

Surrey LSIP

Sectoral LMI analysis:

Construction

Advanced Manufacturing

Health & Care

Data analysis “health warning”

- This pack has been produced to support discussion on LSIP priorities and focuses on Advanced Manufacturing, Construction, and Health & Care sectors only.
- The summary condenses a large volume of underlying data – however, it is not exhaustive and provides a high-level overview
- Full datasets and basic methodologies can be shared if useful.
- We may want to carry out further interrogation and deeper analysis.
- Caution on accuracy: There may be inaccuracies in SOC-coded employment data and job posting data. Figures should be used as broad indicators of trends, not precise counts.
- Always triangulate with other sources, including reports, surveys, and direct employer engagement, to test assumptions and inform decisions.
- Consistent timeframe: 2019–2026 has been used to reflect pre-Covid “normal” conditions and post-pandemic trends. For example, % changes in jobs compare 2019 to projected 2026 figures.

Construction LMI profile

Construction employment in Surrey stands at **39,441 jobs** (**23.2k in West Surrey; 14.9k in East Surrey**) and has remained broadly flat since 2017, with a slight downward trend in recent years. The sector has seen a **2.2% decline in jobs since 2019** and sits **around 13% below the national average** by 2026, indicating modest under-representation compared to the national picture. Average pay across the sector is relatively strong at **£45,000**, reflecting the concentration of skilled and managerial roles.

Sector overview

Demographics:

- Nationally, construction remains a **male-dominated sector (77.5% male / 22.5% female)**, with a workforce weighted towards mid-career and older age groups. Around **38% of workers are aged 45 and over**, pointing to potential replacement demand and skills pressures as the workforce ages, alongside opportunities to increase participation among younger cohorts.

Occupations:

- Employment is centred on a small number of core occupations. The largest occupational group is **Production Managers and Directors in Construction** (2,351 jobs; 6%), followed by skilled trades including **Electricians and Electrical Fitters** (1,827; 4.7%), **Plumbers and Heating & Ventilating Engineers** (1,797; 4.6%), **Carpenters and Joiners** (1,411; 3.6%), and **Elementary Construction Occupations** (1,415; 3.6%). This highlights the importance of both skilled trades and supervisory/management roles within Surrey's construction economy.

Sub-sectors:

- Sub-sector analysis shows notable variation between **West and East Surrey**. **East Surrey is relatively strong in construction compared to other sectors**, in some cases employing more people than West Surrey in the highest-employing sub-sectors. The largest sub-sector overall is **Construction of Residential and Non-Residential Buildings**, employing **5,216 people in East Surrey** and **4,619 in West Surrey**. In contrast, **Development of Building Projects** and **Electrical Installation** are more heavily concentrated in West Surrey (3,175 and 2,964 jobs respectively), while **Architectural Activities** show a particularly strong West Surrey concentration (1,344 jobs versus 215 in East Surrey).

Key themes from the data

➤ Trades dominance and critical occupations

- Electricians, Plumbers, Carpenters & Joiners dominate their respective sub-sectors (>40% in some cases).
- Entry-level roles like **Elementary Construction Occupations** are key gateways into the sector.
- There is **geographic variation**: East Surrey often driving growth, West Surrey sometimes seeing declines.

➤ Professional/management roles are concentrated and critical

- Production Managers, Quantity Surveyors, Construction Project Managers drive delivery in high-value projects.
- These roles often require prior experience or formal education but are essential to sector performance.

➤ Workforce profile challenges

- Predominantly male across all trades and professional roles (often 80–98%).
- Age profile skewed toward mid-to-late career in professional roles; younger entrants dominate entry-level trades.
- Recruitment demand varies by location — some hotspots show **high postings-to-job ratios**, suggesting promotion/reach issues.

➤ Labour market and skills pipeline

- Trades such as Electricians and Plumbers have **high turnover and replacement demand**, even where overall numbers are flat.
- Professional roles are generally **stable, with moderate growth**, but require careful succession planning.
- Skills gaps exist **both in pipeline (entry-level) and progression into management/professional roles**.

Implications for skills and workforce interventions

a. Strengthen entry pathways

- Focus on **Elementary Construction Occupations, Labourers, Groundworkers** as critical gateways.
- Expand **pre-employment training, apprenticeships, and Skills Bootcamps** in key trades:
 - Electricians
 - Plumbers & Heating Engineers
 - Carpenters & Joiners

b. Progression pathways for mid-career and professional roles

- Map clear **career ladders** from trades → supervisory → management/professional roles:
 - e.g., Elementary Construction Occupations → Skilled Trades → Supervisory → Production Manager
 - e.g., Quantity Surveyors → Construction Project Manager → Production Manager
- Explore **targeted upskilling and Bootcamps for career changers** to address skills in high-value roles like Project Managers and Quantity Surveyors.

c. Targeted interventions by geography

- East Surrey: rapid growth in trades and professional roles → ensure **local recruitment pipelines, training capacity, and succession planning**.
- West Surrey: some declining sectors/trades → interventions may focus on **retention, promotion, and redeployment**.

d. Diversity and inclusion

- Predominantly male workforce, low female representation:
 - Introduce **female-targeted recruitment initiatives**, role models, and early engagement programmes.
- Engage younger cohorts (16–24) more actively to strengthen future pipeline.

e. Employer engagement and job promotion

- Hotspot areas show **high postings-to-job ratios**, suggesting need for:
 - Broader promotion of vacancies
 - Collaboration with **schools, colleges, FE providers, and local employment services**
- Supporting employers with **recruitment campaigns**

Advanced Manufacturing LMI profile

Advanced manufacturing employment in Surrey stands at **10,828 jobs** (8,200 in West Surrey; 2,500 in East Surrey) and has remained broadly flat since 2013, with minimal annual growth forecast in the coming years. Employment levels are 8% lower than in 2019 but remain 10% higher than in 2013, suggesting relative long-term stability despite recent softening. In 2026 the sector is around **21% below the national average** in terms of employment concentration, indicating under-representation compared to the national industrial base. However, average pay is high at **£51,900**, reflecting the technical and specialist nature of many roles.

Sector overview

Demographics:

- Nationally, advanced manufacturing remains male-dominated (78.5% male / 21.5% female) and has a workforce profile weighted heavily towards mid- and later-career groups. Only 8% of workers are aged 16–24, while over 43% are aged 45 and above. This suggests potential replacement demand pressures over the medium term and highlights the importance of strengthening early-career entry routes into engineering and manufacturing occupations.

Occupations:

- Employment is structured around a mix of high-skilled technical, operational management, and precision manufacturing occupations. The largest occupational group is **Production Managers and Directors in Manufacturing** (541 jobs; 5.3%), followed by **Sales Accounts and Business Development Managers** (486; 4.7%), **Engineering Professionals** (348; 3.4%), **Metal Working Production and Maintenance Fitters** (332; 3.2%), and **Assemblers (Vehicles and Metal Goods)** (305; 3%). While commercial roles feature prominently, the underlying technical spine of the sector is formed by engineering professionals, technicians, and skilled manufacturing trades that drive productivity and innovation.

Sub-sectors:

- Sub-sector analysis demonstrates that advanced manufacturing in Surrey is highly specialised and geographically clustered. The largest sub-sector is **Manufacture of Motor Vehicles** (2,230 jobs), concentrated almost entirely in West Surrey. Other significant industries include **Manufacture of Instruments and Appliances for Measuring, Testing and Navigation** (1,231 jobs, split across West and East Surrey), **Manufacture of Bodies for Motor Vehicles and Trailers** (665 jobs, concentrated in East Surrey), **Manufacture of Industrial Gases** (605 jobs, West Surrey), **Air and Spacecraft Manufacturing** (523 jobs, predominantly West Surrey), and **Electromedical Equipment Manufacturing** (568 jobs, heavily East Surrey). Communication equipment, electric motors, and general-purpose machinery manufacturing also contribute smaller but strategically important clusters.

These patterns indicate that advanced manufacturing in Surrey is not a single uniform sector, but a collection of specialised manufacturing ecosystems, often locally concentrated and technically distinct. While overall sector growth is modest, its high productivity, technical depth, and reliance on skilled engineering and manufacturing occupations mean that targeted skills alignment, succession planning, and digital capability development will be critical to sustaining its competitiveness. The diversity and specificity of its sub-sectors provide a clear rationale for deeper occupational analysis to identify the roles most integral to each cluster and to inform focused LSIP interventions.

Key themes from the data

➤ Specialist trades and critical occupations

- Metal Working Production & Maintenance Fitters, Vehicle Technicians, Assemblers, Glaziers dominate sub-sectors (combined ~30–40% in some cases).
- Entry-level roles like Assemblers and Glaziers are **key gateways** into the sector.
- Sub-sector and geographic variation is pronounced: East Surrey driving growth in Bodies/Trailers and Electromedical equipment; West Surrey stronger in Motor Vehicles and General-purpose Machinery.

➤ Professional/management roles are concentrated and critical

- Production Managers and Directors in Manufacturing, Skilled Metal/Electrical Trades Supervisors, Engineering Professionals are essential for sector performance.
- These roles are ageing (45–54 and 55–64 age groups dominate), highlighting replacement demand and succession planning needs.

➤ Workforce profile challenges

- Predominantly male across all key occupations (78–100% male), indicating opportunities for targeted diversity interventions.
- Age profile top-heavy; younger cohorts (16–24) represent 8–12% in trades, <1% in professional roles.
- Job postings reveal geographic “hotspots” (Guildford, Epsom, Walton, Redhill) with high postings-to-job ratios (3:1 to 5:1), suggesting **recruitment reach issues**.

➤ Labour market and skills pipeline

- High-skill occupations like Production Managers and Supervisors: moderate job growth but require careful upskilling and succession strategies.
- Entry-level and technical occupations (Assemblers, Glaziers, Vehicle Technicians): vital for pipeline; **pre-employment training and Skills Bootcamps highly relevant**.

Implications for skills and workforce interventions

a. Strengthen entry pathways

- Focus on Assemblers, Glaziers, and related technical trades as **gateway roles into advanced manufacturing**.
- Expand pre-employment programmes, apprenticeships, and Skills Bootcamps aligned to sub-sector demand.
- Target younger cohorts (16–24) to secure the pipeline for mid- and long-term workforce needs.

b. Progression pathways for mid-career and professional roles

- Map clear career ladders:
 - Assemblers → Vehicle Technicians → Supervisors → Production Managers
 - Metal Fitters → Trades Supervisors → Production Managers
- Explore short courses, upskilling programmes, and Bootcamps for career changers to fill supervisory and managerial roles.

c. Targeted interventions by geography

- East Surrey: focus on **growing sub-sectors** like Bodies/Trailers and Electromedical Equipment – ensure local training capacity and succession planning.
- West Surrey: focus on **retention, redeployment, and targeted recruitment campaigns** in declining or flat sub-sectors.

d. Diversity and inclusion

- Target **female participation** and other underrepresented groups in male-dominated trades.
- Engage with schools, colleges, and community organisations to increase awareness of advanced manufacturing careers.

e. Employer engagement and recruitment promotion

- Address hotspots with high postings-to-job ratios via:
 - Local recruitment campaigns
 - Job fairs and outreach through FE/HE providers
 - Skills forums for employers to share best practice in recruitment and training

Health and Care LMI profile

Health and Care employment in Surrey stands at **98,291 jobs** (62,400 in West Surrey; 35,800 in East Surrey) and represents one of the largest and fastest-growing sectors in the local economy. The sector has experienced **strong and sustained growth**, increasing by **33% in West Surrey and 21.5% in East Surrey since 2019**, with employment rising **28.6% overall compared to 2019**, significantly above the national growth rate of 19%. Over the past decade, employment has grown by 46%, with consistent annual increases since 2003, and is forecast to remain around **15% above the national average in 2026**, indicating strong local specialisation and ongoing expansion. Average pay across the sector is **£30,262**, lower than construction and manufacturing, reflecting the high concentration of care and support roles alongside professional occupations.

Sector overview

Demographics:

- Nationally, Health and Care is strongly female-dominated (78.7% female / 21.3% male) and characterised by a mid-career weighted workforce profile. Age distribution shows 25–34 (23.5%), 35–44 (21.7%), 45–54 (24.3%), and 55–64 (19%), with only 8.7% aged 16–24. This indicates relatively limited early-career entry and a reliance on mid- to later-career staff. Combined with sector growth — 33% in West Surrey and 21.5% in East Surrey since 2019 — this suggests sustained recruitment pressure and replacement demand as older cohorts exit the workforce, particularly in frontline and specialist roles.

Occupations:

- Employment is heavily concentrated in frontline care and clinical support roles. Care Workers and Home Carers represent the largest group with 13,735 jobs (14.8%), followed by Nursing Auxiliaries and Assistants (7,464; 8%) and Other Registered Nursing Professionals (6,368; 6.9%). Administrative and front-of-house roles, including Other Administrative Occupations (2,652; 2.9%) and Receptionists (2,584; 2.8%), are also significant. This highlights a workforce structure reliant on high volumes of direct care staff, supported by clinical professionals and enabling operational functions, underpinning both acute and community service delivery.

Sub-sectors:

- Health and Care in Surrey spans acute hospital services, community and social care, primary care, residential care, and child day-care, with strong geographic variation. Hospital Activities dominate, employing 27,430 in West Surrey and 12,050 in East Surrey. Other Social Work Activities Without Accommodation employs 5,401 in West Surrey and 3,687 in East Surrey, while Other Human Health Activities has 4,624 in West and 2,317 in East. Residential Nursing Care employs 4,431 in West and 1,815 in East, and General Medical Practice employs 3,926 in West and 2,407 in East. Child Day-care activities account for 3,816 in West and 2,310 in East. West Surrey is concentrated in hospital-based and specialist services, whereas East Surrey is stronger in community, social care, and primary care. These patterns demonstrate a locally diverse and structurally critical sector, with workforce challenges around recruitment, retention, and progression across both acute and community provision.

Key themes from the data

➤ Workforce scale and growth

- Surrey Health & Care employs **98,291 people**, 28.6% growth since 2019, above the national average.
- West Surrey accounts for **~62.4k jobs** (+33% since 2019), East Surrey **~35.8k jobs** (+21.5%).
- Strong, consistent growth across all sub-sectors: Hospital Activities, Residential Care, Child Day-care, General Medical Practice, Social Work, etc.
- Salaries range widely by occupation: £16k for Early Education Assistants to £64k for Specialist Medical Practitioners.

➤ Occupation dominance and critical roles

- Care Workers & Home Carers: 15,186 jobs (15.4% of sector), central to service delivery.
- Nursing Auxiliaries & Assistants: 8,663 jobs, essential for hospital and community care.
- Other Registered Nursing Professionals: 7,431 jobs, critical for clinical services.
- Administrative and Support Roles (Other Administrative Occupations, Receptionists): 23,000+ jobs, essential for system operations.
- Early Years and Childcare Assistants: 3,070 jobs, vital for the childcare and education pipeline.

➤ Workforce profile challenges

- **Gender imbalance:** overwhelmingly female (often >80%), particularly in care, nursing, and childcare.
- **Age distribution:** entry-level roles (Care Workers, Early Education Assistants) skew younger; professional roles (Registered Nurses, Medical Practitioners) skew mid-career.
- **Recruitment pressures:** hotspots show 2–4:1 postings-to-job ratios; high turnover, especially in entry-level roles (Care Workers, Nursing Auxiliaries, Early Education Assistants).

➤ Skills pipeline

- Education levels generally low for entry-level roles but higher for clinical/professional roles (Registered Nurses, Medical Practitioners).
- Clear **progression potential** exists:
 - Care Workers → Senior Care Workers → Registered Nurses
 - Early Education Assistants → Early Years Teachers → Leadership roles in childcare.

Implications for skills and workforce interventions

a. Strengthen entry pathways

- Expand pre-employment training, apprenticeships, and Skills Bootcamps for:
 - Care Workers & Home Carers
 - Nursing Auxiliaries & Assistants
 - Early Education and Childcare Assistants
- Address **hotspot recruitment gaps**: Guildford, Redhill, Epsom, Chertsey, Woking.

b. Progression pathways for mid-career and professional roles

- Map clear career ladders:
 - Care Workers → Senior Care Workers → Nursing / Clinical roles
 - Nursing Auxiliaries → Registered Nursing Professionals → Specialist Medical Practitioners
 - Early Education Assistants → Qualified Early Years Teachers → Leadership in childcare/education
- Support **upskilling programmes and Bootcamps** for career changers or staff transitioning into higher-level roles.

c. Targeted interventions by geography

- **West Surrey**: fastest growth; ensure sufficient training capacity, recruitment campaigns, and retention strategies.
- **East Surrey**: slower growth but critical pipeline; targeted interventions for recruitment and retention.
- Geographic hotspots for job postings indicate **localised recruitment pressure** requiring strategic outreach.

d. Diversity and inclusion

- Workforce heavily female → consider strategies to attract male workers to broaden talent pool.
- Younger workers dominate entry-level roles → retention programmes and flexible working arrangements needed.
- Opportunity to **improve inclusivity** for other underrepresented groups across sector roles.

e. Employer engagement and job promotion

- High postings-to-job ratios indicate need for:
 - Recruitment campaigns targeting specific occupations and geographies
 - Collaboration with FE/HE providers and local employment services
- Promotion of career progression and upskilling opportunities