



Local Skills Improvement Plan

Liverpool City Region

Progress Report

June 2025

Funded by



Department
for Education

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01

Purpose of the Report

This report provides an update on progress made in delivering the Liverpool City Region Local Skills Improvement Plan (LSIP). It outlines what has been achieved so far, what impact this is having on local skills and training, and what still needs to happen to meet the region's priorities.

The report is aimed at local employers, training providers, local authorities, and other partners who are helping to shape and strengthen the skills system.

It highlights the role of the new Industry Learning Partnerships (ILPs), the increasing alignment with the Liverpool City Region Combined Authority, and how the LSIP is starting to influence long-term skills strategy.

The LSIP is designed to make training and education more responsive to business needs. It brings employers and providers together to co-design solutions that support recruitment, upskilling and productivity across key sectors.

This report is also part of a joined-up effort to ensure the LSIP process and the Local Growth Plan work together. Both plans aim to drive improved productivity, support business growth, drive investment in skills, and help providers deliver the training that will power the local economy – now and into the future.

Thanks are due to our partners, members of the LSIP Board, and all who work together to improve skills and education across the Liverpool City Region.

02

Summary of the LSIP

The Liverpool City Region Local Skills Improvement Plan (LSIP) sets out a shared vision to make post-16 education and training more responsive to the skills needs of employers. It focuses on increasing collaboration between businesses and training providers and supporting economic growth by aligning education with the demands of key sectors and emerging industries.

The LSIP was first published in August 2023 and builds on the region's strong track record of partnership working. It was supported by the chambers of commerce across the City Region. It set out priorities for action, including a focus on four main sectors that are vital to the local economy and where employers were finding it hard to recruit people with the right skills: Construction, Infrastructure and the Built Environment, Manufacturing and Logistics, Professional and Business Services, and the Visitor Economy.

These priorities were reviewed in the December 2024 progress report following the appointment of the Liverpool Chamber of Commerce as the new Employer Representative Body (ERB) in August 2024. The ERB continues to work closely with partner chambers (Halton Chamber of Commerce and Enterprise, Knowsley Chamber and Wirral Chamber of Commerce), as well as partners across the city region.

“Liverpool City Region’s Chambers of Commerce are working together to help give businesses across the region a voice and strengthen the relationship between employers and training providers.”

Paul Cherpeau, CEO Liverpool Chamber

The LSIP covers the entire Liverpool City Region, which includes the local authorities of Halton, Knowsley, Liverpool, Sefton, St Helens, and Wirral. With a population of 1.6 million and an economy worth £33 billion, the region is home to major sectors including advanced manufacturing, construction, logistics, professional services, creative and digital, and the visitor economy.



Fig.1 LCR Region

To read the original LSIP (August 2023), visit:

[LCR-LSIP-final-report-2023-v2.3.pdf](#)

To read the previous progress report (December 2024), visit:

[LCR-LSIP-Progress-Report-Final-Version-December-2024.pdf](#)

03

Strategic and Economic Context Update

Developments and Investments

The region is benefiting from major projects that are creating new job opportunities and raising the demand for skilled workers.

Liverpool Freeport

The City Region has the largest western facing port in the country, with 45% of trade with the US. The Liverpool Freeport is one of the UK's designated Freeport zones, offering tax and customs incentives to attract business investment. It is expected to generate up to 10,000 new jobs, particularly in logistics, advanced manufacturing, and clean growth sectors. With sites across 3MG (Widnes), Parkside (St Helens), and Wirral Waters, the Freeport is already helping to drive demand for skills in supply chain operations, engineering, digital technology, and port services. It represents a major opportunity to link training and careers with large-scale, long-term economic growth.

<https://www.liverpoolcityregion-ca.gov.uk/freeport>

Glass Futures St Helens

Located in the heart of St Helens, Glass Futures is a world-first open-access innovation centre focused on decarbonising the glass industry. It brings together global manufacturers, researchers, and local businesses to develop and trial low-carbon glass production methods. The centre is positioning the Liverpool City Region at the forefront of clean manufacturing and green technology, helping create high-value jobs and apprenticeships in science, engineering, and sustainability.

<https://www.glass-futures.org>

Sci-Tech Daresbury

Sci-Tech Daresbury is a national science and technology hub, home to over 150 high-tech businesses and major national assets like the Hartree Centre for supercomputing and AI. Located in Halton, it supports innovation across sectors including quantum computing, life sciences, and materials engineering. The campus offers exciting opportunities for businesses to collaborate with researchers, and is generating demand for highly skilled roles in digital, data science, and technical R&D. It plays a key role in future-proofing the region's knowledge economy.

<https://www.sci-techdaresbury.com>

Life Sciences Innovation Zone

The Life Sciences Innovation Zone is a major new initiative to grow the Liverpool City Region's health and life sciences economy. Anchored by world-class research institutions, hospitals, and pharmaceutical companies, the zone is expected to create up to 8,000 high-skilled jobs over the coming decade. It brings together investment in biotech, clinical trials, medtech and digital health, making the region a national leader in health innovation. Skills in laboratory science, clinical support, and health technology are in growing demand.

<https://www.liverpoolcityregion-ca.gov.uk/news/life-sciences-innovation-zone>

Alignment with the Combined Authority

‘The voice of business is critical to our work and the LSIP is an important part of our strategies across the City Region and alignment with the local growth plan.’

Senior Policy Lead: People, LCR Combined Authority

The Liverpool City Region Combined Authority (soon to be the Mayoral Strategic Authority) has established a number of sector cluster boards to lead collaboration and growth in key parts of the local economy. These boards bring together employers, training providers, researchers, and public sector representatives to guide decision-making and attract investment.

Each sector has been prioritised based on its contribution to local growth, future jobs potential, known skills gaps, and alignment with national strategies, including Skills England's ten priority sectors and the UK's Industrial Strategy.

Advanced Manufacturing

A sector that employs over 50,000 people and contributes around £2.9 billion annually to the regional economy. This includes engineering, digital manufacturing, automotive and materials technology.

Digital and Creative Industries

A rapidly growing sector with strengths in gaming, immersive media, design, and digital content creation.

Health and Life Sciences

A nationally significant cluster focused on medical technologies, biotechnology, diagnostics, and healthcare, supported by strong research infrastructure and NHS links.

Alongside these, a Local Visitor Economy Partnership (LVEP) has been created to lead strategy for the tourism and hospitality sectors. These sectors support over 50,000 jobs across the region. The LVEP is delivering the Destination Management Plan (2025–2030), which aims to raise the quality of the visitor offer, improve sustainability, and strengthen the sector's workforce.

The LSIP Employer Representative Body (Liverpool Chamber) is working to ensure that each Industry Learning Partnership (ILP) is aligned with the relevant sector board. This creates a clear link between strategic planning and practical action.

Alignment with LCR Strategic Authority and National Skills Priorities

The following table sets out the priority sectors that were identified in the Liverpool City Region LSIP in 2023, indicating cross over with the new Long-Term Skills Plan for the region, and the national Industrial Strategy. We have indicated SIC codes as appropriate in Annex 1.

LCR LSIP 2023	LCR Long Term Skills Plan	National Industrial Strategy
Construction, Infrastructure and Built Environment	Green Jobs and Skills	Clean Energy Industries
	Encompasses renewable energy, retrofitting, electric vehicle infrastructure, hydrogen fuel transition, and potential tidal energy projects.	
Manufacturing and Logistics The sector, broadly defined, covers a wide range of activity including chemicals and pharmaceuticals, automotive, metal products, electronics and manufactured fuels. This includes Advanced Manufacturing.	Freeport The Liverpool City Region Freeport aims to create 10,000 new jobs by leveraging tax incentives and customs benefits, focusing initially on logistics roles with plans to expand into manufacturing.	Advanced Manufacturing Digital and Technologies
Warehousing & Logistics		
Professional and Business Services		Professional and Business Services Financial Services Digital and Technologies
Visitor Economy	Visitor Economy	

¹<https://liverpoolcityregion-ca.moderngov.co.uk/documents/s76837/Appendix%201%20-%20Liverpool%20City%20Region%20Local%20Visitor%20Economy%20Partnership%20Destination%20Management%20Plan%202022.pdf>

²<https://liverpoolcityregion-ca.moderngov.co.uk/documents/s74595/Appendix%201%20-%20Liverpool%20City%20Region%20Long%20Term%20Skills%20Plan.pdf>

Economic Context

Since the publication of the LSIP report in August 2023 much has changed, including a new government in place. However, many of the systemic challenges remain, as reported in the recently published Long Term Skills Plan for the Liverpool City Region published in September 2024.³

- Currently there are around 674,600 jobs in City Region based employers with 20% being in Health, 9% in Education, 9% in Retail and 8% in Accommodation & Food Services. The overall employment rate has generally been improving in recent years although progress has slowed of late.⁴
- The employment rate (December 2024) was 71%, lower than national averages. The area is ranked 35th out of 36 LSIP areas.⁵
- However, economic inactivity remains a challenge, with a notable proportion of the population being economically inactive due to ill health, which continues to rise, bucking the national trend (which is flat). The inactivity rate is 25%.⁶
- A significant issue persists in low pay. The median pay in the City Region is lower than the national average across several percentiles. For instance, at the 50th percentile, the LCR median pay is £26,362 compared to the national figure of £28,000, a 6% gap.
- The projected employment growth is higher than national average at 6%.⁷
- GCSE attainment rates in the region are consistently below the national average, impacting young people's ability to access further education or employment.
- There have been significant improvements in the number of residents with degree or higher qualification, and the number of residents with no qualifications has reduced greatly since 2010.
- However, the skills gap remains prominent, with 24.2% of the workforce lacking essential employability skills such as literacy, numeracy, and digital competence.

In summary, the City Region continues to underperform in terms of productivity. The economy generates £25,000 of GVA for every person in the City Region. This is 73% of the UK level and this performance has worsened in recent years. The LSIP is working with partners, including the Combined Authority, to contribute to skills and workforce development to help improve this situation: to improve prosperity, living standards, and business performance.

³ Summary data reported in the Liverpool City Region Long Term Skills Plan Final Draft

⁴ Long Term Skills Plan

⁵ Unit for Future Skills <https://department-for-education.shinyapps.io/local-skills-dashboard/>

⁶ Unit for Future Skills <https://department-for-education.shinyapps.io/local-skills-dashboard/>

⁷ Skills Imperative 2035

04

What Has Been Achieved So Far?

These long-term challenges are a key focus for the LSIP.

Progress has included:

- KPIs were set, agreed and achieved to measure activity and impact linked to the Road Map.
- Collaborative work amongst employers, colleges and providers, in some cases pump primed by Local Skills Improvement Funds (LSIF), has created new initiatives, new facilities and courses designed to respond to the LSIP Road Map.
- Industry Learning Partnerships (ILPs) are now running in four key sectors, helping employers work directly with colleges and providers.
- A new joint working group with the ERB and Combined Authority has been established to make sure the LSIP and the City Region's wider economic strategy are aligned.

A new Employer Representative Body (ERB) for Liverpool City Region

Much was achieved through the initial stages of the LSIP including the publication of the report and road map, employers engaged through events and meetings, detailed data analysis and, most importantly, the development of strong relationships between providers, partners and employers which culminated in the LSIP Conference in January 2024.

Since then, there had been a hiatus in activity caused by the closure of the previously designated ERB.

Liverpool Chamber of Commerce was designated as the Employer Representative Body (ERB) for the Liverpool City Region's Local Skills Improvement Plan (LSIP) as of August 28th, 2024, and we are committed to building on the important work already done. The foundation of our approach has been working together. We continue to engage employers, colleges, training providers, and other key partners to co-develop solutions that address local skills needs. This included convening a new LSIP Project Board to create stronger connections and collaborative opportunities.

We have established and led Industry Learning Partnerships (ILPs), bringing together employers and providers from key sectors to directly inform and shape skills provision.

Through ILPs and ongoing engagement, we have also worked closely with educational institutions to ensure their provision aligns with employer needs, holding the partnership to account through KPIs which we established in Autumn 2024.

Key Performance Indicators (KPIs)

To help measure progress, a set of **Key Performance Indicators (KPIs)** was agreed in autumn 2024. These indicators track both the reach of the LSIP, particularly in terms of employer engagement, and the impact of its actions, such as collaboration on curriculum, co-investment in training, and new provision developed in response to employer needs. The KPIs are also aligned with wider priorities set out in the Combined Authority's Long-Term Skills Plan and, where applicable, the Liverpool City Region's Local Skills Improvement Fund (LSIF) projects. The table below summarises the progress made towards each KPI.

KPI (Agreed in November 2024)	Target	March 2025 Progress
LSIF TARGET New courses developed in response to LSIP priorities including modular provision (SO3 from Long Term Skills Plan) (Including Level 4+ HTQs)	43 (10)	44
LSIF TARGET People accessing new training linked to LSIP priorities	472	336*
LSIF TARGET People benefitting from new training facilities and investment linked to the LSIP priorities	1,384	3,395
Industry Learning Partnerships (ILPs) embedded in the local system, delivering collaborative solutions for workforce development.	4 ILPs in place and working effectively	4 ILPs in place and working effectively
Employers investing their time in collaboration through Industry Learning Partnerships and Project Board	40	53
LSIF TARGET Employers investing their time and resources in co-development with education & training providers, including staff training and industry placement.	172	129*
LSIP reach to employers (contacts - including via electronic communications)	20,000	31,398
Active employer engagement with the LSIP (Baseline in Phase 1- 993 survey responses, 33 interviews and 18 focus groups in Phase 1)	350	396
Identify granular evidence on emerging and future skills needs through detailed employer feedback to support LCRCA's plans and data, inform the plans of Skills England (SO3 from Long Term Skills Plan), and inform providers to influence future investment.	Publish LSIP Report June 2025	

Progress against KPI targets not met (*) is still being driven and it is expected that further activity will be recorded through the summer term, and with new enrolments in September 2025. Progress last measured in March 2025.

The LSIP said increase engagement with employers. Our colleges and partners have collaborated with business in the development of courses and facilities. As ERB we continue to drive engagement between employers and training providers.

The KPI figures relating to employer engagement above represent a targeted work linked to the LSIP priorities and engagement work directly driven by the ERB. This is part of the partnership work undertaken by employers and training providers across the City Region. Hear directly from the colleges and the employers involved about the benefits of partnership working in this video about the LSIF and collaboration.

Association of Liverpool City Region Colleges

“We started a collaboration with Wirral Met College. We started a Future Skills programme to give apprentices CPD on site on modern methods of construction.”

Neil Allen, Managing Director Cara Brickwork

“At St Helens College we do product training with apprentices. This means that the apprentices have good product knowledge when they come on site and can install our products straightaway.”

Richie Hunter, Lead Trainer Wetherby Wall Systems

SPOTLIGHT

LCR Ignite is an ambitious, fully funded skills programme for 16-18-year-olds led by Inovus Medical and funded by the Liverpool City Region Combined Authority.

The programme directly responds to the LSIP Road Map priorities 4 and 10 - Provide realistic career guidance linked to progression paths and employer engagement. It is all about developing practical, industry-relevant skills to ensure participants are “day one ready” for careers in Health & Life Sciences. With hands-on training, expert mentorship, and career advice from the team at Inovus Medical, students from Carmel College have the opportunity to explore their strengths, build new skills, and put them into practice.

Over five dedicated sessions, they have gained hands-on experience in their areas, working on real-world projects with industry professionals. One of the highlights so far was the networking session in week five, where students had the chance to engage with professionals, practice their communication skills, and get valuable insights into different career paths.

Diversity and inclusion are at the heart of LCR Ignite, and this cohort reflects that: 50% female participation, 58% from ethnic minority backgrounds, 67% from disadvantaged postcodes, 13% on free school meals, 8% receiving SEN support, and 29% receiving bursary support.

The LSIP said there was a need for courses targeted at specific priority skills. Through the work of the ERB, the LSIP and LSIF, new provision is now available.

SPOTLIGHT

Wirral Met College has developed modern, industry-informed learning spaces and digital infrastructure that directly address the priorities identified in the LSIP: 3- increase engagement with employers.

Teaching staff have benefitted from industry placements, collaborative curriculum development, and CPD opportunities delivered through the LSIF funded collaboration partnership.

30 Employers have contributed to the development of new provision by releasing or seconding staff to work with curriculum teams—ensuring learning content reflects current practice and real-world tools.

31 Staff across Wirral Met and partner colleges have participated in industry-relevant CPD, with knowledge shared across the collaboration through cascade training.

Employers have hosted teaching placements, giving staff hands-on experience in modern workplaces, particularly in growth areas such as digital, engineering, and clean energy.

Circa 500 students have accessed updated facilities and equipment, leading to improved engagement and better preparation for employment or further training.

More than 100 employers have engaged with the new curriculum, with feedback indicating that learners are developing the skills, behaviours, and knowledge that align with workforce needs.

Shared curriculum content and digital resources are being embedded across partner colleges, creating a consistent offer and reducing duplication.

Courses that have been developed in response to LSIP priorities include:

Introduction to Renewable Battery Storage L3	Principles and maintenance for the Photovoltaic Solar Panels L3	Smart Housing and Sensors L3	Hydrogen Fuel Cells L3
Green Engineering Science (with sustainable materials, electrical and mechanical principles) L4	Renewable Energy and Sustainability - with Carbon Capture L5	Green Energy Skills Bootcamp	Digital Skills Bootcamps e.g. software design, cyber security
Plant Machinery Skills Bootcamp	Construction- Drainage Skills Bootcamp	Construction- Fenestration Skills Bootcamp	Hospitality and Catering Skills Bootcamp
Construction 360 Excavator Skills Bootcamp	Digital Marketing Skills Bootcamp	Low Carbon Heating Technician apprenticeship	Domestic Energy Assessor

Skills Bootcamps provide flexible hands-on training courses of up to 16 weeks, giving people the opportunity to build up sector-specific skills and fast-track to an interview with a local employer or progress in their current workplace: [BOOTCAMPS - BeMore](#)

SPOTLIGHT

The City of Liverpool College has used LSIF funds to attract investment from other sources including the Northwest Net Zero Hub and Vaillant to develop a dedicated training centre for heat pump technologies. Through the partnership, Vaillant will be helping upskill tutors in the installation, maintenance, and repair of a range of heat pumps including mono block, air source and ground source. Importantly, the investment will significantly improve the training facilities for those studying for technical qualifications in Building Services, as well as the introduction of the new Low Carbon Heating Technician apprenticeship. This addresses the priority sector of Construction, and priority 3 in the Road Map.

Central to the development has been the need to respond to LSIP priorities for workforce upskilling through higher technical qualifications and delivering flexible training programmes that support business continuity (especially for micro businesses and SMEs). This has subsequently allowed the college to develop a green skills bootcamp that will retrain gas fitters in heat pump technologies, as well as providing a regional training centre for Vaillant and its network of accredited installers. Overall, the investment forms a significant part of the college's move toward the delivery of innovative training in green technologies designed to support Liverpool's ambition to become a Net Zero Carbon city by 2030 – this also includes the use of LSIF investment in technologies such as Solar PV, Hydrogen fuel cell, electric vehicles and EV charging.

The LSIP said there was a need to strengthen the strategic voice of employers in the City Region. We have now established a working group between the ERB and the Combined Authority, an LSIP Board and Industry Learning Partnerships, aligned to key strategic structures.

A key action has been to set up Industry Learning Partnerships (ILPs). The Industry Learning Partnerships are collaborative, action focused, and employer led. The ILPs are now serving as collaborative fora bringing together employers, education and training providers to address these workforce development challenges and formulate solutions.

The Construction, Infrastructure and Built Environment ILP was one of the first partnerships created under the Liverpool City Region LSIP. Convened by the ERB, it brings together employers, colleges and training providers to focus on the sector's most urgent skills needs and practical solutions. Construction remains a major LSIP priority due to ongoing skills shortages, low workforce diversity, and increasing demand for green skills such as retrofitting and low-carbon construction methods. The ILP is focused on achievable actions that respond directly to employer needs. These are set out below.

SPOTLIGHT

Southport College has opened a new **Eco Hub**, designed to prepare students for careers in sustainable technologies. This project is helping to train future electricians, plumbers, and engineers in the practical skills needed to support the region's net-zero ambitions in direct response to the LSIP Road Map's priority of Construction.

The Eco Hub gives students hands-on experience with the kinds of green technologies that are becoming more common in homes and businesses. These include heat pumps, solar panels, and systems for improving energy efficiency. By learning how to install, maintain and work with this equipment, students are gaining the expertise needed to meet the growing demand for green skills in the local economy.

The Visitor Economy ILP is focused on supporting the skills needs of one of the region's largest employment sectors. We have established this in conjunction with partners. It works closely with the **Local Visitor Economy Partnership (LVEP)** to make sure training and careers activity align with wider plans to grow and improve the sector. The ILP includes employers, colleges, training providers and stakeholders from across hospitality, tourism, events and cultural organisations.

The Manufacturing and Logistics ILP brings together employers, training providers and local partners to tackle skills challenges in two key sectors that are vital to the Liverpool City Region economy. These sectors employ tens of thousands of people and are closely linked to major infrastructure investments such as the Freeport, Glass Futures and the expansion of advanced manufacturing clusters. Employers in this ILP have identified a clear strategic role for the sector in shaping regional workforce planning and this group is being positioned as the Workforce Development Group for the Combined Authority's Advanced Manufacturing Cluster.

SPOTLIGHT

Riverside College has launched flexible, industry-driven short courses to address local and national skills gaps in **green technology**. Developed in collaboration with industry experts, these courses allow adults to quickly upskill in high-demand areas like hydrogen and solar technology. The LSIF has also enabled the college to acquire specialised equipment, such as hydrogen fuel cell rigs, VR resources, and solar training tools, which are integrated into a new outdoor training terrace for hands-on experience.

The modular course structure is designed for flexibility, enabling adults to learn without risking employment or income, and is especially accessible for underrepresented groups balancing work or caregiving responsibilities. Over one hundred local adults have already participated, with courses aligning to regional sustainability goals. This directly addresses the Road Map priority 8.

Professional Business Services ILP

This ILP has been aligned with the PBS Board in the City Region. Employers have identified the need to have better tools to connect employers and talent, stronger data skills and models of real-world learning.

05

What Still Needs to Be Achieved?

The Road Map contained in this document has been updated for this report. Unsurprisingly, since 2023, actions and priorities have evolved. However, the significant themes remain constant and the 'to do' list is still significant.

We will further strengthen the strategic voice of employers.

The LSIPs and Board have been established, as has a working group with the Combined Authority. We will now work in partnership to embed these structures into the City Region policy and strategy landscape, ensuring that employer voice is central to developments as the Mayoral Strategic Authority shapes its growth plan and associated work. This work includes embedding the Manufacturing and Logistics ILP into Freeport planning through the Advanced Manufacturing Cluster.

To raise the profile of the LSIP, we plan a second LSIP Conference in September 2025.

We will continue to promote and convene collaboration between education and employers, to create and improve provision on offer in the City Region.

Through the ILPs, partner chambers and other networks, we will continue to provide opportunities for employers and providers to meet, build relationships and trust, and co-develop solutions.

The LSIF fund has supported St Helens College to develop and deliver low carbon technologies provision at the Green Energy Skills Centre, with the aim of upskilling industry professionals and training future engineers to successfully enter the renewables sector.

The provision includes a range of introductory and license to practice courses including air source and ground source heat pumps, solar photovoltaic systems and electrical vehicle charging installations.

With the support of manufacturers, the Plumbing and Heating department have created a renewable energy hub at the Green Energy Skills Centre, which includes a collection of training rigs for air source and ground source heat pumps, underfloor heating manifolds and a collection of cylinder designs to allow for both working installations, training materials and cut away systems to be used within the teaching materials.

The college has also worked with over 10 local and national employers such as Ideal Heating and Polypipe, who have provided invaluable support to help shape and design the College's low carbon technologies provision, with College Industry Forums in place to facilitate this collaboration. This investment ensures students and apprentices experience hands-on, practical learning using the latest industry technology in state-of-the-art facilities to meet emerging green skills priorities and to unlock future career opportunities in the sector.

We will implement practical actions through partnership.

Often, partnership working results in warm words, and little action. The ILPs have been designed to identify actions and encourage participation in solutions. To that end, a set of actions, addressing the Road Map, have been created by employers attending the ILPs, reviewed by the LSIP Board and are now being prioritised, reviewed for feasibility, and implemented.

Construction, Built Environment and Infrastructure

The ILP said: We need innovative ways to attract young people into construction, especially by engaging them earlier through schools. Traditional recruitment isn't working, and we're struggling with visibility and perception of the industry.

SPOTLIGHT

Hugh Baird College is raising the visibility of the construction industry by working closely with employers to show students what green careers look like in practice.

In early 2025, the College hosted a **Green Skills Day** for over **300 students** from plumbing, electrical, construction, engineering and joinery courses. They took part in practical sessions with major employers including **Cadent Gas, E.ON, JJ Smith, Vinci Construction** and **others**.

Students tried out hydrogen energy training in virtual reality, explored smart home tech, learned about robotics in carpentry, and tackled challenges linked to solar power and sustainable design. Employers shared their experiences, answered questions, and explained how roles in their sector are changing as green technologies grow.

The event was funded by the Combined Authority and the Association of Colleges and helped students understand how their skills can lead to green jobs. It also strengthened links between the College and employers, creating new opportunities for work experience and future careers

Actions

Work with employers to develop a bid to the CiTB Industry Impact Fund, focused on school engagement, including site visits, industry talks, and hands-on activities to showcase careers in construction.

Explore the opportunity of a Technical Excellence College in the NW region, specialising in construction

Visitor Economy

The ILP said: We need to build stronger management capacity, create better entry routes for young people, and promote innovation in how the sector attracts and retains talent.

Actions

Create and train a network of 'super mentors' who would be experienced managers from across the sector who are trained to support and coach first-line managers in other organisations, building collaborative relationships and consistent management skills region-wide.

Explore a 'Game Changers' model for the Visitor Economy- adapting a successful approach from the gaming industry to spotlight innovative employers, practices, and career pathways in hospitality and tourism.

Develop an industry-led internship programme for young people not in education, training or employment (NEETs), offering real work experience in hospitality and tourism businesses.

Professional Business Services

The ILP said: We need better tools to connect employers and talent, stronger digital and data skills across the workforce, and new models of work-related learning that are relevant to the sector.

Actions

Develop a pilot model of 'real world learning' based on the 'Clinical Business' model from LJMU.

Boost data literacy across the workforce, recognising that digital and analytical skills are now essential in most roles and encouraging wider access to relevant training and development.

Define the core employability skills for the sector. By making these clearer, we can help education and training providers focus on what really matters for new entrants.

Manufacturing and Logistics

The ILP said: We want stronger links between employers and colleges, better uptake of existing training offers, and a clearer strategic role for the sector in shaping regional workforce planning.

Actions

Create a sector-specific 'skills passport'. This would identify the top 10 essential skills needed in the sector and provide a framework for helping learners develop and demonstrate these skills. It could be used by both employers and training providers to improve job readiness.

Position the ILP as the Workforce Development Group for the Advanced Manufacturing Cluster, strengthening its strategic role and aligning workforce planning with the region's industrial strategy.

We Will Add Value to Existing Provision and Services.

Much of our engagement so far has demonstrated that, in some cases, the solution may exist, but employers are not aware, or the service or provision is not accessible.

One example of this is The Liverpool City Region Be More portal. This is a UCAS-style apprenticeship and careers portal. It seeks to remove some of the barriers which prevent people from taking on apprenticeships and additional training. Through engagement with the ILPs, and linked to Road Map Action 6, we will work in partnership with the Combined Authority to ensure that employer feedback and insights enhance the portal, as well as raising the profile with employers. In addition, the colleges, through LSIF have created the Talent Bank. This project establishes a centralised recruitment service, the Talent Bank, aimed at matching students with employer needs. It will also promote vocational training and career development, working to improve employer perceptions of these pathways. As ERB we are keen to see that these two innovative platforms work together, and that they are attuned to the needs of employers.

We will work with stakeholders to increase employer participation in Be More and ensure opportunities are clearly visible and attractive to young people, including identifying links with Talent Bank.

As ERB we are clear that solutions to the thorny issues of skills and productivity cannot be dealt with alone. All of these priorities are reliant on partnership working.

Annex A

Priorities and Actions (Roadmap)

Short introduction paragraph here possibly

Blue

Complete

Green

On track

Amber

Delayed or risk of non-completion

Red

High risk of non-completion

ROAD MAP RECOMMENDATIONS

Priority	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and Outcomes Expected	Monitoring Arrangements	Progress Status (March 2025)
01 Employment & Skills Board	Strengthen strategic role, monitor key skills indicators	LCR Combined Authority, Employment and Skills Board (ESB)	Jan 2024	Achieve greater coherence in skills planning across the region	KPIs and metric reviews	COMPLETE The new ERB has swiftly established strong relationships and agreed a reporting line from the new LSIP Board to the Combined Authority (CA). LSIP KPIs in place.
02 Local Skills Boards	Establish skills boards for localised employer voice					
03 Employer Engagement	Increase engagement with leading local employers	Local Authorities, ITPs		These four objectives have been merged and will be implemented through the planned ILPs in four priority areas. This establishes Skills Boards, increases employer engagement, and supports employers in identifying need.	KPIs and metric reviews	COMPLETE New LSIP Board set up and aligned with the LSIF Project Board and reporting lines agreed with the Combined Authority (see above)
07 Enabling Employers	Support employers in identifying future skills needs	LCR Combined Authority ERB (Chamber Network)	2 ILPs- Jan 25 2 ILPs- Mar 25	This will also be implemented through individual FE College Strategy and reporting through LSIF activity. LSIP to support and add value through ILPs	Reports through to CA	LSIP Board established and meeting quarterly (at least). KPIs in place and agreed with LSIF. These include employers investing their time and resources in co-development with education & training providers.
04 Employability Skills and Workplace Behaviour	Prioritise work readiness, employability, and behavioural skills in all courses, while collaborating to expand work placements and provide supervision to enhance employability.	FE Colleges, Employers				

Continued overleaf

Priority	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and Outcomes Expected	Monitoring Arrangements	Progress Status (March 2025)
05 Coordination and Knowledge	Address information gaps	Hugh Baird College (lead) for Talent Bank LCR Combined Authority FE Colleges ITPs HEIs	Mar 2025	These three objectives have been merged and will be implemented through the continuing work on the BeMore portal and the LSIF funded Talent Bank.	KPIs and metric reviews Reports through to ESB	ON TRACK BeMore Portal in place. Talent Bank plans progressing. This project establishes a centralised recruitment service, the Talent Bank, aimed at matching students with employer needs. It will also promote vocational training and career development, working to improve employer perceptions of these pathways. Work to promote and improve Be More identified across all four ILPs. Careers awareness and information events promoted and supported, including LCR Ignite and planned events through summer 2025.
06 Invest in LCR BeMore Portal	Enhance the portal's coverage and functionality					
10 Careers Guidance	Provide realistic career guidance linked to progression paths and employer engagement.					
09 Diversity and Inclusion	Accommodate increasing diversity of employment in training.	FE Colleges ITPs	Mar 2025	Implemented through individual FE College reporting through LSIF. LSIF to support and add value through ILPs	KPIs and metric reviews	ON TRACK Key action and priority in ILPs. For example, current consideration for an industry-led internship programme for young people not in education, training or employment (NEETs), offering real work experience in hospitality and tourism businesses.

Priority	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and Outcomes Expected	Monitoring Arrangements	Progress Status (March 2025)
08 Modularisation	Adopt modularisation or part-qualifications to help employers commit to upskilling employees.	LCR Combined Authority FE Colleges	Dec 2023	Priorities set out in recently published long term skills plan (LCRCA). This will be implemented through individual FE College Strategy and reporting through LSIF activity. LSIF to support and add value through ILPs.	KPIs and metric reviews	<p>ON TRACK CA Long term skills plan published prioritises modular provision. KPIs in place and agreed with LSIF. These include new courses including short skills bootcamps.</p> <p>LSIF Project: New Pathways to Learning This project aims to offer a modularised curriculum to provide flexible learning for working adults, focusing on green energy, manufacturing, transport, hydrogen, digital skills, and basic education such as ICT and ESOL. Institutions: Riverside College (lead), with collaboration from employers and other colleges.</p>

Construction (RESPONSE TO RECRUITMENT DIFFICULTIES AND SKILLS GAPS)

Construction	Key actions for this sector will be led through the Industry Learning Partnership in Construction, Infrastructure and Built Environment (title amended due employer feedback)	Employers FE Colleges ITPs ERB Chamber Network	Jan 2025	Set up of ILP to promote collaboration	KPIs and metric reviews Reports through to ESB	<p>COMPLETE ILP set up.. Three meetings completed since November 2024. Key actions identified and agreed through LSIF Board. The actions are set out in Section 5 of the 2025 Progress Report.</p>
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Priority	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and Outcomes Expected	Monitoring Arrangements	Progress Status (March 2025)
Construction	Increase exposure of construction as a career pathway	ILP	Jun 2025	ILP to drive through actions relating to careers and identify opportunities for collaboration	KPIs and metric reviews Reports through to ESB	ON TRACK Actions identified aligned with the Be More Platform-raising profile of the platform with employers and improving service for construction employers.
						ON TRACK CA Long Term Skills Plan published prioritises modular provision. KPIs in place and agreed with LSIF. These include new courses.
	Modularisation of courses and expanding upskilling opportunities (lifelong learning)	Employers FE Colleges ITPs	Mar 2025	This will be implemented through individual FE College Strategy and reporting through LSIF activity. LSIF to support and add value through ILPs	KPIs and metric reviews	LSIF Project: New Pathways to Learning (Modularisation) This project aims to offer a modularised curriculum to provide flexible learning for working adults, focus including hydrogen. Institutions: Riverside College (lead), with collaboration from employers and other colleges.
	Expansion of hydrogen pipe fitting training					LSIF Project: Building for the Future – Green Technologies & Digitalisation This project focuses on equipping facilities and providing training for skills in green energy, digitalisation, and hydrogen technology. The training spans retrofit, green manufacturing, green transport, hydrogen. Institutions: The City of Liverpool College, St Helens College, Wirral Metropolitan College, Hugh Baird College, and Riverside College. LSIF Project: Skills for Net Zero Aimed at developing curricula to meet skills gaps in green technologies in the construction and manufacturing sectors. It involves creating flexible learning pathways to equip the workforce for the green economy. Institutions: Southport College (lead), various partner colleges in the Liverpool City Region.

Manufacturing (RESPONSE TO RECRUITMENT DIFFICULTIES AND SKILLS GAPS)

Priority	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and Outcomes Expected	Monitoring Arrangements	Progress Status (March 2025)
Manufacturing	Key actions for this sector will be led through the Industry Learning Partnership in Manufacturing. This may also incorporate objectives for Logistics depending on employer feedback	Employers FE Colleges ITPs ERB Chamber Network	Mar 2025	Set up of ILP to promote collaboration	KPIs and metric reviews Reports through to ESB	COMPLETE ILP set up- in Manufacturing & Logistics. Two meetings of ILP completed. Aligned with the Cluster Board. Plans to position this group as the workforce development group for the Advanced Manufacturing Cluster. The actions are set out in Section 5 of the 2025 Progress Report.
	Promotion of career pathways to young women and ethnic minorities.	ILP	Jun 2025	ILP to drive through actions relating to careers and identify opportunities for collaboration	KPIs and metric reviews Reports through to ESB	ON TRACK Actions identified aligned with the Be More Platform- raising profile of the platform with employers. Work with stakeholders to increase employer participation in Be More and ensure manufacturing/ logistics opportunities are clearly visible and attractive to young people.
	Modularisation of courses and expanding opportunities for low carbon training Teamwork and leadership training	Employers FE Colleges ITPs	Mar 2025	This will be implemented through individual FE College Strategy and reporting through LSIF activity. LSIF to support and add value through ILPs	KPIs and metric reviews	ON TRACK CA Long term skills plan published prioritises modular provision. KPIs in place and agreed with LSIF. These include new courses. LSIF Project: Creating the Region's Freeport Academy Focused on developing skills relevant to Liverpool's growing maritime and logistics sectors, particularly in light of the region's Freeport status. Training includes logistics, engineering, automation, leadership, and low-carbon technologies. Institutions: Collaborative effort across several FE providers in Liverpool City Region.

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Priority	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and Outcomes Expected	Monitoring Arrangements	Progress Status (March 2025)
Manufacturing	Modularisation of courses and expanding opportunities for low carbon training	Employers FE Colleges ITPs	Mar 2025	This will be implemented through individual FE College Strategy and reporting through LSIF activity. LSIF to support and add value through ILPs	KPIs and metric reviews	LSIF Project: New Pathways to Learning (Modularisation) This project aims to offer a modularised curriculum to provide flexible learning for working adults, focusing on green energy, manufacturing, transport, hydrogen, digital skills, Institutions: Riverside College (lead), with collaboration from employers and other colleges.
	Teamwork and leadership training					LSIF Project: Building for the Future - Green Technologies & Digitalisation This project focuses on equipping facilities and providing training for skills in green energy, digitalisation, and hydrogen technology. The training spans retrofit, green manufacturing, green transport, hydrogen. Institutions: The City of Liverpool College, St Helens College, Wirral Metropolitan College, Hugh Baird College, and Riverside College. LSIF Project: Skills for Net Zero Aimed at developing curricula to meet skills gaps in green technologies in the construction and manufacturing sectors. It involves creating flexible learning pathways to equip the workforce for the green economy. Institutions: Southport College (lead), various partner colleges in the Liverpool City Region. More new courses and provision will be monitored through 2025/26- new deadline for this action March 2026.

Logistics (RESPONSE TO RECRUITMENT DIFFICULTIES AND SKILLS GAPS)

Priority	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and Outcomes Expected	Monitoring Arrangements	Progress Status (March 2025)
Logistics	The Manufacturing ILP may also incorporate objectives for Logistics depending on employer feedback	N/A	N/A	N/A	N/A	COMPLETE ILP set up - in Manufacturing & Logistics. Two meetings of ILP completed. Aligned with the Cluster Board. Plans to position this group as the workforce development group for the Advanced Manufacturing Cluster. The actions are set out in Section 5 of the 2025 Progress Report.
	HGV Driver training- establish progression routes	LRC CA FE Colleges ITPs Employers	Jun 2024	Skills Bootcamps implemented	Reports through to ESB	COMPLETE Skills Bootcamps implemented in LCR region.
	Modular digital skills courses implemented. Flexible and modular learning that includes analytical and communication skills, literacy and IT skills	Employers FE Colleges ITPs	June 2024 Mar 2025	This will be implemented through individual FE College Strategy and reporting through LSIF activity. LSIP to support and add value through ILPs	KPIs and metric reviews	ON TRACK CA Long term skills plan published prioritises modular provision. KPIs in place and agreed with LSIF. These include new courses. LSIP Project: Creating the Region's Freeport Academy Focused on developing skills relevant to Liverpool's growing maritime and logistics sectors, particularly in light of the region's Freeport status. Training includes logistics, engineering, automation, leadership, and low-carbon technologies. Institutions: Collaborative effort across several FE providers in Liverpool City Region. LSIF Project: New Pathways to Learning (Modularisation) This project aims to offer a modularised curriculum to provide flexible learning for working adults, focusing on green energy, manufacturing, transport, hydrogen, digital skills, basic skills. Institutions: Riverside College (lead), with collaboration from employers and other colleges.

Continued overleaf

Priority	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and Outcomes Expected	Monitoring Arrangements	Progress Status (March 2025)
	Modular digital skills courses implemented. Flexible and modular learning that includes analytical and communication skills, literacy and IT skills	Employers FE Colleges ITPs	June 2024 Mar 2025	This will be implemented through individual FE College Strategy and reporting through LSIF activity. LSIP to support and add value through ILPs	KPIs and metric reviews	<p>LSIF Project: Building for the Future – Green Technologies & Digitalisation This project focuses on equipping facilities and providing training for skills in green energy, digitalisation, and hydrogen technology. The training spans retrofit, green manufacturing, green transport, hydrogen. Institutions: The City of Liverpool College, St Helens College, Wirral Metropolitan College, Hugh Baird College, and Riverside College.</p> <p>LSIF Project: Skills for Net Zero Aimed at developing curricula to meet skills gaps in green technologies in the construction and manufacturing sectors. It involves creating flexible learning pathways to equip the workforce for the green economy. Institutions: Southport College (lead), various partner colleges in the Liverpool City Region.</p> <p>More new courses and provision will be monitored through 2025/26- new deadline for this action March 2026.</p>
	Implement short course programme for future managers and use of Management Apprenticeships when upgrading occurs		Jun 2024	This will be implemented through individual FE College and Training Provider Strategy	No KPIs in place through LSIF activity	<p>HIGH RISK OF NON-COMPLETION It is recommended that in the remaining timescale, this is not pursued as a priority.</p>

Business and Professional (RESPONSE TO RECRUITMENT DIFFICULTIES AND SKILLS GAPS)

Priority	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and Outcomes Expected	Monitoring Arrangements	Progress Status (March 2025)
Business and Professional Services	Key actions for this sector will be led through the Industry Learning Partnership in PBS.	Employers FE Colleges ITPs ERB Chamber Network	Mar 2025	Set up of ILP to promote collaboration	KPIs and metric reviews Reports through to ESB	COMPLETE ILP set up and aligned with PBS Board. The actions are set out in Section 5 of the 2025 Progress Report
	Promotion of work placements and industry insights	ILP	Mar 2025	ILP to drive through actions relating to careers and identify opportunities for collaboration	KPIs and metric reviews Reports through to ESB	ON TRACK Work completed includes the Elevate EBP/Hugh Baird project with ten secondary schools and 1,604 students (see last progress report). More long-term action needed. ILP identified: Develop a pilot model of 'real world learning' based on the 'Clinical Business' model from Liverpool John Moore University.
	Digital upskilling courses available	Employers FE Colleges ITPs	Mar 2025	This will be implemented through individual FE College Strategy and reporting through LSIF activity. LSIP to support and add value through ILPs	KPIs and metric reviews	ON TRACK New Timescale recommended due to hiatus. CA Long term skills plan published prioritises modular provision. KPIs in place and agreed with LSIF. These include new courses. LSIF Project: New Pathways to Learning (Modularisation) This project aims to offer a modularised curriculum to provide flexible learning for working adults, including digital skills, Institutions: Riverside College (lead), with collaboration from employers and other colleges. ILP identified: Boost data literacy across the workforce, recognising that digital and analytical skills are now essential in most roles and encouraging wider access to relevant training and development. More new courses and provision will be monitored through 2025/26 - new deadline for this action March 2026.

Priority	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and Outcomes Expected	Monitoring Arrangements	Progress Status (March 2025)
	Provide training/insights into home working	ILP	Mar 2025	ILP to drive actions	KPIs and metric reviews Reports through to ESB	<p>Latest intelligence: less relevant</p> <p>Soft skills like communication, adaptability, teamwork, and critical thinking are crucial for success in modern, flexible work environments. The shift to hybrid and remote working highlighted the importance of supporting employees' mental health and well-being. Entrants to the sector need to have resilience, self-motivation, adaptability, and digital literacy.</p> <p>Since August 2023, the integration of artificial intelligence has become a key trend. The reliance on AI for data analysis, automation, and customer service has accelerated. Generative AI has become more prominent. Ensuring workers are equipped with AI-related skills will be crucial for maintaining competitiveness. Business leaders are now focusing on upskilling their workforce in AI applications.</p> <p>New action: Boost data literacy across the workforce, recognising that digital and analytical skills are now essential in most roles and encouraging wider access to relevant training and development.</p> <p>New action: Define the core employability skills for the sector. By making these clearer, we can help education and training providers focus on what really matters for new entrants.</p>

Visitor Economy (RESPONSE TO RECRUITMENT DIFFICULTIES AND SKILLS GAPS)

Priority	Action / Activity / Milestone	Partners Involved	Timescale	Method of Implementation and Outcomes Expected	Monitoring Arrangements	Progress Status (March 2025)
Visitor Economy	Key actions for this sector will be led through the Industry Learning Partnership in Visitor Economy. A key recommendation in the original road map was to establish a sectoral working group, so this fulfils that action.	Employers FE Colleges ITPs ERB Chamber Network	Mar 2025	Set up of ILP to promote collaboration	KPIs and metric reviews Reports through to ESB	COMPLETE ILP set up-Two meetings of ILP completed. Aligned with LVEP. The actions are set out in Section 5 of the 2025 Progress Report.
	Promotion of work placements and industry insights Training more aligned to real world	ILP	Mar 2025	ILP to drive through actions relating to careers and identify opportunities for collaboration	KPIs and metric reviews Reports through to ESB	ON TRACK ILP Actions identified: Develop an industry-led internship programme for young people not in education, training or employment (NEETs), offering real work experience in hospitality and tourism businesses. Explore a 'Game Changers' model for the Visitor Economy- adapting a successful approach from the gaming industry to spotlight innovative employers, practices, and career pathways in hospitality and tourism New deadline for this latest development- March 2026.
	Upskilling courses available including management.	Employers FE Colleges ITPs	Mar 2025	No KPIs in place through LSIF activity ILP to establish new metrics and expectations	KPIs and metric reviews Reports through to ESB	ON TRACK ILP identified: Create and train a network of 'super mentors' who would be experienced managers from across the sector who are trained to support and coach first-line managers in other organisations, building collaborative relationships and consistent management skills region-wide New deadline for this latest development- March 2026 ILP identified: Boost data literacy across the workforce, recognising that digital and analytical skills are now essential in most roles and encouraging wider access to relevant training and development. More new courses and provision will be monitored through 2025/26- new deadline for this action March 2026.

Annex B

LCR LSIP Priority Sectors by SIC Code

Construction, Built Environment and Infrastructure

F CONSTRUCTION

Division 41: Construction of buildings

Division 42: Civil engineering

Division 43: Specialised construction activities

Visitor Economy

I ACCOMODATION AND FOOD SERVICES

Division 55: Accommodation

Division 56: Food and beverage service activities

R ARTS, ENTERTAINMENT AND RECREATION

Division 90: Creative, arts and entertainment activities

Manufacturing and Logistics

C MANUFACTURING

Division 20: Manufacture of chemicals and chemical products

Division 21: Manufacture of basic pharmaceutical products and pharmaceutical preparations

Division 22: Manufacture of rubber and plastic products

Division 23: Manufacture of other non-metallic mineral products

Division 24: Manufacture of basic metals

Division 25: Manufacture of fabricated metal products, except machinery and equipment

Division 26: Manufacture of computer, electronic and optical products

Division 27: Manufacture of electrical equipment

Division 28: Manufacture of machinery and equipment n.e.c.

Division 29: Manufacture of motor vehicles, trailers and semi-trailers

Division 30: Manufacture of other transport equipment

Division 32: Other manufacturing

Division 33: Repair and installation of machinery and equipment

H TRANSPORTATION AND STORAGE

Division 50: Water transport

Division 51: Air transport

Division 52: Warehousing and support activities for transportation

Professional Business Services

M PROFESSIONAL, SCIENTIFIC AND TECHNICAL ACTIVITIES

Division 69: Legal and accounting activities

Division 70: Activities of head offices; management consultancy activities

N ADMINISTRATIVE AND SUPPORT SERVICE FUNCTIONS

Division 82: Office administrative, office support and other business support activities

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