

Annex B

Action Plans

Specific activities required to implement changes or actions. These tables are not delivery plans for individual providers. They are a shared framework for coordinated action through the relevant ISP, linked to cluster boards where relevant.

A specific lead organisation(s) will be agreed and assigned for each activity as the LSIP moves into the delivery phase and, to this end, engagement with the providers has already commenced.

Acronym Key:

ASB	Adult Skills Budget
CEIAG	Careers Education, Information and Guidance
ERB	Employer Representative Body (Liverpool Chamber of Commerce)
FE	Further Education
HE	Higher Education
ISP	Industry Skills Partnerships
ITP	Independent Training Provider
JCP	Job Centre Plus
LLE	Lifelong Learning Entitlement



**Funded by
UK Government**

ALL SECTORS - AI and Digital Transformation

Benefit to employers & LSIP objective	Priority action (what will actually change)	Specific activities required	Funding / system levers used	Qual levels	Lead organisation(s)	Timescales (start-finish & key milestones)	Expected outcomes	Monitoring and measurement
Strengthen co-ordination of AI and digital embedding Change 1: Provide a strategic framework for delivery through ISPs, links to growth clusters, and a clearer system for employer involvement. Change 2: Create partnerships to improve and simplify SME access to workforce development Change 3: Embed digital and AI skills across all sectors	Identify employer links with the LCR AI for Good Task Force to ensure the employer voice is present.	ERB will: create links with the LCR Taskforce and identify opportunities for joint working ERB will: promote networking and learning opportunities for businesses, particularly SMEs to create more access to AI learning. Employers will: engage and access opportunities to learn more about AI	ERB funding LCR	All	ERB	Q3 2026 alignment identified	Improved SME access to AI support	Annual Progress Report
Stronger SME AI adoption and reduced productivity drag Change 1: Provide a strategic framework for delivery through ISPs, links to growth clusters, and a clearer system for employer involvement. Change 2: Create partnerships to improve and simplify SME access to workforce development Change 3: Embed digital and AI skills across all sectors	Provide opportunities for businesses to understand their digital and AI needs, and find training to suit these needs	Pilot and roll out SME-focused AI diagnostic tool and expand modular AI training provision across sectors FE, HE, ITPs will: identify, develop and deliver short, modular AI training aligned to sector needs, and SME needs including data literacy and confidence ISPs will: coordinate employer input, align provision to sector demand and support dissemination through employer networks Employers will: engage with diagnostic activity, identify priority use cases and co-invest in workforce development	Edge Hill University pilot (diagnostic tool) Apprenticeship Units LLE ASB (subject to Combined Authority commissioning) Employer co-investment	Level 1-6	Edge Hill University (pilot lead)	Q3 2026: pilot launched; Q1 2027: evaluation; Q3 2027: scale phase	Improved SME digital confidence; faster AI adoption; measurable efficiency gains	Employers participating in Diagnostic New short courses in AI and digital transformation.

These are actions that related to more than one or all sectors, and have been collated into a separate section for ease of reading.

Stronger SME AI adoption and reduced productivity drag Change 1: Provide a strategic framework for delivery through ISPs, links to growth clusters, and a clearer system for employer involvement. Change 2: Create partnerships to improve and simplify SME access to workforce development Change 3: Embed digital and AI skills across all sectors	Provide opportunities for businesses to understand their digital and AI needs, and find training to suit these needs	Pilot and roll out SME-focused AI diagnostic tool and expand modular AI training provision across sectors FE, HE, ITPs will: identify, develop and deliver short, modular AI training aligned to sector needs, and SME needs including data literacy and confidence ISPs will: coordinate employer input, align provision to sector demand and support dissemination through employer networks. Employers will: engage with diagnostic activity, identify priority use cases and co-invest in workforce development	Edge Hill University pilot (diagnostic tool) Apprenticeship Units LLE ASB (subject to Combined Authority commissioning) Employer co-investment	Level 1–6	Edge Hill University (pilot lead)	Q3 2026: pilot launched; Q1 2027: evaluation; Q3 2027: scale phase	Improved SME digital confidence; faster AI adoption; measurable efficiency gains	Employers participating in Diagnostic New short courses in AI and digital transformation
Higher job readiness in AI-enabled roles Change 3: Embed digital and AI skills across all sectors	Agree an AI capability framework aligned to national expectations and the LCR AI for Good Task Force into Level 3–6 pathways	FE, HE, ITPs will: embed AI literacy, ethical AI use and practical application of automation tools within curricula across Level 2–6 ISPs will: coordinate employer input to shape the framework, validate relevance to sector needs, and support alignment between providers and industry expectations. Employers will: contribute to the design and validation of AI capability requirements, provide real-world use cases, and support curriculum development through engagement and feedback ERB and Combined Authority will: align the framework with national policy, regional economic priorities and existing skills initiatives, and ensure integration with wider system delivery and funding mechanisms. Awarding organisations and regulatory bodies (where relevant) will: support alignment with qualification requirements and ensure consistency with national standards	Alignment with Combined Authority activity	Level 2–6	ERB and Combined Authority (linked to other growth and support schemes)	Q1 2027: framework agreed; 2027 academic year: embedded delivery; annual review	Graduates ready for AI-enabled workplaces	Curriculum review through accountability agreements and feedback

ALL SECTORS

Benefit to employers & LSIP objective	Priority action (what will actually change)	Specific activities required	Funding / system levers used	Qual levels	Lead organisation(s)	Timescales (start-finish & key milestones)	Expected outcomes	Monitoring and measurement
Stronger progression routes and reduced mid-level bottlenecks. Improved supervision, leadership and management capability Change 6: Provide inclusive pathways to work and improve work readiness of new entrants to the workforce	Embed leadership skills into full time programmes	FE, HE and ITPs will: design and deliver and embed supervisory and first-line management skills, embedding practical people management, communication and organisational skills within Level 3-6 full time programmes ISPs will: coordinate employer input Employers will: identify priority skills for progression and leadership, offer work placements and industry insights Be More, CEIAG providers and JCP will: promote pathways, improve awareness of available provision, and support individuals to access training opportunities	Study Programme Lifelong Learning Entitlement (LLE) Employer co investment	Level 3-6	FE and HE providers; ITPs	Q4 2026: SME needs analysis; Q2 2027: first cohort; annual expansion	Stronger supervision; reduced turnover; improved compliance and team productivity	Annual employer survey employer feedback on supervisory confidence Annual provider response (e.g. accountability statements)
Existing staff can progress into supervisory roles more quickly, reducing hard-to-fill vacancies and improving productivity Change 5: Focus skills solutions on progression for the existing workforce, not just entry	Expand modular provision for training for progression and first line management roles	FE, HE and ITPs will: identify, develop and deliver short, modular training aligned to first-line supervisory roles, with a focus on flexible and in-work provision to support progression from Level 3 to Levels 4-5 ISP will: coordinate employer input to define priority supervisory skills, align provision with sector demand, and support communication of opportunities to employers Employers will: identify workforce progression needs, support employee participation in training, and co-invest in development to enable progression into technician and supervisory roles Combined Authority will: align devolved funding, Skills Bootcamps and other system levers to priority roles, ensuring commissioning reflects employer demand and supports progression pathways. Be More, CEIAG Providers and JCP will: promote progression pathways, improve awareness of available provision, and support individuals to access training opportunities	Lifelong Learning Entitlement (LLE) Apprenticeship Units Skills Bootcamps Adult Skills Budget (subject to Combined Authority commissioning) Employer co investment	Level 3 advanced technical; Level 4-5 higher technical and supervisory; modular CPD	FE and HE providers; ITPs	Q1 2027: mapping complete; 2027-28 delivery cycle live; annual review thereafter	Reduced technician and supervisor vacancies; improved internal promotion; stronger retention and productivity	Annual employer survey Learner participation Annual provider response (e.g. accountability statements)

These are actions that related to more than one or all sectors and have been collated into a separate section for ease of reading.

Strengthen capacity in training providers to deliver specialist skills Change 2: Create partnerships to improve and simplify SME access to workforce development	Explore the opportunity to establish a Gatsby supported network for Industry Associates.	ERB will liaise with the pilot college (CoLC) and convene partners for a network and apply to Gatsby for support to recruit from industry for Industry Associates to lend their support to training providers and explore teaching Employers will: promote and support the opportunity FE will: recruit participants and provide training for Industry Associates	Gatsby	Level 3-6	ERB	Summer 2026- ascertain interest, Autumn 2026 establish network; Spring 2027 launch pilot	Targeted recruitment of Industry Associates	Learner participation
Higher job readiness and reduced early attrition Change 6: Provide inclusive pathways to work and improve work readiness of new entrants to the workforce	Pilot a literacy (writing, speaking & listening) skills proficiency badge approach with FE students/ NEETs Depending on pilot, consider expansion opportunities	FE providers will: deliver the literacy skills proficiency badge pilot with students and young people at risk of becoming NEET, embedding applied literacy development within vocational and employability pathways ITPs (EdenFiftyOne) will: support delivery of the badge framework, digital platform and assessment approach, and contribute to evaluation of learner engagement and outcomes ISPs will: coordinate employer engagement, ensure the pilot reflects sector needs, and support alignment with wider PBS workforce requirements Employers will: participate in the pilot ERB will: identify and engage PBS employers, support coordination across partners, and promote adoption of the approach across the sector Combined Authority and providers will: review pilot outcomes and, subject to evaluation, support decisions on scaling and integration within wider skills provision	NOCN Grant, Match funding from provider	Entry/ Level1-2	City of Liverpool College EdenFiftyOne [EFO]	Q4 2026 pilot in place; Q2 2027 review; evaluate and expand	Improved job readiness, improved GCSE resit results, improved 'bridging' between education and employment	Student outcomes externally [GCSE outcomes], internally [within EFO app/ EFO Badge]

ALL SECTORS

Benefit to employers & LSIP objective	Priority action (what will actually change)	Specific activities required	Funding / system levers used	Qual levels	Lead organisation(s)	Timescales (start-finish & key milestones)	Expected outcomes	Monitoring and measurement
More 16-19 education provision, linked to occupational routes, preparing young people for the workplace Change 6: Provide inclusive pathways to work and improve work readiness of new entrants to the workforce	Support the roll out of post-16 qualification reform from 2027, including level 2, V Levels and T Levels	ERB will: promote new qualifications through ISPs and employer forums. FE Providers and ITPs will: develop and implement new qualifications as they become available ISPs will: identify opportunities for employer involvement in new qualifications, including placements Employers will: contribute to develop implementation, provide placements. CEIAG providers will: promote the new offer, including ensuring reach to inclusion groups and learners who may be underrepresented in priority sectors	Study programme	Level2-3	ERB	Q4 2027 for first roll out	Improved work ready curriculum for 16-19 year olds	Learner participation

Priority 1 Professional and Business Services

Benefit to employers & LSIP objective	Priority action (what will actually change)	Specific activities required	Funding / system levers used	Qual levels	Lead organisation(s)	Timescales (start–finish & key milestones)	Expected outcomes	Monitoring and measurement
Clear accountability and alignment between skills, productivity and growth priorities Change 1: Provide a strategic framework for delivery through ISPs, links to growth clusters, and a clearer system for employer involvement.	Formally embed the PBS ISP as the employer-led forum aligned to the PBS Board	ERB and Combined Authority will: confirm governance arrangements, ISP will: act as the employer-led forum for identifying and articulating skills priorities, coordinating employer input, and producing an annual statement of sector skills needs and priorities. It will have a focus on helping SMEs navigate, find and fund training. Employers will: actively participate in ISP activity, FE, HE and ITPs will: engage with the ISP to align provision with identified sector priorities and respond to emerging employer demand. Combined Authority and PBS Board will: ensure alignment between skills priorities, economic strategy and investment decisions, using ISP insight to inform wider growth and productivity initiatives.	LSIP governance; Combined Authority convening role; Growth Plan alignment	All levels	ERB and Combined Authority	Q2 2026: governance confirmed; Q3 2027: first annual priorities statement; annual review thereafter	Clear employer-led direction; skills investment aligned to productivity and progression pressures	Annual employer survey
Higher job readiness and reduced early attrition Change 6: Provide inclusive pathways to work and improve work readiness of new entrants to the workforce	Embed applied, real-world learning within PBS provision	FE providers leading pilot delivery will: test and refine delivery models in partnership with HE and employers, with a view to scaling across the provider base ISPs will: coordinate employer engagement, support the development of live briefs and business clinic models, and ensure alignment between provision and sector needs Employers will: provide opportunities for learners to engage in Business Clinics, placements and other forms of structured interaction, including live projects, mentoring and workplace insight ERB will: support coordination across partners, promote the model through employer networks, and ensure alignment with wider LSIP priorities	Curriculum redesign within existing funding; employer engagement via ISP	Level 2-3	LJMU (Pilot- City of Liverpool College, Hugh Baird College) FE Providers for roll out	Q4 2026: pilot in place; 2027–28 academic year: embedded delivery; annual evaluation	Improved job-ready competence; reduced supervision burden; lower early attrition	Learner Participation

Benefit to employers & LSIP objective	Priority action (what will actually change)	Specific activities required	Funding / system levers used	Qual levels	Lead organisation(s)	Timescales (start–finish & key milestones)	Expected outcomes	Monitoring and measurement
Greater SME participation in training and system accessibility Change 2: Create partnerships to improve and simplify SME access to workforce development	Prioritise flexible, modular and in-work delivery tailored to SME operational realities, including regulatory and compliance demands	FE, HE and ITPs will: design and deliver flexible, modular and in-work training aligned to SME operational needs, including short courses and blended delivery that minimise time away from the workplace ISPs will: simplify employer access to the skills system by supporting clear signposting to relevant training ERB will: support coordination across partners, promote the model through employer networks, and ensure alignment with wider LSIP priorities Employers will: engage with ISP structures, identify workforce development needs, and participate in modular and in-work training opportunities Combined Authority and Be More will: promote training opportunities through accessible platforms CEIAG providers and JCP will: promote the offer, including ensuring reach to inclusion groups and learners who may be underrepresented in priority sectors	ERB Be More	Level 2–6 focus	PBS ISP	Q2 2027: SME engagement framework agreed;	Increased SME engagement; improved accessibility; higher satisfaction	SME participation rates; repeat engagement; employer satisfaction surveys

Priority 2 Advanced Manufacturing and Clean Energy

Benefit to employers & LSIP objective	Priority action (what will actually change)	Specific activities required	Funding / system levers used	Qual levels	Lead organisation(s)	Timescales (start-finish & key milestones)	Expected outcomes	Monitoring and measurement
Clear ownership, visible progress and confidence that manufacturing skills priorities will be delivered Change 1: Provide a strategic framework for delivery through ISPs, links to growth clusters, and a clearer system for employer involvement.	Formally embed the Manufacturing ISP as the employer-led forum aligned to the Cluster Board	ERB and Combined Authority will: confirm governance arrangements, including formal reporting lines between the Manufacturing ISP and the Cluster Board, ensuring alignment with Growth Plan priorities. It will have a focus on helping SMEs navigate, find and fund training. ISP will: act as the employer-led forum for identifying and articulating manufacturing skills priorities, coordinating employer input, and producing an annual statement of sector priorities and workforce needs. It will have a focus on helping SMEs to navigate, find and fund appropriate training. Employers will: actively participate in ISP activity, provide ongoing intelligence on skills needs, productivity challenges and workforce pressures, and support the prioritisation of actions FE, HE and ITPs will: engage with the ISP to align provision with identified manufacturing priorities and respond to emerging employer demand Combined Authority and Cluster Board will: ensure alignment between skills priorities, economic strategy and investment decisions, using ISP insight to inform wider growth and productivity initiatives	LSIP governance; Combined Authority convening role; Growth Plan alignment	All levels	ERB & Combined Authority	Q4 2026: governance confirmed; Q4 2027: first annual priorities statement; annual review thereafter	Clear employer-led direction; skills investment aligned to productivity and progression pressures	Annual employer survey

Benefit to employers & LSIP objective	Priority action (what will actually change)	Specific activities required	Funding / system levers used	Qual levels	Lead organisation(s)	Timescales (start-finish & key milestones)	Expected outcomes	Monitoring and measurement
Young people enter manufacturing with stronger practical skills, a better sense of career routes and clearer progression potential Change 6: Provide inclusive pathways to work and improve work readiness of new entrants to the workforce	Use the Manufacturing ISP to agree job-readiness characteristics for entry Support T Level expansion Support V Level introduction (from 2028)	ISP will: coordinate employers to define agreed job-readiness characteristics for entry into manufacturing roles, including practical, technical and employability skills, and explore the development of a regional 'skills passport, wallet or badge' Employers will: contribute to defining job-ready standards, provide insight on practical workplace requirements, and support delivery through engagement with T Levels, placements and other employer-led activity FE, HE and ITPs will: align study programmes, T Levels and future V Level provision to agreed job-readiness standards, embedding applied learning, practical experience and clear progression pathways within delivery ERB and Combined Authority will: support alignment with national reforms, including T Level expansion and V Level introduction, and ensure coherence with wider skills and growth priorities Be More, JCP and careers providers will: promote manufacturing career pathways, improve awareness of entry routes, and support young people to understand progression opportunities within the sector	16-19 study programme funding; T Levels V Levels	Level 2-3 study programmes; Level 3 T Levels	Manufacturing ISP Be More	Q4 2026: job-ready framework agreed; 2026-27 academic year: revised delivery piloted; annual evaluation	Q4 2026: job-ready framework agreed; 2026-27 academic year: revised delivery piloted; annual evaluation Improved job readiness; reduced early attrition; lower supervision burden on employers	Learner participation
Young people enter manufacturing with stronger practical skills, a better sense of career routes and clearer progression potential Change 6: Provide inclusive pathways to work and improve work readiness of new entrants to the workforce	Support and promote the new Clean Energy TEC (CETEC) in the North West	ISP will: provide employer insights to help support the CETEC work CETEC will: provide opportunities for expansion of training, promotion and sharing of good practice in training	TEC Funding	All levels	CETEC (CoLC)	Q4 202: roll out of CETEC plan	Stronger provision for Clean Energy in the LCR	Employer Feedback CETEC KPIs

Priority 3 Construction and Built Environment

Benefit to employers & LSIP objective	Priority action (what will actually change)	Specific activities required	Funding / system levers used	Qual levels	Lead organisation(s)	Timescales (start-finish & key milestones)	Expected outcomes	Monitoring and measurement
Clear accountability, faster delivery and alignment between skills, growth and infrastructure priorities Change 1: Provide a strategic framework for delivery through ISPs, links to growth clusters, and a clearer system for employer involvement.	Formally agree a Construction ISP (ISP) with the Combined Authority	ERB and Combined Authority will: formally establish the Construction ISP, confirm governance arrangements and reporting lines, and ensure alignment with housing, infrastructure, retrofit and Net Zero priorities. It will have a focus on helping SMEs navigate, find and fund training. ISP will: act as the employer-led forum for identifying and agreeing annual construction skills priorities, coordinating employer input, and publishing an annual statement aligned to delivery pipelines Employers will: actively participate in ISP activity, provide intelligence on workforce needs linked to live and planned projects, and support the prioritisation of skills investment FE, HE and ITPs will: engage with the ISP to align provision with agreed construction priorities and respond to emerging demand across housing, infrastructure and retrofit programmes Combined Authority and wider delivery partners will: align skills planning with capital investment, procurement and Growth Plan programmes, ensuring coordination between infrastructure delivery and workforce development	LSIP governance; Combined Authority convening role; ISP terms of reference; alignment with capital, procurement and Growth Plan programmes	All levels	ERB	Q4 2026: governance confirmed; Q3 2027: first annual priorities statement; annual review thereafter	Clear employer-led direction; improved coordination; skills investment aligned to delivery pipeline	Annual employer survey

Benefit to employers & LSIP objective	Priority action (what will actually change)	Specific activities required	Funding / system levers used	Qual levels	Lead organisation(s)	Timescales (start–finish & key milestones)	Expected outcomes	Monitoring and measurement
Change 6: Provide inclusive pathways to work and improve work readiness of new entrants to the workforce	Agree and embed a clear skills expectation for entry-level construction roles. Support qualification reform (e.g L2 occupational routes and take up of T Levels and introduction of V Levels) Provide opportunities to promote careers in construction	FE, HE and ITPs will: align entry-level construction provision to agreed “skills passport, wallet or badge” expectations, ensuring learners are prepared for site-based roles through embedded health and safety competence, practical skills development and access to relevant site accreditation. ISP will: coordinate the development and promotion of the “skills passport”, support alignment with qualification reform (including Level 2 routes, T Levels and V Levels), and lead sector-wide careers promotion activity CITB, CTEC and sector partners will: support implementation, provide guidance on standards and ensure consistency with national frameworks Employers will: contribute to defining job-ready standards, engage in curriculum development through insight and feedback, and provide placements, site exposure and input to support work readiness ERB and Combined Authority will: support alignment with national qualification reform and regional priorities, ensuring coherence between entry pathways, progression routes and workforce demand Be More, JCP and CEIAG providers will: promote construction career pathways, support engagement through events and outreach, and improve awareness of entry routes and progression opportunities	Apprenticeships Study Programmes L2 routes (new routes from 2028) T Levels V Levels (from 2028) employer co-investment	All levels Level 1-2 with progression to Level 2-3	Construction ISP	Q4 2026: passport framework agreed; 2026–27 academic year: piloted in delivery; annual evaluation	Improved job readiness; reduced early drop-out; lower supervision burden	Annual employer survey Learner participation Annual provider response (e.g. accountability statements)

Stronger pipeline of female talent into construction, reduced recruitment gaps, improved workforce diversity and retention Change 6: Provide inclusive pathways to work and improve work readiness of new entrants to the workforce	Support and promote Women in Construction initiatives	ISP will: coordinate employer engagement, support alignment of activity with sector skills needs, and promote participation through sector networks and careers activity Employers will: actively participate in the initiative through delivery of workshops, site visits, taster programmes and careers events, provide placements and curriculum input, and support role-model engagement and mentoring for young women Programme leads and delivery partners (including Frank Rogers Building Contractors and The Big Trust) will: scale and deliver the initiative across FE and post-16 settings, develop outreach activity (including engagement with schools), and support key transition points into training and employment ERB, CEIAG providers and schools will: promote construction careers to young women, support engagement at key transition stages (including GCSE to post-16), and improve awareness of pathways and opportunities within the sector	Charitable and employer investment	Level 1-3 with progression to Level 3-4+	Frank Rogers Building Contractors The Big Trust	2026: expansion into post-16 pilot delivery 2026-27 academic year: rollout across FE colleges and early apprenticeship pathways 2027-2029: scale across Liverpool City Region with annual review points	Increased female participation in construction pathways Higher enrolment and completion in FE and apprenticeships Improved recruitment pipeline and reduced vacancies Greater representation of women in entry-level and on-site roles	Programme participation numbers Progression rates from pre-16 to post-16 and into employment Apprenticeship starts and completions (female participation) Employer feedback on recruitment and retention Annual provider reporting and LSIP monitoring
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Benefit to employers & LSIP objective	Priority action (what will actually change)	Specific activities required	Funding / system levers used	Qual levels	Lead organisation(s)	Timescales (start–finish & key milestones)	Expected outcomes	Monitoring and measurement
Stronger pipeline of competent supervisors to support growth and reduce recruitment pressure Change 5: Focus skills solutions on progression for the existing workforce, not just entry Change 6: Provide inclusive pathways to work and improve work readiness of new entrants to the workforce	Expand practical, hands-on trade and operative training reflecting real site demands, supervisory requirements, regulation	FE, HE and ITPs will: expand training aligned to real site demands, including supervision, regulatory requirements through modular, flexible provision ISP will: coordinate employer input to define priority trades and competencies, align provision with sector demand, and support communication of training opportunities ERB and ECA will: explore the opportunity for an Electrotechnical Alliance across the LCR to promote and expand training for electricians. Employers will: provide insight on site requirements, support curriculum development, and offer placements, site experience and work-based learning opportunities Combined Authority will: align funding and commissioning to priority trade roles, ensuring provision supports growth, productivity and infrastructure delivery Be More, JCP and careers providers will: promote trade pathways, improve awareness of opportunities, and support individuals to access training and progression routes	Lifelong Learning Entitlement (LLE) Apprenticeship Units Skills Bootcamps Adult Skills Budget (subject to Combined Authority commissioning) Employer co investment	Level 3–6	FE, HE providers and ITPs	Q4 2026: capacity review complete; Q1 2027: expanded delivery live; annual review	Increased capacity; reduced hard-to-fill vacancies; stronger local labour supply	Learner participation Annual provider response (e.g. accountability statements)

Capacity to deliver housing retrofit and low-carbon construction safely, at quality and at scale Change 4: Improve capabilities for increasing compliance, regulation and green transition skills	Further develop a coherent retrofit and low-carbon construction skills offer across the City Region, including provision tailored to working in heritage and traditional buildings (pre 191	FE, HE and ITPs will: develop and deliver coherent retrofit and low-carbon construction provision across Levels 2–5, integrating skills in insulation, ventilation, low-carbon heating, solar PV and whole-house standards within occupational pathways ISP will: coordinate mapping of retrofit occupational pathways, align provision with employer demand and procurement requirements, and support sector-wide communication of training opportunities Employers will: provide input on required skills and standards, support alignment with real-world delivery requirements, and engage in training, placements and workforce development activity Combined Authority will: align skills provision with regional retrofit programmes, procurement pipelines and Net Zero priorities, ensuring coordination between funding, delivery and infrastructure investment Be More, JCP and careers providers will: promote retrofit and low-carbon construction pathways, improve awareness of opportunities, and support individuals to access training and progression routes	ERB Be More Lifelong Learning Entitlement (LLE) Apprenticeship Units Skills Bootcamps Adult Skills Budget (subject to Combined Authority commissioning) Employer co	Level 2–5	Construction ISP	Q12027: pathway mapping complete; annual review thereafter	Increased retrofit capacity; improved compliance and quality assurance	Annual employer survey Learner participation Annual provider response (e.g. accountability statements)
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Priority 4 Health, Life Science and Care

Benefit to employers & LSIP objective	Priority action (what will actually change)	Specific activities required	Funding / system levers used	Qual levels	Lead organisation(s)	Timescales (start-finish & key milestones)	Expected outcomes	Monitoring and measurement
Clear accountability and alignment between skills, workforce planning and health innovation priorities Change 1: Provide a strategic framework for delivery through ISPs, links to growth clusters, and a clearer system for employer involvement.	Formally establish a Health, Life Sciences & Care ISP (ISP) aligned to the Cluster Board and NHS workforce planning	ERB and Combined Authority will: formally establish the Health, Life Sciences and Care Technology ISP, confirm governance and align with NHS workforce planning and Growth Plan priorities. It will have a focus on helping SMEs navigate, find and fund training. ISP will: coordinate employer input, align skills priorities across health, care and life sciences, and publish an annual priorities statement Employers will: provide workforce intelligence, participate in ISP activity and support alignment between service delivery, innovation and skills development FE, HE and ITPs will: align provision to identified workforce priorities and respond to emerging demand across clinical, technical and digital roles Combined Authority, Cluster Board and Integrated Care System partners will: align skills provision with workforce planning, commissioning and health innovation priorities Be More, JCP and careers providers will: promote health and care career pathways, support engagement through events and outreach, and improve awareness of entry routes and progression opportunities	LSIP governance; Combined Authority convening role; NHS workforce planning alignment; Growth Plan cluster alignment	All levels	ERB	Q4 2026: governance confirmed; Q3 2027: first annual priorities statement; annual review thereafter	Clear employer-led direction; improved coordination between skills and workforce planning	Annual employer survey;

Improved recruitment, retention and progression in adult social care Change 5: Focus skills solutions on progression for the existing workforce, not just entry	Strengthen Level 2-4 progression pathways from care worker to senior and registered manager roles	FE, and ITPs will: identify, develop and deliver short, modular training to support progression from care worker to senior and registered manager roles, aligned to Level 2-4 pathways ISP will: coordinate employer input to define priority progression pathways Employers will: support staff progression through participation in training, identify workforce development needs and co-invest in upskilling Combined Authority will: align funding and commissioning to support progression pathways and ensure integration with wider workforce and care system priorities Be More, JCP and careers providers will: promote progression opportunities within adult social care and support individuals to access training and career pathways	Lifelong Learning Entitlement (LLE) Apprenticeship Units Skills Bootcamps Adult Skills Budget (subject to Combined Authority commissioning) Employer co investment	Level 2-4 priority	Health ISP	Q4 2026: progression mapping complete; Q1 2027: first expanded cohorts	Reduced turnover; improved internal promotion; stronger care quality	Annual employer survey Learner participation Annual provider response (e.g. accountability statements)
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Greater capacity for digitally enabled and compliant health and care delivery Change 3: Embed digital and AI skills across all sectors	Embed digital health and care technology capability and confidence with regulation and compliance into workforce pathways	FE, HE and ITPs will: integrate digital health and care technologies, regulation and compliance into Level 2–6 provision, including electronic patient records, digital care planning, AI-supported diagnostics and remote monitoring, and deliver modular CPD for the existing workforce ISP will: coordinate employer and system input to define priority digital capabilities and ensure alignment with workforce needs across health and care Cluster Board and Employers (including NHS and care providers) will: support adoption of digital technologies, provide input into curriculum design, and enable workforce participation in training and CPD Combined Authority will: align provision and funding with digital transformation priorities and ensure integration with wider health system and workforce planning Be More, JCP and careers providers will: promote digital health and care pathways	Study programme T Levels L2 (new from 2028) V Levels (2028) HE Lifelong Learning Entitlement (LLE) Apprenticeship Units Skills Bootcamps Adult Skills Budget (subject to Combined Authority commissioning) Employer co investment	Level 2–8 (role dependent)	FE ITP and HE providers	2027 academic year: embedded delivery 2028 academic year- new study programme qualifications (L2 and V Levels)	Improved digital confidence; safer and more efficient service delivery	Annual provider response (e.g. accountability statements)
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Benefit to employers & LSIP objective	Priority action (what will actually change)	Specific activities required	Funding / system levers used	Qual levels	Lead organisation(s)	Timescales (start-finish & key milestones)	Expected outcomes	Monitoring and measurement
Increased life sciences and laboratory technician capability to support growth Change 4: Improve capabilities for increasing compliance, regulation and green transition skills Change 5: Focus skills solutions on progression for the existing workforce, not just entry	Expand technical and biomanufacturing pathways linked to R&D and production, including robotics and automation	FE, HE and ITPs will: strengthen Level 4-8 laboratory technician and bioprocess pathways, integrate automation and data analysis within provision, and create clear progression routes into higher technical roles ISP will: coordinate employer input to define priority technical skills, align provision with R&D and biomanufacturing demand, and support sector-wide collaboration Employers will: provide insight into skills requirements, support curriculum development, and offer placements, projects and workplace engagement Combined Authority will: align provision and investment with life sciences growth priorities and ensure integration with wider innovation and cluster development activity Universities and research partners will: support alignment between education, research and industry needs, strengthening pathways into specialist and higher-level roles	Lifelong Learning Entitlement (LLE) HE Employer co investment	Level 4-8	Universities	Q4 2026: skills mapping complete; Q2 2027: expanded technical delivery	Increased technical workforce capacity; reduced recruitment pressure; improved R&D competitiveness	Annual provider response (e.g. accountability statements) Learner participation

Priority 5 Visitor Economy

Benefit to employers & LSIP objective	Priority action (what will actually change)	Specific activities required	Funding / system levers used	Qual levels	Lead organisation(s)	Timescales (start-finish & key milestones)	Expected outcomes	Monitoring and measurement
Clear accountability and alignment between skills, growth and visitor economy priorities Change 1: Provide a strategic framework for delivery through ISPs, links to growth clusters, and a clearer system for employer involvement.	Formally establish a Visitor Economy ISP (ISP) aligned to the LCRDP Board	ERB and Combined Authority will: formally establish the Visitor Economy ISP, confirm governance and reporting lines, and ensure alignment with LCRDP Board priorities and the Growth Plan. ISP will: coordinate employer input across hospitality, attractions and aviation, align skills priorities to the destination growth strategy, and publish an annual priorities statement. It will have a focus on helping SMEs navigate, find and fund training. Employers will: actively participate in ISP activity, provide workforce intelligence and support coordinated employer engagement across the visitor economy FE, HE and ITPs will: engage with the ISP to align provision with identified sector priorities and respond to emerging employer demand Combined Authority and LCRDP Board will: ensure alignment between skills provision, destination strategy and economic growth priorities, using ISP insight to inform planning and investment	LSIP governance; Combined Authority convening role; alignment with LCRDP and Growth Plan	All levels	ERB & Combined Authority	Q4 2026: governance confirmed; Q2 2027: first annual priorities statement; annual review thereafter	Clear employer-led direction; stronger coordination between skills and destination strategy	Annual employer survey;

Benefit to employers & LSIP objective	Priority action (what will actually change)	Specific activities required	Funding / system levers used	Qual levels	Lead organisation(s)	Timescales (start-finish & key milestones)	Expected outcomes	Monitoring and measurement
Change 6: Provide inclusive pathways to work and improve work readiness of new entrants to the workforce	Embed the UK Hospitality Skills Passport as the standard for entry-level roles	FE, HE and ITPs will: embed the UK Hospitality Skills Passport within Level 2-3 provision, aligning delivery and assessment to employer expectations and integrating it within 16-19 and adult programmes ISP will: coordinate agreement on city-region-wide adoption of the Passport, align employer expectations, and support consistent implementation across providers Employers will: endorse and adopt the Passport as the standard for entry-level roles, support delivery through engagement and feedback, and recognise it within recruitment practices ERB and LCRDP will: promote the Passport across the sector, support employer engagement and ensure alignment with destination and workforce priorities UK Hospitality and sector partners will: support implementation, provide guidance on standards and ensure consistency with national frameworks	Curriculum redesign within existing study programme funding; employer engagement via ISP	Level 1-3	Visitor Economy ISP	Q3 2027: Passport embedded across providers; 2026-27 academic year: full delivery; annual evaluation	Improved job readiness; reduced early drop-out; consistent employer expectations	Annual Employer Survey Passport completion data

Expanded pathways into aviation and ground operations Change 6: Provide inclusive pathways to work and improve work readiness of new entrants to the workforce	Strengthen Aviation and Ground Crew Operations provision aligned to employer need	FE, HE and ITPs will: align aviation and ground operations provision with employer needs, including development of practical training routes, and expansion of apprenticeship and technical pathways at Levels 2–4 ISP will: coordinate engagement between providers and employers, support curriculum alignment discussions, and ensure provision reflects sector demand Employers (including Liverpool John Lennon Airport and partners) will: provide input on workforce requirements, support curriculum development, and offer practical experience opportunities including placements and work-based learning ERB will: support coordination across partners and ensure alignment with wider visitor economy and skills priorities Careers providers, JCP and Be More will: promote aviation pathways, improve awareness of entry routes, and support individuals to access training and employment opportunities	Study programme T Levels L2 (new from 2028) V Levels (2028)	Level 2–6	FE Providers	Q3 2027: curriculum alignment confirmed;	Stronger local pipeline; reduced recruitment pressure; improved job readiness	Annual employer survey Learner participation Annual provider response (e.g. accountability statements)
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Priority 6 Creative Industries

Benefit to employers & LSIP objective	Priority action (what will actually change)	Specific activities required	Funding / system levers used	Qual levels	Lead organisation(s)	Timescales (start-finish & key milestones)	Expected outcomes	Monitoring and measurement
Clear accountability and alignment between cluster priorities and skills delivery Change 1: Provide a strategic framework for delivery through ISPs, links to growth clusters, and a clearer system for employer involvement.	Establish a Creative Industries ISP (ISP) aligned to the Creative Cluster governance structure	ERB and Combined Authority will: establish the Creative Industries ISP, confirm governance linked to cluster leadership, and ensure alignment with Growth Plan priorities ISP will: coordinate employer input across creative industries, align skills priorities to the destination growth strategy, and publish an annual priorities statement. It will have a focus on helping SMEs, micros and freelancers navigate, find and fund training Employers will: actively participate in ISP activity, provide insight on skills needs and emerging trends, and support alignment between skills provision and industry demand FE, HE and ITPs will: engage with the ISP to align provision with identified creative industries priorities and respond to evolving sector needs Combined Authority and Creative Cluster Board will: ensure alignment between skills delivery, cluster priorities and wider economic strategy, using ISP insight to inform planning and investment	LSIP governance; Combined Authority convening role; Growth Plan cluster alignment	All levels	ERB	Q4 2026: ISP governance agreed; Q4 2027: first annual skills priorities statement; annual review thereafter	Clear employer-led direction; skills aligned to cluster growth opportunities	Annual employer survey

Stronger fusion of creative and digital skills reflecting employer demand Change 3: Embed digital and AI skills across all sectors Change 4: Improve capabilities for increasing compliance, regulation and green transition skills Change 5: Focus skills solutions on progression for the existing workforce, not just entry Change 6: Provide inclusive pathways to work and improve work readiness of new entrants to the workforce	Support embedding of “fusion skills” across existing creative and digital pathways	FE, HE and ITPs will: review and adapt curricula to embed fusion skills, integrating applied digital, AI and data capability within creative programmes, and strengthening use of employer briefs and live projects ISP will: coordinate employer input to define fusion skill requirements, support alignment between creative and digital pathways, and promote collaborative delivery models Employers will: provide insight into evolving skill needs, support curriculum development, and contribute to delivery through placements, live briefs and project-based engagement Combined Authority will: support alignment with growth priorities and ensure integration with wider digital and creative sector strategies Be More, JCP and careers providers will: promote fusion career pathways and support individuals to access opportunities across creative and digital roles	Curriculum redesign within existing funding; employer engagement via ISP	Level 3–6	Creative ISP	2026–27 academic year: fusion modules embedded; annual review	Graduates better aligned to employer needs; reduced recruitment gaps in mid-level roles	Annual employer survey Learner participation Annual provider response (e.g. accountability statements)
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Benefit to employers & LSIP objective	Priority action (what will actually change)	Specific activities required	Funding / system levers used	Qual levels	Lead organisation(s)	Timescales (start-finish & key milestones)	Expected outcomes	Monitoring and measurement
Improved graduate transition and reduced underemployment Change 6: Provide inclusive pathways to work and improve work readiness of new entrants to the workforce	Strengthen industry-connected transition pathways from HE to employment	FE, HE and ITPs will: embed industry-connected learning within provision, including live briefs, alignment of final-year projects to employer need, tracking of graduate destinations, and development of paid internship models where viable ISP will: coordinate employer engagement, support alignment between higher education provision and industry demand, and promote structured transition pathways into employment Employers will: engage in curriculum development through insight and feedback, provide placements, internships and live project opportunities, and support early career pathways Combined Authority will: support alignment with regional growth priorities and ensure integration with wider employment and skills initiatives Cluster Board will: align transition pathways with sector growth opportunities and support coordination between education, employers and wider industry partners	Curriculum alignment within existing funding; employer engagement via ISP	Level 4–8	HE Providers	2026–27 academic year: enhanced placement model piloted; annual evaluation	Higher graduate retention in region; improved early career progression	Annual employer survey Learner participation Annual provider response

Contact

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