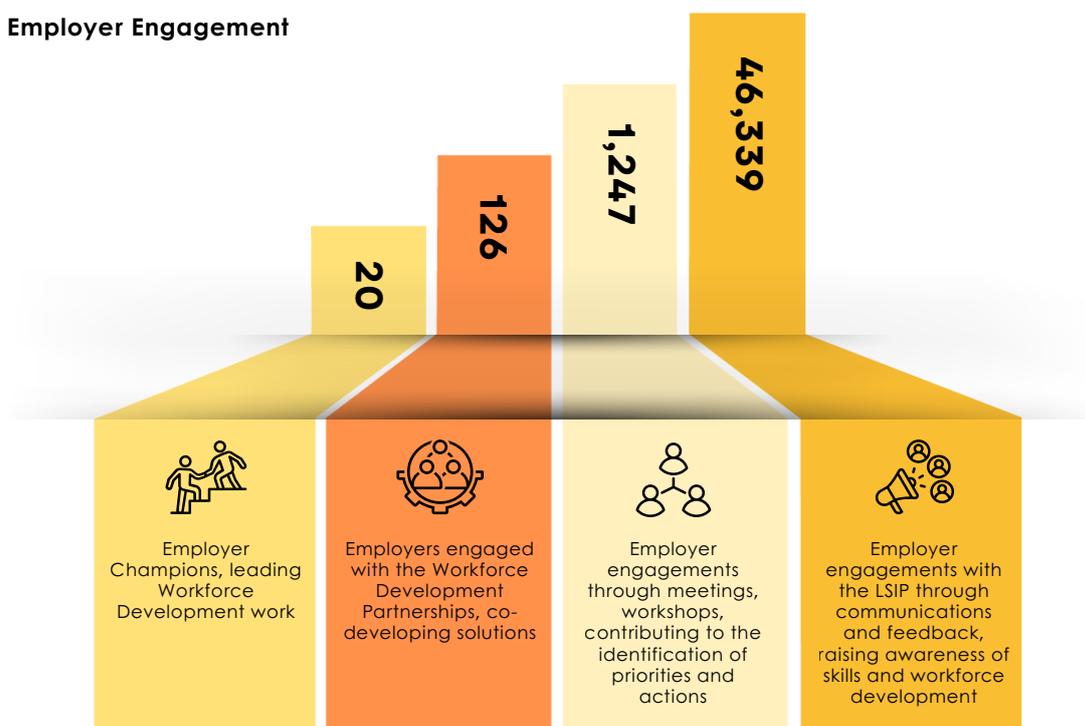
Leadership is provided by the Thames Valley Chamber of Commerce through the established Thames Valley Skills Unit.

The Thames Valley Skills Unit is a team dedicated to skills and workforce development in the Chamber. We work on behalf of local employers to ensure that education and training providers are delivering skills and training that will improve the local economy and productivity.

To do this we:

- Provide information to help local education and training providers design and improve courses
- Build connections between business and education
- Signpost and promote training and workforce development opportunities for employers and local people

Active Employer Engagement



Our reach is broad and extends beyond chamber member and the 'usual suspects'. 71% of engagements through meetings are with Small, Medium Enterprises (SMEs), 54% are with non-Chamber members.

The LSIP said we would convene Workforce Development Partnerships, led by Employer Champions for our priority sectors.

The Workforce Development Partnerships (WDPs) are a central part of how the Oxfordshire LSIP is delivered. They were created to respond to a key issue raised by employers: that training and education often do not reflect the real needs of local businesses. WDPs provide a space where employers, training providers, and partners can work together to understand sector-specific challenges, share insight, and co-design practical solutions. Each WDP is led by an Employer Champion and focuses on one of Oxfordshire's priority sectors, including Construction, Health and Life Sciences, Care, Haulage & Logistics. In some cases, there is pan Berkshire/Oxfordshire working where priorities are shared.

- **Manufacturing, Science and Innovation** - Caroline Woods, UK Atomic Energy Authority (UKAEA)
- **Hospitality and Visitor Economy** - Sarah Powell, Le Manoir aux 'Quat Saisons and Shelby King, YTL Hotels
- **Care** - Sanjay Dhrona, The Close Care Home
- **Haulage and Logistics** - Richard Perriman, Scan Logistics
- **Construction and Built Environment** - Lawrence Wright, Helix Group
- **Health and Life Sciences** - Tanya Jenkins, Lonza;

The WDPs feed directly into the LSIP's governance through the Employer Board, which provides strategic oversight and ensures the work remains firmly employer-led. This joined-up structure helps turn employer voice into action and supports meaningful, long-term change across the skills system.

Get involved- if you are an employer, a training provider, or an organisation interested in workforce development and skills, [get in touch](#)

More details of actions arising from all our WDPs are included in Annex 4.

SPOTLIGHT ON THE MANUFACTURING, SCIENCE AND INNOVATION SECTOR

An important development in 2024/25 has been the development of a new WDP for the Manufacturing, Science and Innovation businesses in Oxfordshire. Following a Round Table event in June 2024, led in partnership with the Institute of Physics (IOP), employers indicated an appetite for continuing collaboration.

Since then, the Workforce Development Partnership for Manufacturing, Science and Innovation has held meetings to strengthen collaboration between employers, training providers and industry bodies. Conversations have built on earlier discussions with the Institute of Physics, focusing on local skills needs. Partners like UKAEA, Abingdon & Witney College and the IOP have shared updates on training, including T-Levels and skills bootcamps. Key issues raised included gaps in training provision, recruitment challenges, and the need to promote apprenticeships more effectively. New training in areas like robotics, AI and battery manufacturing has been highlighted.

The LSIP said that more needed to be done to promote inclusive opportunities for recruitment.

A significant theme of the Oxfordshire LSIP was inclusion and opening up opportunities in our priority sectors. For example, the Hospitality and Visitor Economy WDP hosted a presentation from the HM Prison and Probation Service to re-think the workforce talent pipeline.

"For me the LSIP Workforce Development Partnerships have brought the world of industry, education and training together and given each a forum to discuss the topics that really matter. It has forged connections, provoked thoughts and provided connections that will last into the future all with like-minded individuals all with the same goal."

Sarah Powell, HR Director, Le Manoir aux 'Quat Saisons

Other WDPs have focused on connecting employers to other pipelines of talent. For example, members of the Manufacturing, Science and Innovation WDP have been linked to Skills Bootcamps in Engineering by Abingdon & Witney College, and the Haulage and Logistics WDP supported a Careers Fair in March 2025 focused on opportunities for SEND students amongst others.



The LSIP said that more needed to be done to raise the profile of careers in our priority sectors.

SPOTLIGHT ON THE CARE SECTOR

The Care Workforce Development Partnership (WDP) is a shared forum across Berkshire and Oxfordshire and is working to improve how people enter and progress in adult social care careers. At its heart is a simple but powerful idea: employers, colleges and training providers should work closely together to shape the future of the care workforce.

Bringing Care Careers to Life: Real-World Learning and Employer Engagement in Social Care

The Workforce Development Partnership (WDP) group often meets in care homes, offering a real-life setting to bring the conversation closer to the people and places involved. By hosting the meeting at an employer's premises, we strengthen ties between care providers and local colleges and give people a clearer view of what working in care actually looks like.

Students are invited to attend the WDP. In November 2024, learners from The Windsor Forest Colleges Group, Activate Learning and The Henley College were welcomed with a tour of the home. They spent time with different department heads, learning about the wide range of roles available in a care setting, from care workers to catering, maintenance and management. This helped to open their eyes to the real variety within the sector.

The students also played a role in the main meeting. They joined a roundtable discussion alongside employers, colleges, training providers and sector experts. The topic was how to deal with ongoing challenges in recruitment and how to better prepare people for careers in care. The students' contributions were insightful and honest. They spoke clearly about how little they had known about social care before the visit. Several said that careers in the health service were more visible to them, and that there was very little positive information about adult social care in the media. Some even said they had never considered working in care before but were now more open to the idea. This directly addresses priorities and actions in the Road Map.

This meeting showed what is possible when employers lead the way and when students are treated as partners in the conversation. By bringing the discussion into a real care setting and giving young people a voice, the partnership is helping to break down outdated views of the sector. It is creating a clearer, more positive path into care for those who might not have considered it before.

"Thank you for your email, it was a great meeting and lovely to connect with so many wonderful people who are trying to make radical changes in order to bring everyone together and show others what an incredible industry we are all part of. It was lovely speaking to the young students in our particular group, I gave them my business card and said they are more than welcome to come and spend time with my amazing team.

I was delighted to receive an email from them on Wednesday to say that they would love to come next week.

Hopefully they will join us at the next meeting to share if their perceptions have changed; even if it was by just 1% that is success in itself!!"

Acacia Home Care

The LSIP said there needed to be more provision directly addressing the identified priority skills.

An important strategic aim of the LSIP process is to encourage changes to training provision available to better meet employers' needs. In some cases, this is the introduction of new provision. Sometimes, employers and educators need to work together to influence the content of existing training.

"We held a Science Sector Advisory Board in May 2024 at City of Oxford College. Having these interactions with employers is so valuable to us as educators, to give us insight into applications of the learning our students receive, receive their guidance on curriculum and gain support for employer projects, T level placements and trips/guest speaker opportunities. This time, we asked for input on unit selection for the new AAQ in Human Biology qualification, feedback on our T Level employer project proposal and discussed ideas on how to support our learners to understand the real-world application of AI and emerging technologies in the science sector."

Activate Learning

In Oxfordshire, providers received £2.5m from the Local Skills Improvement Fund (LSIF) to design, deliver and resource a range of courses to meet the future needs of their county, linked directly to the LSIP priorities.

We have worked with the colleges in the delivery and oversight of this important partnership work with the following impact measures.

	Target	Actual (March 2025)
New courses developed	30	21
People accessing new training	208	219
People benefitting from new training facilities	663	1,373
Employers investing time in co-creation of training and solutions	40	42
Employers investing their time through WDPs	80	126

Last reviewed in March 2025- will continue to be monitored

The WDP in Health and Life Sciences has established good working relationships between employers and providers. Consideration is now being given to establishing a Thames Valley wide employer advisory board to help influence curriculum planning.



Sustainability in Action: Building Workforce Skills Through Employer-Informed Learning

Activate Learning has developed a suite of [sustainability courses](#) in partnership with **Bioregional**, a sustainability consultancy. These courses are designed to meet the evolving needs of employers by providing practical, real-world training that can be directly applied in the workplace and directly relate to LSIP priorities. The curriculum includes modules on sustainability concepts, carbon emissions, net-zero strategies, circular economy practices, biodiversity, ethical operations, and stakeholder engagement. Each module features case studies and actionable strategies, ensuring that learners can build sustainability commitments aligned with their organisational goals.

The courses are tailored for various professional levels, from induction training for new employees to advanced programmes for managers and strategic decision-makers. For instance, the **"Sustainability for Managers"** course equips participants with the skills to implement sustainability practices at the departmental level, while the **"Sustainability for Strategic Decision Makers"** course prepares leaders to drive sustainability initiatives across entire organisations. These programmes are delivered online, offering flexibility for working professionals, and include interactive elements such as practical exercises and consultations with sustainability experts.

Designing the Future: Collaborative Robotics and Digitisation Training at The Henley College

The Henley College developed LSIP projects on Robotics and Digitisation. The Robotics programme was created with Vikaso, a local company that specialises in cooperative robots, or cobots. The programme takes the use of cobots in industry out to local companies, as a way to automate production and boost productivity. The LSIF/ERB partnership helped support cross border working with Newbury College (UCN).

Robotics and automation in the engineering industry are set to increase significantly over the next 10 to 15 years, meaning that there is an urgent need for skilled people who can service, repair and understand the principles of operation of autonomous machinery and robotic equipment. There are many diverse applications of robots and automation within industry, from autonomous vehicles and the use of drones for delivery to manufacturing and aeronautics.

The innovative, practical and fully-funded courses teach delegates how to set up industrial robots on a range of operating systems, as well as how to maintain and look after industrial robot cells to help minimise wear and reduce downtime.

Annex 3 contains our latest review of provision available in the area linked to the occupational SOC codes.

New courses that have been developed include Skills Bootcamps that directly address LSIP Priorities. Oxfordshire Skills Bootcamps are flexible courses of up to 16 weeks, giving people the opportunity to build up sector-specific skills and fast track to interview with an employer upon completion. To find out more, follow this link: <https://oxlepskills.co.uk/individuals/skills-bootcamps/>

Providers have also proactively developed new provision in direct response to the LSIP Road Map. For example, the original LSIP report noted that there was no available T Level provision in Engineering, Manufacturing, Process and Control and Design and Development for Engineering and Manufacturing in Oxfordshire. This provision is now available.

New Provision Now Available includes:

Skills Bootcamps Construction- Heat Pump	Skills Bootcamps Green Sustainability	Skills Bootcamps Laboratory Assistant	Skills Bootcamps Laboratory Technician	Skills Bootcamps Hospitality Supervision
Short Courses on AI, Machine Learning, Co Bots	Short Courses in Sustainability	Access to HE Computing	Short Courses in Coding and Cyber Security	T Level in Engineering
Apprenticeships in Media Industries	HNC Modern Methods of Construction	Sustainability for Employers	Certificate in Warehousing and Storage	Introduction to Robotics

“Amazing course; I was challenged to think outside the box and awaken my enthusiasm to learn more”.

Employee, Oxfordshire County Council, Environmental Awareness Heat Pump course, Abingdon & Witney College

Building a Greener Future: Expanding Access to Green Skills in Oxfordshire

Abingdon & Witney College's Net Zero Skills Hub delivers green skills training in Oxfordshire. Supported by the Local Skills Improvement Fund and UK Shared Prosperity Fund, the college introduced ten short courses and workshops focusing on areas such as domestic retrofit, heat pumps, and carbon literacy. These sessions attracted over 200 participants, including professionals from Oxford Direct Services, Soha Housing, and local councils.

The college emphasised creating a collaborative environment to tackle industry challenges like low engagement and trust issues between clients and tradespeople. Each workshop concluded with guidance on further training and networking opportunities. Additionally, the college offered fully funded places for South Oxfordshire and Vale of White Horse residents, enhancing accessibility to green skills education.

Hands-on retrofit workshops, led by experts such as Dave Judd from Ecological Building Systems, provided practical experience in insulation and airtightness techniques. The college also hosted a free Green Skills Event in January 2025, showcasing opportunities in sustainable construction and energy efficiency.

Driving Change: Co-Creating a New Logistics Curriculum Through Employer Partnership

As a direct outcome of strong employer engagement and collaboration through the Workforce Development Partnership (WDP), Activate Learning has developed a new Haulage & Logistics curriculum "[Moving the World](#)" launching in 2025 at Banbury and Bicester College.

This new curriculum was shaped through ongoing conversations at WDP meetings, where employers from across the sector highlighted urgent skills shortages, particularly in warehousing, transport operations, and supply chain management. Key input from the Chartered Institute of Logistics and Transport (CILT) and local businesses helped define the skills and knowledge most needed, from inventory control and dispatching, to leadership, communication, and digital fluency.

At a recent WDP meeting, Joshua Thorne from Activate Learning outlined how the curriculum was designed in direct response to these sector needs. The aim is to offer a practical, employer-informed route into the industry, with flexible entry points for school leavers, career changers and upskilling professionals. The curriculum is also being supported by new partnerships with logistics employers and professional bodies, ensuring learners gain industry-relevant experience from day one.

WHAT STILL NEEDS TO BE ACHIEVED?

While progress across the Workforce Development Partnerships and employer engagement activity has been strong, a number of areas still require further action, refinement or support. Some planned actions are behind schedule, in part due to delays in national policy, including uncertainty around the Lifelong Learning Entitlement. This has affected the pace of work on modular course design and adult learning progression routes, particularly in sectors such as Health and Life Science.

We will continue to champion and embed the employer voice into skills and workforce development strategies across the Thames Valley.

Local Governance and Future Changes

There may be future changes to how local government and economic planning are managed across Oxfordshire. Discussions have taken place about how local councils could work more closely together, or with neighbouring areas, to improve services and decision-making.

These conversations form part of wider national plans to devolve more powers from central government to local areas. Although no formal decisions have been made, there is growing interest in working together on issues such as skills, transport, housing, and economic development. The LSIP will continue to play an important role in ensuring that employers remain closely involved in any changes that affect skills planning, and that their needs are well understood by all partners involved.

Collaboration

As ERB, we have long-established collaborative working with other partners. This has included close partnership work driven by the Local Skills Improvement Fund (LSIF).

In 2025, this collaboration has evolved into a new Thames Valley FE Partnership across Berkshire and Oxfordshire. This group allows key representatives from FE Colleges across the region, with the ERB and other partners, to discuss their goals and objectives for skills growth, and their accountability agreements, identifying areas in which greater collaboration would help.

We also work collaboratively with employers and providers in Berkshire and Oxfordshire through the LSIP Workforce Development Partnerships across identified priority sectors to co-create solutions for skills and workforce development.

We will continue to work with our employers and providers through Workforce Development Partnerships to drive forward practical and collaborative action.

Manufacturing, Science and Engineering

This WDP has now been formed following an Employer Round Table in June 2024 that focused on the need for T Level provision to improve the pipeline of talent. T Levels in Engineering are now available in Oxfordshire. The WDP group is now thinking about how to make career pathways easier to understand and how to involve a wider range of learners, especially adults returning to work or those not in education or training. The group wants to improve how employers and colleges work together, with a focus on making the benefits of that partnership clearer for businesses. Training the trainers, building a shared language across the sector and highlighting well-known regional strengths are also on the table.

Hospitality and the Visitor Economy

The hospitality group is reviewing two major employment support schemes to see how they can be best used in the region. Depending on the level of interest, there may be a push to expand one of these schemes, Hospitality Connect, into Oxfordshire and Berkshire. If this goes ahead, colleges and major employers will be invited to work together to offer more placements and support. The group also plans to bring forward ideas about sustainability in the next meeting.

Care

The Care WDP is exploring how to bring the reality of care work into the classroom. This includes giving students hands-on experience with the digital systems used in care settings, and helping teachers better understand the needs of the sector through direct input from employers. There are also discussions about leadership training, especially for technical staff stepping into management roles.

Key Action- Planned Careers Fair in September 2025

Construction and the Built Environment

The construction group is looking at ways to involve more people who are currently underrepresented in the industry, such as care leavers and career changers. A recent round table explored the range of systemic issues still facing construction workforce development. A lack of teaching staff remains a major challenge, and ideas are being explored to bring more industry professionals into education. The group is also thinking about the potential for a marketing campaign to raise awareness of modern construction roles. There is a push for larger firms to support smaller ones through training and mentoring, and the group is keen to get more supply chain companies involved in future discussions.

Key Action- Planned bid into the CiTB Impact Fund

Breaking Ground: Tackling Perceptions and Building Pathways into Construction

In January 2025, the Local Skills Improvement Plan brought employers, colleges and training providers from across Berkshire and Oxfordshire together to confront a growing challenge in construction: how to attract and retain talent in a sector facing a shortfall of over 250,000 workers by 2027.

The discussion revealed deep-rooted issues. Stereotypes of construction as low-skilled and dirty still deter many, especially young people and those from diverse backgrounds. Brexit has added to the pressure by reducing the pool of skilled workers, while the industry's complexity and lack of clear entry routes make it hard for newcomers to find a way in. Even among college graduates, retention is low.

But the most urgent message to emerge was this: we need more open and regular conversations between industry and education. Students, parents, teachers and employers must better understand what the sector really offers, from digital design and environmental impact to project management and innovation.

Participants agreed that changing perceptions will not come from one campaign or one event. It will take continuous effort, honest dialogue and stronger links between education and employers. Only through ongoing conversations can we truly demystify construction and help people see its value and potential.

Haulage and Logistics

The group recently supported a large careers event and is now planning its next steps. A significant milestone has been the development of a new course offer at Banbury & Bicester College (Activate Learning).

Key Action- Review the new provision available

Health and Life Sciences

In health and life sciences, the group is considering whether a single advisory board across colleges would make it easier for employers to engage. There is also interest in supporting soft skills, leadership development and new training in areas like artificial intelligence and digital literacy, to make sure the workforce is ready for the future.

Key Action - Partner with the [Thames Valley's Health and Life Science Working Group](#) to ensure strong strategic engagement across all workforce development strategies. The benefit, already, is the obvious synergies between health and life sciences, Healthtech and skills across the sector which are being showcased in the working group meetings in [July 2025](#) (Carl Bramwell from Cogent Skills speaking) and [October 2025](#) (Phil Smith, Skills England).

We will continue the work on raising the profile of careers in our priority sectors

For example, a Care Careers Fair is being planned for September 2025, to be held in a real care home setting. This event aims to give students, jobseekers and careers advisers a first-hand experience of the sector, allowing them to meet staff, see the environment, and better understand the wide range of roles available. Holding the fair in a care home is a deliberate choice, it brings the reality of care work to life in a way that a classroom or exhibition hall cannot. The aim is to challenge outdated views of the sector, raise awareness of career opportunities, and inspire more people to consider adult social care as a meaningful and rewarding path.

We will continue to highlight opportunities to develop awareness and capabilities in our cross-cutting skills.

In all of our WDPs, we are promoting opportunities to develop cross-cutting skills such as new leadership and management short courses, skills bootcamps and other initiatives. Employer feedback continues to assert that these cross-cutting skills, including digital, employability skills and, increasingly, skills for net-zero, are important.

For example, in response to LSIP priorities, Activate Learning have developed a 'Sustainability for Strategic Decision Makers' programme including workshops led by Bioregional and Oxfordshire Green Tech.

We will continue to identify granular information and insights to inform new course development and changes in provision

The latest reports and insights from the WDPs are published on our website and are disseminated via our monthly newsletters.

Annexes 3 and 4 capture our latest work mapping current provision, and 'deep dive' insights from our Workforce Development Partnerships. We hope these are useful to our colleges and providers.



STRATEGIC AND ECONOMIC CONTEXT UPDATE

The following section sets up a brief update to the detailed analysis published in August 2023 and further update published in June 2024. Further summary information is included in Annex 1. The update does not substantively change the main messages of the published LSIP.

Oxfordshire is changing in several key ways. The population is growing and expected to rise by 9% by 2031, but the number of people of working age is going down, while more residents are over 50. Employment has increased and fewer people are out of work or inactive, showing a stronger local job market. The economy is also growing, with more value being produced, especially in science and technology. Big new projects like Moderna's research centre and GSK's cancer research are helping boost this sector. Infrastructure is being developed too, including plans for a new reservoir near Abingdon and a proposal to build 3,000 new homes in South Oxfordshire, showing the area is preparing for more people and future needs.

Oxfordshire remains one of the most economically dynamic areas in the UK, underpinned by its world-class research institutions, innovation assets, and high-value sectors. The Oxfordshire Strategic Economic Plan[1] and subsequent updates[2] point to continued strong performance, particularly in science and technology-led industries. The Oxfordshire economy was valued at approximately £26 billion in 2023 and is expected to see steady growth through to 2035, supported by national and regional investment strategies.[3]

Key sectors driving growth in the county include life sciences, space and satellite technology, digital technologies, advanced manufacturing, and clean energy. These sectors offer high-value employment opportunities but face persistent skills gaps, particularly in technical, engineering, and digital roles, as well as growing demands around emerging technologies.

Recent national analysis supports Oxfordshire's positive outlook. The EY UK Regional Economic Forecast (March 2025) projects that the South East, which includes Oxfordshire, will grow at an average of 1.6% per year between 2025 and 2028, in line with the UK average. While Oxfordshire is not singled out in the report, its economic profile and innovation strengths suggest performance at or above this regional rate.[4]

Oxfordshire is also expected to benefit significantly from the revival of government-backed plans to develop the Ox-Cam Arc.[5] This initiative includes large-scale investment in transport infrastructure, housing, and Research & Development (R&D) capacity in sectors such as artificial intelligence and life sciences.

The Oxfordshire LSIP remains focused on inclusive economic growth, aiming to ensure that all communities across the county can access opportunities arising from investment and innovation. A key priority is to strengthen the pipeline of skilled workers for high-demand sectors by promoting collaboration between employers, providers, and local stakeholders.

Sector Strengths and Opportunities

Key sectors (referenced via Standard Industrial Classification (SIC) codes) driving Oxfordshire's economy include:

- **Life Sciences and Health Technologies** – Anchored by the Harwell Science and Innovation Campus, and global firms. Significant demand for clinical, research, and manufacturing talent.
- **Digital and AI Technologies** – Strong growth in software, cybersecurity, and data science; Oxfordshire is home to leading AI start-ups and academic research hubs.
- **Space and Satellite Applications** – The Harwell Cluster is a national centre for satellite engineering and geospatial analysis, creating high-tech roles with advanced STEM requirements.
- **Advanced Manufacturing and Engineering** – Including automotive innovation (e.g. Mini Plant Oxford), materials science, and electronics. Skills needs range from entry-level technicians to R&D specialists.
- **Clean Energy and Environmental Technologies** – Innovation in fusion energy (e.g. UKAEA at Culham), hydrogen, and net-zero technologies offers opportunities in engineering, science, and environmental management.
- **Creative and Cultural Industries** – A growing part of the economy, especially in Oxford city and surrounding areas, supported by strong academic and entrepreneurial ecosystems.

[1] <https://www.oxfordshirelep.com/what-we-do/strategies-plans-reports/strategic-economic-plan/>

[2] [action-plan-final-june-2024%20\(1\).pdf](https://www.oxfordshirelep.com/what-we-do/strategies-plans-reports/strategic-economic-plan/action-plan-final-june-2024%20(1).pdf)

[3] [Oxfordshire Strategic Economic Plan](https://www.oxfordshirelep.com/what-we-do/strategies-plans-reports/strategic-economic-plan/)

[4] James Cowper Kreston – Q4 2024 Quarterly Economic Survey Report

[5] <https://www.gov.uk/government/speeches/chancellor-vows-to-go-further-and-faster-to-kickstart-economic-growth>

These sectors offer high-value and resilient employment, though employers continue to report recruitment difficulties, particularly in specialist technical and digital roles. The LSIP is addressing these needs through employer-led Workforce Development Partnerships (WDPs) and focused initiatives to update training provision.

Infrastructure and Growth Challenges

Oxfordshire benefits from strong strategic connectivity, including the M40 corridor, rail links to London and the Midlands, and access to Heathrow. Ongoing investment in transport infrastructure (e.g. East West Rail), digital networks, and R&D capacity supports long-term economic competitiveness. However, there are challenges that may constrain future growth:

- **Skills Shortages** – Persistent gaps exist in advanced manufacturing, health and care, and digital sectors. Employers also face difficulty filling logistics, construction, and technician-level roles.
- **Tight Labour Market** – Employers increasingly need to attract, retain, and develop local talent, including through flexible working, inclusive recruitment, and upskilling initiatives.

Alignment with Skills England and the Industrial Strategy[6]

Skills England has identified 10 priority sectors using SIC codes, reflecting national economic and workforce priorities. The Modern Industrial Strategy outlines eight future-facing sectors central to long-term economic growth. The Oxfordshire LSIP aligns closely with most of these sectors through its Workforce Development Partnerships (WDPs) and sector-specific actions.

Industrial Strategy	Skills England Priority Sector	Berkshire LSIP Priority Area / WDP	Alignment Comments
Clean Energy	Construction	Construction & Built Environment WDP	Direct match; focused on green construction, T Levels, and HTQs.
Digital & Technologies	Digital and Technology	ICT & Cross-Sector Digital Skills	Strong alignment; includes bootcamps, HTQs, AI, data analysis.
Advanced Manufacturing	Engineering and Manufacturing	Manufacturing, Science and Innovation WDP	Oxfordshire LSIP Priority
Life Sciences	Health and Social Care	Health & Life Sciences WDP and Care WDP	Split into two distinct WDPs locally to reflect sector complexity.
	Hospitality	Hospitality & Visitor Economy WDP	LSIP Priority
Life Sciences	Life Sciences	Health & Life Sciences WDP	LSIP Priority
	Logistics and Transport	Haulage & Logistics WDP	LSIP Priority
	Retail	Not currently prioritised	No specific activity reported under LSIP.
	Social Care	Care WDP	Reported separately from Health; directly aligned with Skills England framework.
	Early Years and Childcare	Not currently prioritised	May be included within broader Care/Health engagement but not featured explicitly.
Creative Industries		Not currently prioritised	Berkshire LSIP priority
Defence		Not currently prioritised	No specific activity reported under LSIP.
Financial Services		Not currently prioritised	No specific activity reported under LSIP.
Professional Business Services		Not currently prioritised	No specific activity reported under LSIP.

[6] <https://www.gov.uk/government/collections/skills-england>

Information Key
 ● COMPLETE
 ● ON TRACK
 ● DELAYED OR RISK OF NON-COMPLETION
 ● HIGH RISK OF NON-COMPLETION

Priority	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and outcomes expected	Monitoring Arrangements	Progress Status
Governance & Leadership The ERB will evolve the LSIP Advisory Panel to become the LSIP Employer Board , overseeing and advising LSIP actions. This will ensure that the LSIP implementation remains employer led. The ERB will identify and mobilise Employer Champions for workstreams, ensuring the employer voice is loud and clear in all our actions. The ERB will embed the new Thames Valley Skills Unit (TVSU) as an expert team to help drive forward the LSIP. This will ensure that there is an expert resource within the ERB to advise on skills. The ERB will convene a new Provider and Partner Forum .	The LSIP Employer Board is in place with an active membership of Employer Champions for priority themes and sectors. The Thames Valley Skills Unit is established as a dedicated team within TVCC. The Partner & Provider Forum has been rolled out as a webinar for information-giving. The LSIP Project Management Group is now planned to evolve into a broader collaborative group, seeking opportunities for FE providers to continue to work together on strategic issues such as Higher Technical Qualifications (HTQs) and consider opportunities such as devolution. This will be put in place, with joint leadership from the TVCC from June 2024.	The Thames Valley Chamber of Commerce (TVCC) has convened the Board and Forum and continue to drive and monitor progress.	COMPLETE BY TARGET-SEP 2023	TVCC directly delivering and leading collaborative arrangements. Ensuring providers and employers have more opportunities to collaborate.	Structure in place and monitored by quarterly Board meetings. KPIs agreed and monitored at weekly team meetings and quarterly Board meetings	COMPLETE The LSIP is now embedded as an essential part of the Oxfordshire strategic landscape for skills. In particular, the Employer Champions , driving and supporting the sector-based Workforce Development Partnerships are improving relationships and enabling tangible impact (see below).
Monitoring and Realising the Benefits Monitor and support the realisation of the LSIP and to keep the LSIP under review to ensure it is still relevant. Work with the Lead for the LSIF application to ensure the LSIF is aligned with the LSIP.	Impact Measures agreed (set out in "What We Have Achieved" section) and aligned with LSIF KPIs where appropriate.	The Thames Valley Chamber of Commerce (TVCC) is working in partnership with LSIF providers, including the lead, Activate Learning.	COMPLETE BY TARGET-SEP 2023 Agreement of KPIs ON TRACK	TVCC working in partnership with the LSIF Project Group ensured that LSIF was closely aligned with LSIP.	Monthly LSIF Project Management Meetings attended by TVCC	COMPLETE
The ERB should facilitate work to strengthen collaborative working, ensuring that employers and providers work together to provide employer-focused solutions that are cost-effective, and try to best manage employer demand signals which can be fragmented. Pilot, convene and facilitate ERB-Led Workforce Development Partnerships (WDP) in Priority Sectors, using existing partnerships where possible, and maximising benefit with cross-border working if possible. <ul style="list-style-type: none"> Provide a forum and focus for employers to gain insights into skills, and providers to gain insights into priority sectors. Generate resources and advice for signposting employers to skills. Strengthen relationships between attending providers and employers to generate further partnership solutions. 	Learning from best practice in our area, bring a Guide for Working Together on Shaping the Workforce which will offer guidance to both employers and providers in navigating the local skills system and working collaboratively to help shape the workforce for the future. Guide for "Working Together on Shaping the Workforce" available on-line and updated with new case studies and resources on a regular basis ongoing.	The Thames Valley Chamber of Commerce (TVCC) has created resources and published the website	COMPLETE BY APRIL 2024 (TARGET-JAN 2024)	TVCC directly delivering and leading arrangements. Ensuring we showcase, guide and encourage providers and employers have more opportunities to collaborate.	Weekly Thames Valley Skills Unit Team meetings have monitored progress.	COMPLETE The website is now launched. Further development work and content creation planned for the duration of 2024.
	Workforce Development Partnerships active for: <ul style="list-style-type: none"> Hospitality & Visitor Economy Construction & Built Environment Health & Life Science Care Haulage & Logistics NEW Manufacturing, Science & Innovation 	The Thames Valley Chamber of Commerce (TVCC) has convened the WDPs in partnership with Employer Champions and continue to drive and monitor progress.	COMPLETE BY TARGET-SUMMER 2023- WDPs LAUNCHED. WDP PARTNERSHIP WORK CONTINUES UNTIL MARCH 2025	TVCC directly delivering and leading arrangements. Research / deep dives / Labour Market Information (LMI) / Data analysis. Employer engagement – through sector based WDPs	Monthly KPIs for employer engagement captured and reviewed at Thames Valley Skills Unit Team Meetings and Employer Board.	COMPLETE WDPs are now active fora, driving forward actions in each priority sector. Case studies are included as part of this Progress Report.
This Plan sets out a detailed description of the job roles and skills that Oxfordshire employers have reported are difficult to find in a format designed to make sense to education and skills providers- Information for Education and Skills Providers . This sector-by-sector analysis sets out granular information which our education and skills providers will respond to in their business and curriculum planning.	Update to Skills Priorities published (Annex 2) Disseminated and promoted as part of the Progress Report. Showcased and promoted on Guide to Working Together Website	The Thames Valley Chamber of Commerce (TVCC) has completed the deep dive research, created resources and published on the website	COMPLETE BY TARGET-JUNE 2024	Research / deep dives / Labour Market Information (LMI) / Data analysis. This information will enable providers to tailor responses to employer needs.	Reviewed and monitored at Employer Board (quarterly) and LSIF Project Management Group (monthly)	COMPLETE Information for Education and Skills Providers. This sector-by-sector analysis sets out granular information which our education and skills providers will continue to respond to in their business and curriculum planning.

Priority	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and outcomes expected	Monitoring Arrangements	Progress Status
Thames Valley Skilled Practitioner Recognition. We will explore the appetite to create an employer-led system, whereby completed TV apprentices from participating TV businesses are formally recognised as Thames Valley Skilled Practitioners. Work with employers and partners to explore the feasibility of a pilot.	Early meeting held with the Chartered Institute of FE who are piloting a post-nominal Apprentice recognition scheme. Decision made not to progress Oxfordshire specific work as this national initiative fills the identified gap.	The Thames Valley Chamber of Commerce (TVCC) engaged with CIFE.	COMPLETE-NO FURTHER ACTIONS			
Employers in Oxfordshire report particularly acute difficulties in promoting their sector and careers to school leavers. The secondary data also suggests a decline in positive destinations for young people at KS4 and KS5 with particularly poor performance of young people accessing education and apprenticeships after 16-18. Local Authority working with the Careers Hub and Careers Enterprise Company, already lead high profile work programmes	Work with the Local Authority and training providers to add value to existing structures and programmes. LSIP structures and meetings promoting opportunities. Careers providers attending WDP meetings.	The Thames Valley Chamber of Commerce (TVCC) engaged with partners. 1-1 Meetings Attendance at WDPs	ON TRACK-Summer 2023- Mar 2025	CEIAG funding. TVCC directly delivering and leading arrangements. Research / deep dives / Labour Market Information (LMI) / Data analysis. Employer engagement – through sector based WDPs	Activity monitored through weekly team meetings.	ON TRACK WDP activity focused on careers, including planned Skills Fair for Care in September
Employers and training providers should collaborate to provide curriculum provision that is flexible and accessible to working learners for upskilling. Training providers, working in partnership with the ERB should plan a 'rapid response' service to design and deliver local, non-accredited and/or modular provision (occupation dependent as some industries require licence to practice) to address urgent skills needs in the existing workforce.	Providers working together through the LSIF to develop and promote Short Courses related to LSIF priorities. The Modular Acceleration Programme is a two-year programme taking place over 2023/24 and 2024/25 that will accelerate the supply of and support the delivery of individual modules of HTQs ahead of the launch of the LLE. Activate Learning are a pilot provider, working with TVCC to promote the offer.	Providers, including the LSIF Project Group, have planned out provision.	ON TRACK-Summer 2023- Mar 2025	Pilot funding for MAP TVCC will work with Activate to promote MAP	KPIs agreed through LSIF Project Group.	DELAYED DUE TO NATIONAL DELAY IN LLE Activate Learning are piloting the Modular Acceleration Pilot (MAP).
	New Skills Bootcamps due to be launched in LSIP priority areas: Data Analytics, Amazon Web Cloud, Hospitality, Engineering/Manufacturing, Health and Life Sciences and four green courses: E-Bikes, E-Vehicles, Sustainability skills and Construction	TVCC have worked with contract holder, Local Authority to ensure Skills Bootcamp provision meets LSIP priorities. Skills Bootcamp offer promoted by TVCC through monthly newsletter, website and WDPs. Employers engaged by TVCC to help design and influence provision	ON TRACK-Summer 2023- Mar 2025	Mainstream funding: Skills Bootcamps (Local Authority and providers) Employer engagement by TVCC through WDPs and 1-1s	Local Authority- Skills Bootcamp contract holder has agreed targets as part of the contract.	ON TRACK Bootcamps now available in Oxfordshire
HTQs are higher technical qualifications that employers have helped develop. The Lifelong Learning (Higher Education Fee Limits) Bill has been introduced in parliament, which will allow for the Government's Lifelong Loan Entitlement (LLE) to be rolled out.	Provider-led Planning Group implemented. HTQs in place through FE providers. (NB LLE delayed until 2026) HTQs now on offer include: Digital Technologies including AI and Cyber Modern Methods of Construction Leadership & Management	The LSIF Board group, with co-leadership from TVCC is widening its focus to lead collaborative action and skills planning, including a focus on HTQs and LLE. TVCC will co-lead the collaborative group with providers.	DELAYED DUE TO NATIONAL DELAY IN ROLL OUT OF LLE Autumn 2023- March 2025 Timeline for LLE launch now in line for 2026.	Mainstream funding: HTQ LSIF Funding for design, development and collaboration.	KPIs agreed with providers through LSIF-new L4+ courses: 11 new L4+ courses planned	DELAYED Planning Group in place and HTQs being promoted.

Priority	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and outcomes expected	Monitoring Arrangements	Progress Status
Promoting Careers in Priority Sectors	Using information on Skills Priorities, work with providers and CEIAG providers is ongoing to ensure up to date information is available to influence careers advice and activity. Partnership working in place with Local Authority Careers Hub including attendance at and contributions to WDPs	TVCC leading collaboration with CEIAG providers and	ON TRACK Autumn 2023- March 2025	TVCC leading employer engagement	Regular KIT meetings in place with CEIAG Providers.	ON TRACK Strong engagement with Careers Providers in place. Haulage Careers fair complete, Care Careers fair planned.
T Levels are being rolled out by the Government. These qualifications will aid L3 occupations and employment, progression to apprenticeships and vocational HE.	On going support for providers in the roll out and expansion of T levels. Round Table in Manufacturing, Science focusing on T Level implementation	The Thames Valley Chamber of Commerce (TVCC) has convened the WDPs in partnership with Employer Champions and continue to drive and monitor progress.	ON TRACK Autumn 2023- March 2025	TVCC leading deep dive research and employer engagement through WDPs	Monitoring implemented through deep dive research and published in	COMPLETE New T level provision on stream for 2024 and 2025.
Beyond the specific sectoral, and cross-sectoral skills set out in this Plan, there has been a wide range of employer feedback on the necessity of employability skills. More work needs to be undertaken to establish the need for a defined framework of underpinning employability skills, endorsed by employers, for training providers to adopt. Or, whether there is an existing framework used by providers that could be amplified and promoted. This could provide consistency for employers.	Providers and TVCC have identified skills in Leadership and management, workforce development and sustainability as key themes. There was no appetite for a new defined framework of underpinning employability skills arising from WDPs and other employer engagement. We are also aware that the National Priority Skills Statement refers to more work required. The national guidance notes that essential skills in English, maths and digital should also be prioritised and acknowledges that there may be value in articulating a list of transferable skills. Existing models such as Skills Builder provide this.	The Thames Valley Chamber of Commerce (TVCC) has convened the WDPs in partnership with Employer Champions and continue to drive and monitor progress of these.	COMPLETE-ACTION NOT ONGOING			
In partnership with the ERB and employers, training providers should further develop collaborative work to create innovative routes into the FE Teaching Workforce , and increase the capacity for training, coaching, and mentoring in priority skills.	Work with ETBs to support work to: Promote FE teaching as a career route. Provide development opportunities for teachers. Promote employer involvement in delivery	LSIF Project Group delivering Teach Your Trade Campaign	ON TRACK Sep 2023- March 2025	FE Colleges collaborating through LSIF	Progress reported through monthly Project Meetings.	COMPLETE https://teachyourtrade.org.uk/

SECTOR SPECIFIC: HOSPITALITY & VISITOR ECONOMY

Priority 	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and outcomes expected	Monitoring Arrangements	Progress Status
<p>Facilitate a Workforce Development Partnership (WDP)</p> <ul style="list-style-type: none"> Provide a forum and focus for employers to gain insights into skills, and providers to gain insights into priority sectors. Generate resources and advice for signposting employers to skills. Strengthen relationships between attending providers and employers to generate further partnership solutions. 	<p>TVCC have convened a WDP. Berkshire employers also attending</p> <p>Actions agreed:</p> <p>A communication/PR campaign on opportunities in the sector</p> <p>Skills bootcamps development with employers involved and supporting with curriculum content</p> <p>Working on inspiring Level 1 students – via a newly developed work experience programme and end of programme survey</p>	<p>The Thames Valley Chamber of Commerce (TVCC) has convened the WDP and continue to drive and monitor progress.</p> <p>Sarah Powell (Manoir aux 'Quat Saisons) (Employer Champion) leads meetings and partnership work with TVCC.</p> <p>Partners Visit Oxfordshire Local Authority</p>	<p>COMPLETE- WDP IN PLACE</p> <p>ON TRACK Summer 2023- March 2025</p>	<p>TVCC led Working Group involving employers, providers and other stakeholders.</p> <p>Outcomes expected:</p> <p>New Skills Bootcamp,</p> <p>Existing provision influenced by employer input</p>	<p>WDP meeting quarterly- 3rd meeting was in April 2024.</p>	<p>ON TRACK</p> <p>WDP established.</p> <p>Bootcamp available.</p>

SECTOR SPECIFIC: MANUFACTURING SCIENCE AND INNOVATION

Priority 	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and outcomes expected	Monitoring Arrangements	Progress Status
<p>The LSIP will promote expansion, development, and delivery of provision in the identified priority areas.</p> <p>The T level in Engineering, Manufacturing, Process and Control is only being offered from 2024 onwards by UTC Oxfordshire. There are no current providers of Design and Development for Manufacturing. This leaves much of Oxfordshire without access to these technical routes.</p>	<p>TVCC have partnered with the Institute of Physics to run a Manufacturing Round Table with a focus on the T level (June 2024) (. This will bring together providers and employers.</p> <p>The purpose of this first forum is to foster dialogue, exchange ideas and promote collaboration on the industry T-Level qualifications to enhance and shape the future skills and capabilities of the workforce.</p> <p>The meeting is being held at the Harwell Campus in recognition of the recent announcement of Moderna's investment.</p>	<p>The Thames Valley Chamber of Commerce (TVCC) has convened the WDP and continue to drive and monitor progress.</p> <p>Partners Institute of Physics</p>	<p>ON TRACK Summer 2023- March 2025</p>	<p>TVCC led Working Group involving employers, providers and stakeholders.</p>	<p>Activity monitored through weekly team meetings.</p>	<p>ON TRACK</p> <p>WDP established and actions being progressed.</p> <p>T level in Engineering, Manufacturing, Process and Control now available</p> <p>Maintenance, Installation and Repair for Engineering and Manufacturing now available</p> <p>Design and Development for Engineering and Manufacturing now available</p>
<p>The Product Development Manager L4, Process leader L4, Senior CAD Engineer are identified as an industry need; however, a Trailblazer Group has yet to be formed to develop an Apprenticeship. The Battery Manufacturing Technician L3 is under development. The LSIP will test appetite amongst Oxfordshire employers to develop these standards.</p> <p>Employers reported some need for cross-skilling, for example, increasing productivity through the upskilling of the workforce to be able to multi-task.</p>	<p>Product Design and Development Engineer (L6) now on offer across Oxfordshire and Berkshire which meets this need</p> <p>The Battery Manufacturing Technician L3 is now available.</p> <p>Short courses being developed by Ruskin College</p>	<p>Provider-led development</p>				

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SECTOR SPECIFIC: CONSTRUCTION & THE BUILT ENVIRONMENT

Priority	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and outcomes expected	Monitoring Arrangements	Progress Status
 <p>Facilitate a Construction & Built Environment Workforce Development Partnership (WDP)</p> <p>Provide a forum and focus for employers to gain insights into skills, and providers to gain insights into priority sectors. Generate resources and advice for signposting employers to skills. Strengthen relationships between attending providers and employers to generate further partnership solutions.</p> <p>Increase T Level provision.</p> <p>The Sector Profile illustrates those changing technologies, particularly in Green Skills are driving the need for upskilling in new technology, retrofitting and digital.</p> <p>The WDP will promote expansion, development, and delivery of provision in the identified priority areas.</p>	<p>TVCC have convened a WDP for Construction and Built Environment Sectors, collaborating with CITB, Home Builders Federation and the Electrical Contractors Association. This is a new group, pan-Berkshire and Oxfordshire to maximise benefits.</p> <p>Commitment to key actions: Inspire and inform more people about the Built Environment – construction roundtable being planned Concise mapping of qualifications for employers to understand what is currently offered and how they relate to opportunities/responsibilities in the workplace. Work on continuing to match education and training provision to local employer needs – range of construction course development through LSIF funding</p>	<p>The Thames Valley Chamber of Commerce (TVCC) has convened the WDP and continue to drive and monitor progress.</p> <p>Lawrence Wright (Helix) (Employer Champion) leads meetings and partnership work with TVCC.</p> <p>Partners CITB ECA Home Builders Federation</p>	<p>ON TRACK Summer 2023- March 2025</p>	<p>TVCC led Working Group involving employers, providers and stakeholders.</p> <p>TVCC work with the LEP, and providers help signpost employers to help develop other courses for the sector.</p> <p>Outcomes expected: New Skills Bootcamp, HTQ & T Level provision in Oxfordshire</p>	<p>WDP meeting quarterly- 3rd meeting was in April 2024.</p>	<p>ON TRACK</p> <p>T Levels planned for 2025</p> <p>New short modular upskilling courses on offer</p> <p>New HTQ now available in Modern Methods of Construction.</p>

SECTOR SPECIFIC: HEALTH & LIFE SCIENCES

Priority	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and outcomes expected	Monitoring Arrangements	Progress Status
 <p>Partner with the existing Thames Valley Health and Life Sciences Round Table to facilitate a Workforce Development Partnership (WDP)</p> <ul style="list-style-type: none"> Provide a forum and focus for employers to gain insights into skills, and providers to gain insights into priority sectors. Generate resources and advice for signposting employers to skills. Strengthen relationships between attending providers and employers to generate further partnership solutions. <p>The WDP will promote expansion, development, and delivery of provision in the identified priority areas.</p>	<p>The TVCC has worked with the successful Life Sciences Round Table to identify partnership and collaboration opportunities and establish a WDP.</p> <p>This is pan Berkshire and Oxfordshire to maximise benefits.</p> <p>Actions agreed: Creating more opportunities for new entrants to the sector and for career returners. More mentoring and work insights opportunities for potential new entrants to the sector. The creation of new education and training provision Creating industry upskilling opportunities for teaching staff</p>	<p>The Thames Valley Chamber of Commerce (TVCC) has convened the WDP and continue to drive and monitor progress.</p> <p>Tanya Jenkins and Joanne Thurston (Lonza) (Employer Champion) leads meetings and partnership work with TVCC.</p>	<p>ON TRACK Summer 2023- March 2025</p>	<p>TVCC led Working Group involving employers, providers and other stakeholders.</p> <p>TVCC work with the LEP, and providers help signpost employers to help develop Bootcamps for the sector.</p> <p>Outcomes expected: New Skills Bootcamps</p>	<p>WDP meeting quarterly- 3rd meeting due July 2024.</p>	<p>ON TRACK</p> <p>Bootcamps in place.</p> <p>WDP continues and will be linked with the wider Working Group to maximise employer engagement</p>

Information Key
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SECTOR SPECIFIC: CARE

Priority 	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and outcomes expected	Monitoring Arrangements	Progress Status
<p>The LSIP will promote expansion, development, and delivery of provision in the identified priority areas.</p> <p>Employers report the need for modular training to support specialist skills, such as diabetic training, training to support residents with epilepsy, and midazolam injections, leadership & management.</p> <p>Employers report that the FE college curriculum should be developed to include important areas such as mental health first aid, situation management for emotive situations, creative thinking, food texture modification (IDDSI framework) (which is currently taught in catering courses), food hygiene certification, and delivering meaningful activities in social and residential care settings.</p> <p>The LSIP will promote expansion, development and delivery of provision designed to improve the English skills of new, overseas workers.</p>	<p>The TVCC has launched a WDP in Care.</p> <p>This is pan Berkshire and Oxfordshire to maximise benefits.</p> <p>Actions agreed:</p> <p>Promotion and focus on Care Home week Exploring the data – where have those in the sector come from Collaboration with the Hallmark Foundation on their National Care Careers event (19th Nov 2024) Directory/spiderweb of roles/progression within the sector</p>	<p>The Thames Valley Chamber of Commerce (TVCC) has convened the WDP and continue to drive and monitor progress.</p> <p>Sanjay Dhrona, The Close Care Home (Employer Champion) leads meetings and partnership work with TVCC.</p>	<p>ON TRACK</p> <p>Autumn 2023- March 2025</p>	<p>TVCC led Working Group involving employers, providers and other stakeholders.</p> <p>TVCC work with the LEP, and providers help signpost employers to help develop Bootcamps for the sector.</p> <p>Deep dive research and employer engagement to establish upskilling needs for the sector.</p> <p>Outcomes expected:</p> <p>New Skills Bootcamps Work insights for students Employers influence content of existing curriculum</p>	<p>WDP meeting quarterly- 1st meeting April 2024</p>	<p>ON TRACK</p> <p>Initial deep dive analysis identified a trend of adult students and entrants (not 16-18)</p> <p>Skills Bootcamps running in Berkshire linked to specialist skills reported in the LSIP</p> <p>Care Careers fair planned September 2025</p>

HIGH RISK OF NON-COMPLETION

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ON TRACK

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SECTOR SPECIFIC: HAULAGE & LOGISTICS

Priority 	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and outcomes expected	Monitoring Arrangements	Progress Status
<p>The LSIP will promote expansion, development, and delivery of provision in the identified priority areas.</p> <p>The sector needs to promote itself as a career of choice to improve recruitment and career progression.</p>	<p>The TVCC has worked with the Chartered Institute of Logistics and Transport to identify partnership and collaboration opportunities and establish a WDP.</p> <p>This is pan Berkshire and Oxfordshire to maximise benefits.</p> <p>Actions agreed:</p> <p>Promotion of breadth of careers in the sector</p> <p>Focus on level 1 and 2 students: opportunities exist for them, and they can upskill and progress in the sector</p> <p>Resources/materials from Chartered Institute of Logistics and Transport (CILT) to be shared with Careers Organisations for use with schools/colleges; Working with Generation Logistics to get more sector ambassadors into schools/colleges</p>	<p>The Thames Valley Chamber of Commerce (TVCC) has convened the WDP and continue to drive and monitor progress.</p> <p>Richard Perriman (Employer Champion) leads meetings and partnership work with TVCC.</p> <p>Partners CILT</p>	<p>ON TRACK</p> <p>Autumn 2023- March 2025</p>	<p>TVCC led Working Group involving employers, providers and other stakeholders.</p> <p>TVCC work with the LEP, and providers help signpost employers to help develop Bootcamps for the sector.</p> <p>Outcomes expected:</p> <p>Work insights for students</p>	<p>WDP meeting quarterly- 2nd meeting April 2024</p>	<p>ON TRACK</p> <p>Work on a pilot programme of work placements with key employers and providers Joint LSIP/CILT careers event completed to bring employer, provider and learner voices together on this</p> <p>New provision available</p>

Information Key

SECTOR SPECIFIC: ICT AND CROSS SECTOR PRIORITY: DIGITAL

Priority 	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and outcomes expected	Monitoring Arrangements	Progress Status
<p>The ERB will promote expansion, development, and delivery of provision in the identified priority skills.</p> <p>Work with the Local Authority to ensure the Skills Bootcamps in Digital, including Data Analytics, Amazon Web Cloud reach intended targets.</p>	<p>Providers are developing new digital provision in:</p> <p>T levels HTQs Skills Bootcamps</p> <p>TVCC has worked with the LEP to help signpost employers to benefit from the Skills Bootcamps in Digital.</p>	<p>Local Authority And providers have worked together to develop and deliver Skills Bootcamps</p> <p>Providers through LSIF collaboration are developing digital provision.</p>	<p>ON TRACK Autumn 2023- March 2025</p>	<p>Mainstream skills funding</p> <p>Outcomes Expected: More learners accessing digital skills</p>	<p>Employer Board quarterly-monitoring activity</p>	<p>ON TRACK</p> <p>T Levels in Digital available New HTQs New Skills Bootcamps (TBC)</p>

CROSS SECTOR PRIORITIES: LEADERSHIP & MANAGEMENT AND BUSINESS & PROFESSIONAL

Priority 	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and outcomes expected	Monitoring Arrangements	Progress Status
<p>Research and explore the support Oxfordshire employers need to provide L&M development for the existing workforce to respond to the identified issue of a tight labour market.</p> <p>Education & Training Providers to use LSIF, Innovation Fund as alternative sources of funding for development of non-accredited and accredited short courses for part-time and full-time learners to improve their knowledge and understanding of the identified Cross-Sector Transferable Skills.</p>	<p>Using the Information on Cross-Sector, Leadership & Management, education, and training providers should review curriculum planning to include these skills where possible and appropriate.</p>	<p>Providers, led by New Directions</p>	<p>ON TRACK Autumn 2023- March 2025</p>	<p>Provider led working group. Mainstream skills funding.</p>	<p>Monitored through monthly LSIF Project Meetings.</p>	<p>ON TRACK</p> <p>Working group established by New Directions across Berkshire and Oxfordshire.</p> <p>New L&M training now available including HTQ</p>

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CROSS SECTOR PRIORITIES: GREEN

Priority	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and outcomes expected	Monitoring Arrangements	Progress Status
		ACTION NOT GOING FORWARD KTP not in place- other actions being taken forward by providers- see below.				
Build relationships with employers, to help businesses understand their responsibilities and actively develop green skills strategies.	Work in partnership with the planned Sustainability Knowledge Transfer Partnership led by the University of Reading.					
Employers and training providers to collaborate to provide curriculum provision that is flexible and accessible to working learners. Training providers, working in partnership with the ERB should set out a 'rapid response' service to design and deliver local, non-accredited and/or modular provision to address urgent Green Job skills needs in the existing workforce. Education & Training Providers to use LSIF, Innovation Fund as alternative sources of funding for development of non-accredited and accredited short courses for part-time and full-time learners to improve their knowledge and understanding of the identified skills. Provide staff development for FE Teachers in identified green skills that are valued by employers. Invest in capital resources identified as essential in delivering green skills identified in industries such as utilities, motor vehicle, engineering, and construction.	New short courses and Skills Bootcamps in place including four green courses: E-Bikes, E-Vehicles, Sustainability skills and Construction	Local Authority And providers have worked together to develop and deliver Skills Bootcamps Providers through LSIF collaboration are developing green provision and facilities.	ON TRACK Autumn 2023- March 2025	TVCC work with the LEP, and providers help signpost employers to help develop Bootcamps for the sector. Outcomes expected: New Skills Bootcamps New short courses	Monitored through monthly LSIF Project Meetings.	ON TRACK Short courses and bootcamps in place across colleges.

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LSIP OXFORDSHIRE

SHAPING THE FUTURE WORKFORCE