

## Annex A – Summary of Local Strategic Context

The most recent plans that articulate South Yorkshire’s skills priorities include the South Yorkshire Mayoral Combined Authority’s Strategic Economic Plan (2022), South Yorkshire’s Local Skills Improvement Plan Trailblazer (2022), Our Future – Rebuilding the pride, purpose and prosperity of South Yorkshire (SY Mayor Oliver Coppard’s election manifesto, 2022), and South Yorkshire People and Skills Manifesto (2022) and Barnsley, Doncaster and Rotherham local authorities have skills strategies in place, with Sheffield seeking to refresh theirs to align with the forthcoming SYMCA Skills Strategy. All strategies currently in place highlight the importance of improving digital skills development in the region, along with ensuring that education and training is responsive to employer needs and the rapidly changing needs of the economy, is easy for employers and learners to navigate, and promotes inclusivity for those underrepresented in the labour market.

### **Our Strategic Economic Plan 2021-2041, South Yorkshire Mayoral Combined Authority, January 2022**

SYMCA’s Strategic Economic Plan (SEP) 2021-2041 is a 20-year plan for creating inclusive economic growth across South Yorkshire, setting out what needs to be done to grow the economy and transform the lives and wellbeing of people across South Yorkshire. The SEP looked to address a number of skills and employment issues within the region, including below average performance in formal education, a below average qualifications profile among the region’s jobs with a lack of progression routes, high rates of poverty and worklessness, diversity challenges within the labour market – particularly for women and certain ethnic groups, mismatches in the employment and skills system with a lack of alignment between business needs and education and training provision, and risk to jobs of automation, particularly in sectors that have created the most jobs in South Yorkshire over the past decade.

To address these issues, skills priorities within the SEP included:

- More investment in vocational education infrastructure and apprenticeships
- Targeting adult vocational education skills funding towards provision that explicitly meets the needs of employers & learners and links to areas of employment growth
- Ensuring that employers are better integrated in the skills system, with deep and effective collaborations between businesses, education, and training providers to drive skills development
- Stimulating the development of bespoke training and upskilling packages to employers
- Securing commitment from local businesses to invest in the development of technical skills
- Establishing South Yorkshire as a place for world-class technical education
- Developing a new approach to lifelong learning, ensuring that learners can respond to the changing needs of the economy
- Delivering an all-age careers service that helps people to make informed skills and career choices
- Developing programmes to help those out of work to get into and progress in work - linked to areas of economic opportunity.

The SEP also looked at how greater adoption of digital technology could increase prosperity throughout South Yorkshire, acknowledging that the quality and coverage of the region’s digital infrastructure is critical to realising future ambitions. However, the SEP recognised that digital exclusion is high while businesses have expressed frustration at the apparent mismatch between supply and demand in a fast-moving, technology rich environment. The SEP set out the region’s

digital ambition: for South Yorkshire to *be 'recognised as one of the best-connected regions in the country where coverage, choice, and speed of communication stays ahead of demand and where there is an abundance of multi-skilled, digitally mature individuals to cater for every industry's business needs.'*

To achieve this, the SEP focused on four strategic areas:

- **Secure cutting-edge digital infrastructure** to develop smart communities by extending digital connectivity coverage (full fibre and 5G) across the whole of South Yorkshire
- **Improve digital skills** to increase understanding and take-up of digital technologies by developing, attracting and retaining talent, increasing the supply of digital skills, and ensuring that digital technology and curricula are relevant to rapidly-changing business needs
- **Build inclusivity**, by widening participation and building capacity for all, ensuring that all residents have at least basic access, skills and confidence to harness the benefits of digital in their lives and work
- **Support business innovation and growth**, by supporting SMEs to become full-fibre and 5G connected, providing better links to schools, colleges and universities to access future digital skills, and enable them to exploit the commercial benefits of digital applications and services.

#### **Local Skills Improvement Plan Trailblazer, South Yorkshire Chambers of Commerce, March 2022**

The South Yorkshire Local Skills Improvement Plan (LSIP) Trailblazer was led by the three South Yorkshire Chambers of Commerce and published in March 2022. LSIPs were introduced in the Skills for Jobs White Paper in 2021 with eight areas chosen to deliver trailblazer plans – employer-led initiatives that put business engagement at the heart of the sub-regional skills agenda to reshape skills training provision to better meet the needs of local employers.

South Yorkshire's LSIP Trailblazer was formed around five key themes and sets of recommendations:

1. **Navigation:** A series of practical but ambitious measures resulting in a skills system that is easier to navigate, with clear points of entry and that delivers high-quality provision led by the needs of business.
2. **Proactive Employer Engagement:** A set of actions to enable employers to actively inform learning design and delivery.
3. **Responsive Provision:** A series of transformative measures to bring curricula and programme design closer to the world of work, ensuring that provision delivers what employers want, when and where they want it.
4. **Celebrating Success:** Promoting South Yorkshire as a place with excellent career opportunities and raising the profile of what local partners do to deliver better outcomes for businesses and communities, ensuring that good practice does not operate in isolated pockets.
5. **Promoting Better Pathways:** Promoting better pathways to skills development and employment resulting in a more inclusive South Yorkshire workforce.

The LSIP Trailblazer highlighted the need for increased levels of digital skills within the South Yorkshire workforce due to many employers lacking a full understanding of digital skills, capabilities and applications and struggling to access and utilise these skills or upskill their workforce.

### **People and Skills Manifesto, South Yorkshire Chambers of Commerce, April 2022**

Following the publication of the LSIP Trailblazer, the three South Yorkshire Chambers jointly produced the 'South Yorkshire Chambers People and Skills Manifesto'. The Manifesto set out 40 actions that businesses, skills providers, regional and national government should take to deliver a skills system that genuinely responds to business needs and to achieve the following five outcomes, strongly linked to the LSIP Trailblazer themes:

1. A modern customer journey, with businesses better able to **navigate** the skills system
2. Co-creation and proactive **engagement** of business in the design of policy, skills and training products
3. Cutting-edge skills delivery that is **responsive** to the changing needs of employers
4. Higher visibility of growth opportunities through skills, with effective **marketing** to business
5. The release of, and better business connections to, the **hidden workforce potential** in our communities.

Again, the People and Skills Manifesto highlighted the increased importance of digital skills to employers over the next five years, the scale of digital skills gaps faced by South Yorkshire businesses, and the need to identify the region's digital skills needs and modes of training delivery.

### **Our Future – Rebuilding the pride, purpose and prosperity of South Yorkshire, Oliver Coppard, May 2022**

Oliver Coppard published Our Future – Rebuilding the pride, purpose and prosperity of South Yorkshire as his election manifesto when standing to become the South Yorkshire Mayor.

The manifesto set out a series of priorities, including the following aligned to the LSIP.

- Create jobs and support clean growth in key sectors such as advanced manufacturing, health technology, creative and digital.
- Work with FE and HE providers to develop new, more flexible and accessible routes to adult education.
- Drive a strategy to achieve net zero carbon emissions in South Yorkshire by 2040.

## Annex B – Background and method

### Stage A: Articulating employers' skills needs

The strategic priorities for the LSIP were identified using an iterative and consultative process. A wide range of partners were engaged throughout this process, including employers, commissioners, FE providers, Independent Training Providers, HE providers, Job Centre Plus, Sheffield Digital, Business Representative Organisations, trade union representatives, and voluntary sector.

Regular engagement meetings were held with all these stakeholders, as well as workshops and events which brought all perspectives together. Any disagreements were resolved through open communication and discussion, and the ERB was committed to priorities being co-created to help ensure early engagement.

The process of developing the LSIP has been supported and guided by the Regional Skills Advisory Board, a Board formed as an outcome of South Yorkshire's Trailblazer LSIP.

The aims of the Regional Skills Advisory Board are:

- To ensure that the Education, Skills and Employability Board of the South Yorkshire Mayoral Combined Authority (SYMCA) has access to the expertise of employers, business organisations and providers which will help to inform policy and decision making.
- That one overarching Skills Advisory Body is established for South Yorkshire that is embedded within the structures of the SYMCA to ensure that it is having the desired impact. The RSAB will be a standing agenda item at the SYMCA Education, Skills and Employability Board, providing the board with advice on skills gaps, future skills needs and relevant employer led knowledge that supports the development and delivery of the regional skills strategy.

The board membership includes representation from the following:

- South Yorkshire Education, Skills and Employability Board
- South Yorkshire Chambers and LSIP Lead
- South Yorkshire Mayoral Combined Authority
- Advanced Manufacturing and Innovation District
- Local Authority
- Sheffield Hallam University
- University of Sheffield
- Confederation of British Industries
- Federation of Small Business
- Independent Training Provider Network
- Further Education Provider Representative
- Institute for Apprenticeships and Technical Education (Co-optee)
- Voluntary/Community
- Make UK
- Sheffield Digital
- Manufacturing Forum
- Construction Industry Training Board
- Department for Work and Pensions/Job Centre Plus
- Institution of Engineering and Technology (JPEI Representative)
- Chartered Institute of Personnel and Development
- Sheffield Property Association
- Health Sector
- Trade Union Congress

### *Digital Expertise Input*

Sheffield Digital were engaged through Sheffield Chamber of Commerce to provide digital expertise input into the LSIP, particularly supporting the development of the quantitative survey and qualitative interview questions.

Sheffield Digital delivered training to those involved in undertaking the consultation with businesses to ensure a shared understanding of the different types of digital skills applicable to business, to support quality and effective research.

This was delivered through an in person training session on Friday 13<sup>th</sup> January in Sheffield. Attendees included representatives of the Barnsley and Rotherham, Doncaster and Sheffield Chambers of Commerce.

### *Process of engagement with employers*

Employers were engaged using a variety of methods.

### *Employer Survey*

Quantitative data was gathered through an online survey for businesses from 1<sup>st</sup> February to 11<sup>th</sup> April 2023. There were 700 respondents.

The survey included 24 questions relating to 11 digital skills areas:

- Working with data
- Using general office software
- Using other software tools
- Social media/digital marketing
- Web content management
- Security, Privacy, GDPR
- Computer Programming and Software Development
- Using Specialist Computer-controlled Equipment
- Digital Design
- Business Process Automation
- Project Management

Respondents were asked to indicate the importance of the skill to the business now and in the next 2 to 5 years, whether the current workforce meets their needs for the skill, difficulty in retaining the skill, difficulty recruiting the skill and difficulty sourcing appropriate training for each skill.

The survey also included questions on the use of technology within the business, preferences for training delivery methods and intentions for seeking training for each digital skill in the next two years.

The online survey was promoted through a wide range of networks and channels, including the three South Yorkshire Chambers of Commerce, other Business Representative Organisations, including the Federation of Small Businesses and CBI, Providers' employer networks, the four local authorities, the South Yorkshire Mayoral Combined Authority, business support programmes (including Launchpad and Skills Bank), and voluntary sector organisations and networks.

An extensive marketing campaign was implemented to raise awareness of the business consultation and how to participate, including videos from the region's MPs urging businesses to respond and a promotional video explaining the LSIP purpose, dedicated pages on Chamber websites, social media campaigns and direct asks through regular interactions and meetings with businesses.

External telemarketing support was also commissioned from CC33 to support completions, with purchased data and businesses were called to complete the survey over the phone with an adviser.

## Employer Interviews

A total of 116 businesses participated in in-depth qualitative interviews. The interviews covered five sections and 26 questions in total.

The five sections were:

1. Business Context
2. Technology in your business
3. Your employees
4. Identifying suitable training provision
5. Ideal digital skills training provision

The online survey was used as one method to identify interviewees, with survey respondents offered the opportunity to opt in. Where survey respondents did opt in, they were then contacted directly by the relevant Chamber covering their location to arrange an appointment and to conduct the interview.

The South Yorkshire Provider Network were also commissioned to support the delivery of the qualitative interviews, identifying an additional pipeline of interviewees from their employer engagement activities.

A number of other partners were approached and offered the opportunity to support the delivery of the interviews, however time constraints and capacity prevented many of these from being able to participate at the time.

## Employer Focus Groups

Three employer focus groups were conducted in Barnsley, Rotherham and Sheffield.

The **Barnsley focus group** was held at Kirk Balk Academy on 7<sup>th</sup> February 2023 and facilitated by Barnsley and Rotherham Chamber of Commerce. There were 19 participants, representing the following organisations:

- Actus Insurance
- Web By Word
- Enzygo
- Commercial Property Rotherham
- Corrosion Resistant Materials
- The Stress Master
- Kirk Balk Academy
- Make Your Mark
- Westfield Health
- Gritstone Financial
- Rotherham Pioneers
- Barnsley Council
- Metro Bank
- Morthyng
- Visualised it
- South Yorkshire Transport Museum
- Mike Lawrence Health and Wellbeing Consultancy
- Harper Adams Solicitors.

The **Rotherham focus group** was held at RNN Group – University Centre, Rotherham on 16<sup>th</sup> March 2023 and facilitated by Barnsley and Rotherham Chamber of Commerce. There were 11 participants representing the following organisations:

- RNN Group
- Clear Quality
- KCM Waste Management
- Brook Corporate Developments
- Oxley & Coward Solicitors LLP
- Brearley & Co Accountants
- Complete Utility Solutions
- Croft Business Solutions
- Stratton Recruitment Services
- Crystal Clean Service

- Airmaster

The **Sheffield focus group** was held at Cubo on 14<sup>th</sup> March 2023 and facilitated by Sheffield Chamber of Commerce. There were 12 participants representing the following organisations:

- Fourjaw
- City Taxis
- The Floop
- Carlton Forest Group
- ITM Power
- University of Sheffield
- Sheffield Renewables
- Oort Energy
- Professional Energy Purchasing
- AESSEAL
- Mina
- Mott MacDonald

### Evidence from Business Representation Organisations

As part of the LSIP trailblazer, a number of other Business Representation Organisations were commissioned to engage with their own communities of interest and provide evidence to inform the recommendations made in the report. The evidence provided by these organisations (Sheffield Digital, Sheffield Property Association, CITB, CBI, Manufacturing Forum, and a number of others) was also utilised in drafting the LSIP proper. All of these organisations were invited to refresh their evidence and re-engage with the LSIP proper which the majority did via stakeholder meetings, supporting events, and providing additional evidence and commentary.

#### Desk review

Policy Department were commissioned to provide support to the Chambers with detailed analysis of quantitative and qualitative information from a wide range of sources, including national data and skills policy, and data relating to the local education system in respect of participation in digital education, skills shortage vacancies and additional areas. The full detail on sources reviewed is available in the document Digital Skills Evidence Base for South Yorkshire (May 2023).

#### Sources of data and reports used

A full Evidence Base document accompanies the LSIP. The sources of data and reports used to develop that and the LSIP are:

- British Chambers of Commerce (2017) *'British Chambers of Commerce Digital Economy Survey 2017'*
- British Science Association (2020) *'Inquiry on Equity in STEM Education: Final Report'*
- Burning Glass Technologies and Department for Digital, Culture, Media and Sport (2019) *'No Longer Optional: Employer Demand for Digital Skills'*
- Department for Education (2013) *'Employer Skills Survey 2013'*
- Department for Education (2019) *'Employer Skills Survey 2019'*
- Department for Education (2023) *'Apprenticeships and Traineeships Data.'* Available at <https://explore-education-statistics.service.gov.uk/find-statistics/apprenticeships-and-traineeships>
- Deloitte LLP (2015) *'From Brawn to Brains: The Impact of Technology on Jobs in the UK'*
- Doncaster Chamber (2022) *'Local Skills Improvement Plan: South Yorkshire Skills Accelerator'*
- Doncaster Chamber of Commerce (2023) *'South Yorkshire Digital Skills Survey 2023'*
- Ecorys (2016) *'Digital Skills for the UK Economy'*
- Education Datalab (2022) *'ICT and Computer Science GCSE and A Level Entries 2016-2022.'* Available at <https://results.ffteducationdatalab.org.uk/>
- Enterprise Nation and Dropbox (2021) *'Breaking the 'Can't Adopt, Won't Adopt' Cycle in UK Tech Use'*

- Higher Education Statistics Agency (2022) 'Higher Education Enrolments by HE Provider 2019/20 to 2021/22.' Available at <https://www.hesa.ac.uk/data-and-analysis/students/what-study#provider>
- KADA Research (2022) '*Latest Research Findings: Headlines and Key Messages*' (including findings from the LSIP Trailblazer Employer Survey)
- Lloyds Bank (2022) '*UK Consumer Digital Index 2022*'
- McKinsey & Company (2020) '*McKinsey Global Survey 2020*'.
- Microsoft/Goldsmiths University of London (2020) '*Unlocking the UK's Potential with Digital Skills*'
- Muro, M., Maxim R. and Whiton J. (2019) '*Automation and Artificial Intelligence: How Machines are Affecting People and Places*'
- Nuffield Foundation and National Foundation for Educational Research (2022) '*The Skills Imperative 2035: What Does the Literature Tell Us About Essential Skills Most Needed For Work? Working Paper 1*'
- Nuffield Foundation and National Foundation for Educational Research (2023) '*The Skills Imperative 2035: Essential Skills for Tomorrow's Workforce: Long-Run Labour Market and Skills Projections for the UK. Working Paper 2 Data*'
- Office for National Statistics (2019) '*Which Occupations Are at Highest Risk of Being Automated?*'
- Office for National Statistics (2022) '*Homeworking and Spending During the Coronavirus (COVID-19) Pandemic, Great Britain: April 2020 to January 2022*'
- Open University (2019) '*Bridging the Digital Divide*'
- South Yorkshire Chambers of Commerce (2022) '*People and Skills Manifesto 2022*'
- South Yorkshire Mayoral Combined Authority (2022) '*Our Strategic Economic Plan 2021-2041*'
- South Yorkshire Passenger Transport Executive (2021), '*Employers Survey 2021*'
- The Royal Society (2020) '*Digital Technology and the Planet: Harnessing Computing to Achieve Net Zero*'
- Unit for Future Skills (2023) '*Further Education Outcomes Dashboard: ICT Further Education Learners and Apprenticeships 2014/15-2018/19.*' Available at <https://www.gov.uk/government/groups/unit-for-future-skills#data>
- Unit for Future Skills (2023) '*Local Skills Dashboard: Online Job Adverts December 2022.*' Available at <https://department-for-education.shinyapps.io/local-skills-dashboard/>
- University of Sheffield (2022), '*Digital Poverty in South Yorkshire: Policy Brief*'
- World Economic Forum (2020) '*The Future of Jobs Report 2020*'
- WorldSkills (2021) '*Disconnected: Exploring the Digital Skills Gap*'

## Stage B: Translating employer skill needs

Providers were engaged throughout the process of developing the LSIP, including through the Regional Skills Advisory Board, workshops and 1-2-1 engagement meetings.

A member of staff from Sheffield College's data and policy team, also provided support to the ERB core delivery team.

A series of one-to-one and group meetings were held with:

- FE providers: Barnsley College, Doncaster College, Sheffield College, RNN Group (Dearne Valley College), Northern College.
- Specialist providers: Doncaster Deaf Trust, Harrison College
- Independent Training Providers: represented by South Yorkshire Provider Network, Yorkshire Learning Providers and Northern Skills Network.



These meetings took place at key milestones, to enable provider input to be used to inform the design of research questions, review emerging findings, form recommendations and review the final draft LSIP. The ERB also participated in Northern Skills Network sessions sharing learning and best practice between four Northern LSIPs.

### Skills event

A South Yorkshire Celebration of Skills Event was held on 23rd March 2023 at Magna conference centre in Rotherham attended by over 200 people.

Attendees included representatives of FE colleges, businesses, the four local authorities, South Yorkshire Mayoral Combined Authority, Barnsley and Rotherham, Doncaster and Sheffield Chambers of Commerce.

CEOs of Doncaster and Sheffield Chambers of Commerce gave a presentation to attendees on emerging findings from the business consultation and early indications towards the priorities. This was followed by a panel discussion with representation from local employers and providers.

Attendees also engaged with an exhibition area in which the following organisations were represented:

- Chamber Skills Solutions
- The Source Skills Academy
- Barnsley College
- RNN Group
- RIDO
- Whyy?
- Enterprising Barnsley / Digital Media Centre
- Advancing Digital (BMBC)
- The Business Village
- Sheffield College
- Sheffield Hallam University
- South Yorkshire Providers Network
- Skills Network
- Doncaster College
- Brook Corporate Developments
- Sales Geek
- Solvendis - BIM Cave
- DragonFly Media
- The University of Sheffield
- Business Sheffield
- SYMCA
- AMRC, training centre
- Northern College
- Doncaster UTC
- ACTTnow
- Skills Step Training
- Doncaster College
- Business Doncaster
- Doncaster Chamber of Commerce
- Sheffield Chamber of Commerce
- Rotherham and Barnsley CoC
- Website Development Company
- User Survey Company
- HLM Architects

### Stage C: Addressing learner demand and employer engagement

#### Engaging with wider delivery partners

Two workshops were held to collaboratively review findings and co-create South Yorkshire's solutions and roadmap. These took place remotely via Microsoft Teams to enable more attendees to be able to attend.

The first workshop was held on Thursday 4<sup>th</sup> May 2023, with members of the Regional Skills Advisory Board, which includes representatives from the following:

- South Yorkshire Education, Skills and Employability Board
- South Yorkshire Chambers and LSIP Lead
- South Yorkshire Mayoral Combined Authority
- Advanced Manufacturing and Innovation District
- Local Authority
- Sheffield Hallam University
- University of Sheffield
- Confederation of British Industries
- Federation of Small Business
- Make UK
- Sheffield Digital
- Manufacturing Forum
- Construction Industry Training Board
- Department for Work and Pensions/Job Centre Plus
- Institution of Engineering and Technology (JPEI Representative)
- Chartered Institute of Personnel and Development
- Sheffield Property Association
- Health Sector
- Trade Union Congress

The second workshop was held on Monday 15<sup>th</sup> May 2023, with 29 attendees. Attendees represented the following organisations:

- Barnsley and Rotherham Chamber of Commerce
- Doncaster Chamber of Commerce
- Sheffield Chamber of Commerce
- Sheffield Hallam University
- Doncaster Deaf Trust
- Rotherham Council
- Doncaster UTC
- Institution of Engineering and Technology (JPEI Representative)
- Sheffield Council
- The Developer Academy
- UTC Sheffield
- South Yorkshire Careers Hub
- Doncaster Council
- Northern College
- RNN Group
- Barnsley College
- Doncaster College
- Harrison College
- South Yorkshire Mayoral Combined Authority
- Barnsley Council
- Advanced Manufacturing Research Centre

### *Engagement Meetings*

Throughout the course of developing the LSIP, the ERB engaged regularly with a wide range of partners and key stakeholders in both one to one, and wider meetings. Updates were provided on emerging findings and discussions were had on the implications for local system changes needed in order to respond.

Several meetings were held with providers to understand their planning processes, key challenges and requirements for information in order to be able to respond effectively to employer needs. This information was utilised in designing the questions for the employer survey and interviews.

These meetings included Chamber CEOs and Chief Executives and Principals of Barnsley College, Doncaster College, Doncaster Deaf Trust, Northern College, Sheffield College and RNN Group/Dearne Valley College, as well as with the South Yorkshire Provider Network, Yorkshire Learning Providers and Northern Skills Network.

Regular meetings were held with local authority skills leads and the South Yorkshire Mayoral Combined Authority the Department for Work and Pensions/local job centre to engage them in

emerging findings from the LSIP consultation and provide updates on progress, as well as to obtain key information and data.

- Ambition Rotherham
- Barnsley 2030
- Business Sheffield
- Chamber Skills Solutions
- Cutlers Company of Hallamshire
- Enterprising Barnsley
- Institute of Directors South Yorkshire
- International Trade Forum
- Made in Sheffield
- Opportunity Sheffield
- RIDO
- Sheffield Business Together
- Sheffield City Council
- Sheffield College
- Sheffield Digital
- Sheffield Hallam University
- Sheffield UTC
- Social Enterprise Network
- SYPN
- University of Sheffield
- UTC Sheffield City Centre
- Voluntary Action Barnsley
- Voluntary Action Rotherham
- Voluntary Action Sheffield

### *Green skills*

Green skills were explored with employers through the survey and interviews, considering how businesses are adapting to net zero priorities in their operations and processes as well as which digital skills would directly benefit green skills occupations across all sectors.

### *South Yorkshire Mayoral Combined Authority (SYMCA)*

The SY Chambers worked collaboratively with SYMCA on the SY Trailblazer LSIP and LSIP proper. The level of collaboration was good and there is agreement at a strategic level about the respective roles of the LSIP and the Regional Skills Strategy. SYMCA colleagues were invited to shape the strategic direction of the LSIP, contribute to the development of primary research, and participate in discussions with employers and partners in the skills ecosystem about the type of interventions that would most enable the region to meet employer demand. SYMCA also engaged in discussions about the flexibility (or otherwise) that they have in commissioning adult skills provision and reviewed draft submissions of the LSIP. Whilst collaboration between the LSIP leads and SYMCA was good, it is unclear if SYMCA ultimately shared all available skills data with the LSIP team resulting to some gaps in information, most explicitly in relation to green skills. Unfortunately, an opportunity was also missed by SYMCA (on behalf of the region) to secure investment from DfE that could have supplemented the primary LSIP research and enabled the LSIP team to secure more detailed occupational data as well as identifying barriers to employment for some of the region's most disadvantaged communities. All parties are sighted and open about these shortcomings which, in the main, were primarily concerned by capacity constraints. There is a commitment from all sides to improve collaboration going forward and, ultimately a belief, that the partnership has been sufficient and resulted in a good quality LSIP which will be used by the region.