Annex C - Surrey LSIP

1. **Background and Method**
2. **Timeline and process followed by Surrey LSIP**
3. **Governance of Surrey LSIP**

1. Background and Method

Putting the LSIP Plan together

In line with the statutory guidance, the initial draft Surrey LSIP has been developed through a genuinely collaborative process. This has included face-to-face stakeholder events, focused round table discussions, surveys and a dedicated employer research project. Together, these activities have helped shape a set of priorities that reflect the views and needs of a wide range of employers and stakeholders across Surrey.

We worked closely with Surrey County Council to review sector data, specifically looking at the IS8 plus 2 sectors and assessing how these align with Surrey's economic profile. We also drew on Surrey County Council's recent Economic Strategy, particularly the section relating to skills.

An ongoing feedback loop is in place through the One Surrey Growth Board, which consists of all the key stakeholders from across the county. Action groups are also being established for each priority area. Once the actions have been developed in more detail, a representative forum will be put in place to oversee progress and support delivery.

The LSIP directly supports and feeds into key local strategies by translating the priorities of the **Surrey Economic Growth Strategy 2025–2035** (high-productivity sectors, innovation, and inclusive growth) into actionable skills interventions. It integrates with **Local Government Reorganisation** (transition to two new unitary authorities from April 2027) and the **Level 2 County Deal**, enabling Surrey County Council to commission the **Adult Skills Fund** (from 2026/27) and Post-16 Capacity Funding in line with employer needs. The plan also aligns with wider local initiatives including *Get Surrey Working*, *Business Surrey*, *STEP Surrey*, the *Surrey Careers Hub*, net zero ambitions (Surrey Energy Partnership and county-wide target of 2050), and the work of SurreyFE and the FE/HE Alliance. This ensures the LSIP acts as a practical delivery vehicle that reduces duplication, maximises devolved funding, and drives joined-up action across the skills system.

We assessed each of the IS8+ sectors, assessing whether there was a need to prioritise them within our local LSIP. This was done in conjunction with Surrey County Council to provide us with a set of findings to then test with businesses.

IS8 sectors +2	Priority /Non-priority
Advanced Manufacturing	Not a priority as a specific sector but relevant as one of the sectors needing the priority job roles. There are diversity concerns within the sector, including a gender imbalance in what is largely a male-dominated industry and an age imbalance, with much of the workforce being older. This also raises a potential issue regarding the pipeline for entry-level talent. A key question for higher and further education institutions is what is currently being done locally to support the automotive sector. This will be explored in more detail.
Clean Energy	The clean energy sector is an emerging field with significant projected demand, but there is currently a limited workforce equipped with the relevant skills. In Surrey, clean energy initiatives, such as those led through the Surrey Energy Partnership, often align closely with the construction sector. This creates potential opportunities for further engagement from both FE and HE institutions. This is covered in the Green Skills Priority.
Creative	While the term holds significance, it becomes problematic as a broad descriptor, requiring breakdown into distinct occupations to convey meaningful insights. In many cases, the challenge appears to be less about the availability of provision and more about the strength of connections within the sector, with recruitment often being driven by networks and personal contacts. There is currently limited evidence of employer demand, and clearer articulation of specific skills shortages is needed before it can be included as a headline priority. There is, however, potential to support greater collaboration among freelancers, particularly within the film and media sectors, and to explore a "CreateSurrey" model inspired by the Create Britain initiative.
Defence	From a deeper analysis of the defence data, we have determined a skills gap shortage across defence and adjacent sectors, such as advanced manufacturing, space, digital and cyber technologies, specialist engineering, construction and complex supply chains. Not a priority as a specific sector but relevant as one of the sectors needing the priority job roles.
Digital & Tech	There is a distinction between foundational digital skills, which are cross-cutting and relevant across many sectors, and more advanced, technical digital skills. Digital skills should likely underpin the entire LSIP rather than exist as a sector standalone priority, unless strong sector-specific demand can be clearly evidenced.
Finance	Surrey has a highly qualified resident population; however, many individuals commute to London for work. This creates a risk that local training provision may simply feed into London's labour market rather than meeting local needs. This sector does cite employability skills as a challenge so will be included in cross cutting activities.
Life Sciences	This sector is one on the watch list as the plan evolves but currently not cited as of the priorities, other than through the cross-cutting priorities.
Professional & Business Services	Sales skills have been repeatedly identified as lacking across several sectors, although it is most evident from our survey and consultations in this sector. These skills are often developed on the job rather than through further or higher education. This area is likely to require indirect support, particularly through the embedding of employability and broader skills development.

Construction	This is a priority specifically for green skills, but training and development on construction skills has to be in place first for individuals to be able to progress to green skills.
Health & Social Care	The forecast for the social care workforce is showing a real gap in volume, quality progression and sustainability. This will have a real impact on the rest of the economy as the shortages (which already exist) become untenable.

Strategic Documents used in formulating LSIP

- Industrial strategy sectors (including individual Plans) and comparison with those sectors in Surrey
    - The BRES data and Surrey economic data allowed us to look at the IS8+ sectors and decide where to focus to have the best impact
- Surrey Economic growth Plan (especially skills evidence) plus Surrey's Quarterly economic intelligence dashboard. And Lightcast data (Latest labour market trends)
    - Working with Surrey CC and analysing further into some sectors to really understand vacancy and recruitment issues, this provided us with a clear picture of areas of growth and challenges (i.e. lack of pipeline for a number of sectors and difficulties in recruitment) and where focus could make a difference to the area.
- Get Surrey Working Plan
    - The LSIP is linked directly into GSW, and particularly through priority 6 where we are encouraging employers to get more involved offering placements and jobs. Jobcentreplus are also delivering activities in conjunction with us in a joined-up way.
- The Clean Energy Jobs Plan
    - The plan doesn't talk about Surrey specifically, but it is likely to command a share of the ~30,000 new clean-energy jobs projected for the Southeast. (Likely in the low-to-mid thousands, though not officially broken down.) High demand for technical and skilled trades (electricians, plumbers, welders, engineers). Strong local opportunities in: Clean heat and retrofits, Solar energy, Grid upgrades, EV infrastructure, Professional services. This is expanded on in Priority 2 Increase pipeline of construction skills including for green transition
- Post-16 Education and Skills White Paper
    - Understanding Policy changes and making sure the LSIP aligns. Our work around Career Pathways and focus on bringing more young people into different pathways aligns with this. Keeping employers uptodate is also key to our work
- Local Innovation Partnerships Fund (expression of interest)
    - This expression of interest highlighted some of the innovative areas of provision and leading employers in the area. Unfortunately, the expression

of interest was unsuccessful but it was still useful for highlighting work in the area.

- Adult Skills fund data
  - Early data from Adult Skills Fund data suggests there is not a real correlation between available provision and employer needs. We are working closely with surrey county council to ensure the commissioning of new provision aligns with findings of LSIP.
- Green skills demand in Surrey and North/Mid Hampshire
  - This was created for the previous LSIP but we were able to extract the Surrey data to assess the demand for green skills workforce going forward. It became clear that the pipeline of standard construction skills has to be increased in order to be able to then train on the green skills. The overall challenge therefore is to encourage more people into the construction sector.
- Surreys developing tool-Understanding Places identifying disparity across Surrey
  - This is work in progress but will become increasingly important as the county is split into East and West. Some of our data has already been split and this will be increasingly the case going forward.
- Fareport report on employability skills
  - This is picked up in Priority 4 and formalised some of the Employability skills feedback employers have been providing.
- "Skills for Life" T Levels research
  - Background information
- Skills needs assessment and Work Plans from Skills England (As available)
  - To align with what is happening nationally
- Chambers Quarterly Economic survey
  - Ongoing feedback on current challenges
- Every Child Achieving and Thriving - SEND white paper
  - Background information
- Unseen Surrey – An Exploratory Overview of the NEET Crisis
  - Background information
- Surrey Skills and talent Research Report
  - This has informed the challenges faced by employers in trying to forecast future skills needs and identify where they have gaps.

Other direct research and consultation included:

These have all been highlighted within this annex and within the plan

- Talent Survey across Surrey (ERB created and collated)
- Business Park visits and conversations
- Stakeholder Forums
- Sector specific round table events
- One to ones with representatives of strongest sectors
- Consultation and Workshops with Surrey FE

- One to one and focus groups with universities
- Consultation with Independent Training Providers, through the Association of learning providers in Surrey
- Consultation with industry bodies as relevant, for example CITB, Skills for Care and ScreenSkills
- Surrey Business Leaders Forum
- One Surrey Growth Board

This direct research enabled us to engage with 750 employers and stakeholders of which 60% were non-members of the chamber and 90% were SMEs. We covered a broad range of providers including SurreyFE, all three Surrey universities and the Association of Learning Providers, through which we reached several independent training providers. In addition, we have worked closely with DWP through local Jobcentres, and they will continue to be reflected in the LSIP action plans.

How we finalised areas of priority (in conjunction with Surrey County Council)

We assessed each potential priority against the following criteria:

Economic growth contribution
There is a clear link to priority sectors, with the potential to deliver measurable uplift in GVA, productivity and benefits for both SMEs and anchor employers.

Simplifies access to skills
The priority creates opportunities to simplify access to skills development and progression, rather than adding further complexity to the skills system.

Reduces local skills gaps
Focused interventions linked to hard-to-fill vacancies and future-demand roles, with the potential to reduce vacancy duration and skills mismatch.

Evidence-Based
Transparent data sources, clear problem statements, and baselines with assumptions stated.

Actionable
There is a clear link between the desired outcome and the ability of the skills system to influence that outcome.

Employer-Led
It has been Informed by employers and supported by employers, to increase the likelihood of employers committing time, sharing data, facilitating placements, and co-investing.

Forward-Looking
The priority anticipates future skills demand over the next three to five years, taking account of technology, regulation and sector transitions, rather than focusing only on current vacancies.

System-Aligning

There is strategic alignment with key local and national policy priorities such as those in the Industrial strategy and in the Get Surrey Working Plan. It complements existing approaches rather than duplicating them.

2. TIMELINE AND PROCESS FOLLOWED BY SURREY LSIP

DATE & PHASE	ACTIVITY	FURTHER INFORMATION
PHASE 1 (Oct25-Feb26)	**Desk research** *Review of Surrey economic data, jobs data (Lightcast), Get Surrey Working Plan.* *Creation of a plan to look further into emerging areas and sectors.*	Additional documents listed above
PHASE 2 (Oct25-Feb26)	**Surveys** General Survey and outreach to all employers *16th Oct Skills Conference* *22nd Oct Brooklands college Skills Partnership*	Results added as an attachment
	National forums Connecting with Cross cutting forums where emerging priority areas covered and maintained regular meetings to progress.	Construction, Engineering & Manufacturing, Creative, Social Care
	Provider input *17th Oct Early input from Surrey FE (4 Surrey FE Colleges)* *27th Nov Follow up with Surrey FE* *10th Dec Independent training providers mtg* *6th Jan Surrey FE* *19th Feb Surrey FE to clarify actions* *9th March Surrey FE* *12th March Royal Holloway hosted S/H event* *16th March Uni of Surrey-engineering* *1st March Uni of Surrey took lead on AI/Technology research* *22nd April Future jobs roundtable-RHU and Surrey* *30th April Launch of SECTEC* ***There was a strong representation from colleges and universities at all stakeholder and validation groups***	6th Jan Pillars document created addressing emerging priorities attached
PHASE 3 – Jan 26-March 26	**Deeper Research** • *Initial deep analysis of the sectors emerging with Surrey SA –Jan* • *19th Feb and 2nd March Further analysis to clarify priorities* • *Deeper analysis of employability skills (Fareport)* • *Research with employers on difficulties in forecasting skills gaps*	Data sets attached in Annex A Report attached Report attached
PHASE 4-Early validations also within Phase 3	**Validation of findings with employer groups**: *9th Jan Social Care forum* *12th Jan Surrey Business Leader Group* *19th Jan Growth Board Operations group* *21st Jan LSIP Stakeholders Group*	

	2nd March Growth Board Operations group *3rd March Business leaders Forum* 12th March General stakeholder group	12th March feedback attached
PHASE 5	**Final agreements on actions from all stakeholder groups** *13th April-Manufacturing and Engineering* *13th April -Construction* *20th April-Social Care* *Actions for Priorities 4-6 were incorporated in these sessions Providers met with and joint actions agreed. Individual colleges and Unis to take lead as action Plan progresses*	Stakeholder presentations attached

Environmental and Net Zero Goals

One of our priorities is to support the development of a strong green skills pipeline across Surrey. To inform this, we have undertaken extensive research into current and future green skills needs and will be delivering targeted actions to help address the issues identified. We have taken account of the national Clean Energy Jobs Plan by reviewing its workforce projections (nearly doubling the UK clean energy workforce to around 860,000 by 2030) and priority occupations for the Clean Power 2030 Missions. We do not host large Clean Energy programmes, but our analysis informed the prioritisation of cross-sectoral roles in construction, engineering, and technical trades. The LSIP aligns these with Surrey-specific needs through Priority Two (green transition in construction), embedding retrofit, heat pumps, EV infrastructure, and sustainability skills.

Priority 5 Employability skills will also include a generic level of sustainability knowledge. Surrey Chambers is a founder member of the Surrey Climate Commission, and we are part of the Surrey Energy Partnership keeping businesses up to date on climate issues and energy saving.

Equality of Opportunity

We are working closely with partners to improve access to training and skills development, with a clear commitment to supporting employers to recruit people who are further from the labour market.

Several actions within the plan will encourage employers to access untapped talent pools, including neurodiverse people, disabled people, ex-forces personnel and people with experience of the justice system. Our close alignment with Connect to Work will support this objective.

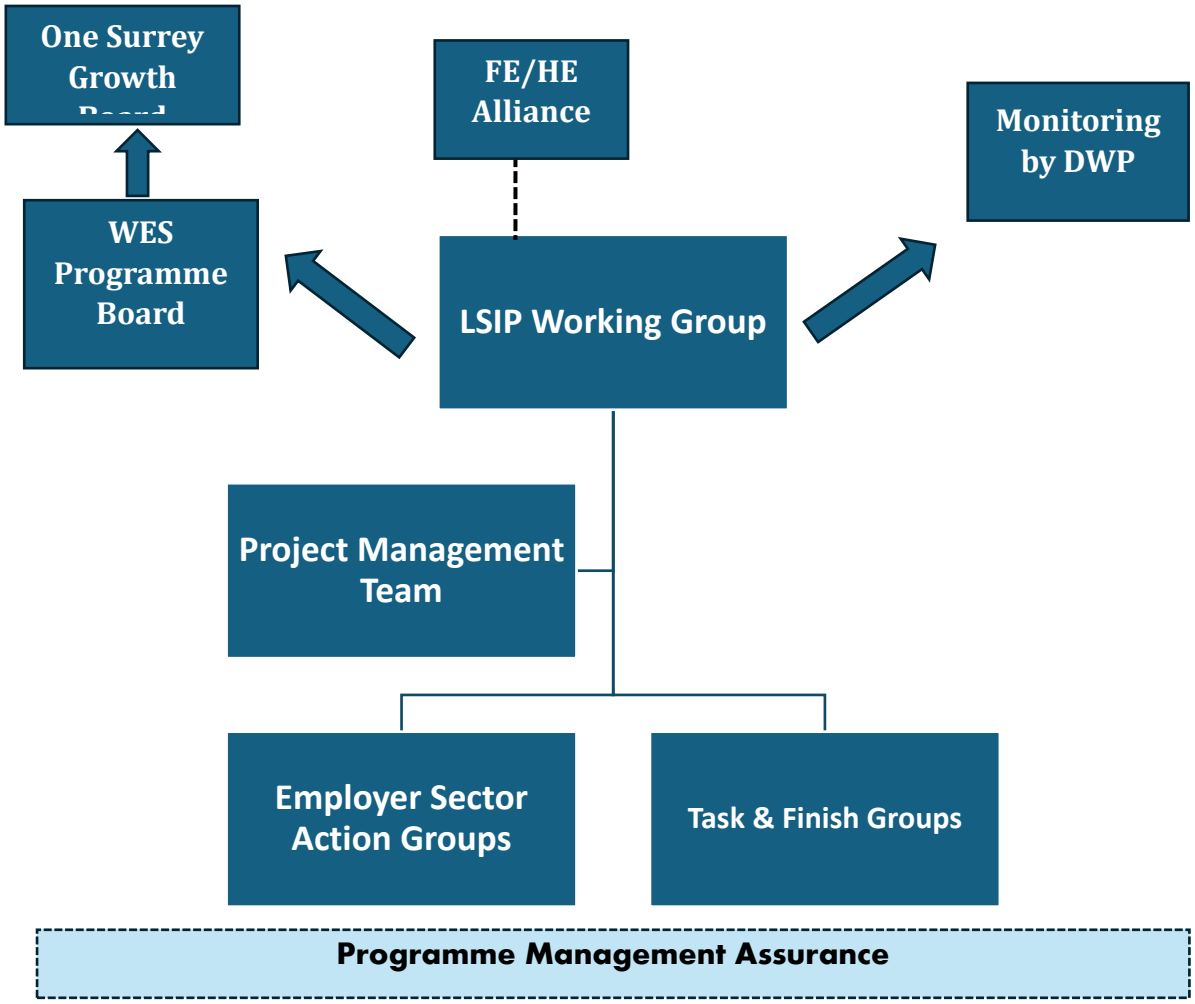
There is also a strong focus on young people who are not in education, employment or training. We are working to ensure employers are aware of the support available to help them recruit, support and retain young people in the workplace.

Priority 6, Engagement of employers includes significant actions around “Hidden pools of talent” and ensures that opportunities for residents to be employed and for employers to be supported are maximised. We are full linked into WorkWell and Connect to work making sure employers get involved in supporting people into work. We also work with a number of organisations supporting people into work e.g.

- Surrey Choices
- AS Mentoring
- DWP (specif
- Sensory services
- Coldingley Prison
- Career Transition Partnership
- Ethnic Minority group

3. Governance of Surrey LSIP

September 2026



KEY SECTORS

- Manufacturing and engineering
    - Defence Manufacturing

    - Advanced Manufacturing
    - Space
    - Digital and Cyber
- Construction (including green skills)
- Health and Social Care

Working Group

Role and Responsibilities	The purpose of the LSIP Working Group is to provide leadership and support for the successful implementation of the LSIP Plan, acting as the accountable body for its operational delivery. The ERB's accountability is for convening, steering whilst progressing and monitoring delivery, which is carried out by FE, HE, employers and other providers (see Delivery Partners, below). Delivery accountability of the plan rests solely with the ERB; delivery of outputs rests with the Delivery Partners. **Chair** – LSIP Director, Surrey Chambers of Commerce *The Working Group sits within a three-tier local governance model: the One Surrey Growth Board (OSGB) at strategic level, the Workforce Employment and Skills Oversight Group (WES Board) providing genuine oversight and input into LSIP project design, and this Working Group at delivery level.* *Chief Executive, Surrey Chambers of Commerce attends OSGB, with LSIP Project Director as nominated deputy.* *SCC co-chairs the WES Board alongside Surrey Chambers CEO as co-chair. The WES Board's oversight role includes input into project design, phasing and priorities as they develop; ownership, final design authority and delivery accountability remain with the ERB throughout.*
Membership	• Surrey Chambers (ERB) Director • Surrey SA Director • A FE representative taken via Surrey Skills Alliance • A HE representative taken via Surrey Skills Alliance • ALPS • DWP local LSIP representative • Employer representatives from key sector areas (employer representatives across the whole economy will be included within the tasks and finish groups). • Representative from Voluntary and Community Sector

Meetings	Monthly
Terms of Reference	• Provide the accountability structure for delivery of the LSIP including the establishment of KPIs clearly aligned to anticipated impact • Support the strong integration of Surrey's sector skills priorities within the Surrey LSIP • Ensure strategic alignment with Surrey Local Growth Plan, local Get Britain Working Plan, Clean Energy Jobs Plan and IS8 + 2 • Contribute to the submission of LSIP, progress reports and monitoring returns to Skills England • Provide support delivery to ensure that activities are appropriately aligned with impact and outcomes • Review and comment on the establishment of clearly defined actions within delivery plans, monitoring progress • Ensure activity covers the requirements of the LSIP Statutory Guidance • Represent the interests of the range of stakeholders and, in particular (where this applies) the Group(s) they represent, and to feed back to those groups • Monitor programme risks, supporting the LSIP Project Team and associated Task and Finish Groups in identifying and mitigating these.
Decision-Making and Accountability	**ERB Responsibilities (Statutory Lead)** • Lead LSIP development and review • Produce and submit the LSIP to Skills England • Maintain impartiality and transparency (*see below re conflicts of interest)* • Ensure employer voice is central • Convene and steer FE, HE, employer and other providers to deliver the agreed Action Plan, career pathways and associated outputs **Surrey County Council Responsibilities (Strategic Authority)** • Set sector skills priorities • Provide economic analysis and labour market intelligence • Co-develop the LSIP, with its sector skills priorities and Adult Skills Fund insight providing the framework at the outset, in line with DfE's statutory LSIP guidance • Ensure alignment with local strategies and funding streams • Participate in ERB-convened roundtables, forums and Task and Finish Groups, and report delivery progress back to the ERB

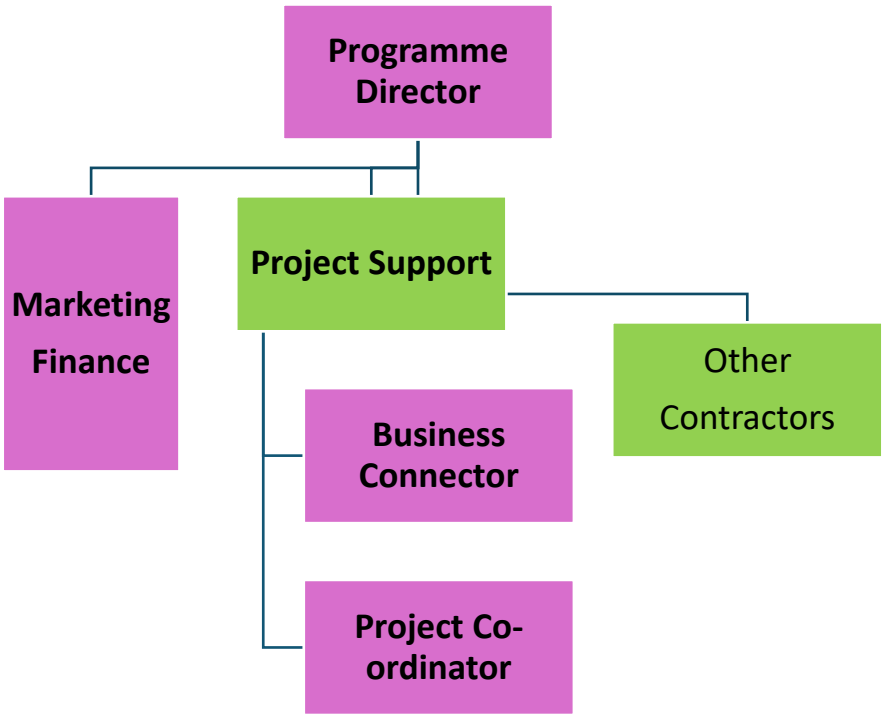
	Delivery Partners (FE, HE, Employers, other Providers and stakeholders) • Deliver the actual outputs of the Action Plan, including new and adapted courses, career pathways, work placements and other agreed provision and activities • Participate in ERB-convened roundtables, forums and Task and Finish Groups, and report delivery progress back to the ERB
Monitoring, Reporting and Review	**Monitoring Framework** • Monthly progress management ***See Programme Management Assurance*** • The Working Group's comments and feedback will contribute to the monitoring reports • The Working Group will have sight of the quarterly monitoring reports to Skills England • The Working Group will have sight of and the opportunity to comment on the annual public progress report • The Working Group will support the ERB in the development and evolution of the Surrey LSIP Action Plan through the ongoing updating of the Annex B activity tracker • Employer feedback will be central to the oversight and success of the Surrey LSIP and so will be built into our continuous improvement **Review Cycle** • The Action Plan will be strengthened through check and challenges by the WES Board • Working Group meetings will take place every 6-8 weeks after the initial period • An annual Action Plan Progress Review will be undertaken in advance of the end of the first year of the Working Group's inception
Other information	**Declaration and Conflict of Interests** The ERB recognises that, by the very nature of the activity and the Group, there may be conflicts of interest. Although the Group does not have any direct financial decision-making responsibilities, it does have a significant influence on the LSIP report, project activities and recommendations. It is therefore essential that each Working Group member will be required to complete a Declaration of Interest form in line with the LSIP Conflict of Interest Policy which will be noted on a LSIP Register of Interests; and again prior to any relevant discussion to enable potential conflicts to be recognised and managed appropriately. See Annex A for documentation. **Publicity and Speaking on Behalf of the LSIP Project** All publicity and comment relating to the LSIP must be agreed by the LSIP Director in advance in order to ensure that we meet

	DWP requirements and reflect the best interests of the LSIP project. **Confidentiality** Feedback and comments provided by individual groups, organisations or businesses in developing the LSIP should be treated as confidential unless clearly stated otherwise. While this is intended to be an open and inclusive activity, we need to be aware of potential sensitivities and so only drafts provided for sharing should be shared.

Project Management team

Roles and Responsibilities	The Project Management Team is responsible for delivering the plan created and contributed to by the Working Group on time and within budget.

Structure



Blue indicates employed by Surrey Chambers

Green indicates contracted staff

Stakeholders

Purpose	To communicate with and bring together all aspects of the skills landscape and to ensure all voices are heard. (Includes Working Group organisations)
Membership	• Activate Learning -Guildford College • ALPS • Boroughs and Districts • Brooklands Technical College • Careers and Enterprise Co • CBI • Cranleigh Town Chamber • DWP • East Surrey College • Esher sixth form College • Farnham College • FSB • Gatwick Diamond • Godalming College • Haslemere Town Chamber • IOD • Merrist Wood • Mole valley Town Chamber • North East Surrey College of Technology (NESCOT) • NHS and ICB • Recruitment Agencies • Reigate College • Royal Holloway university of London • Strodes College • Surrey Chambers of Commerce • Surrey Research Park • Surrey SA (incl. Connect to work, Business Surrey, Careers Hub etc) • University of Surrey • UCA • Woking College • Woking Town Chamber PLUS ALL EMPLOYERS AND SECTORS
Meetings	An annual conference will also be delivered.

Programme Management Assurance

1. Purpose
The assurance approach is intended to provide structured visibility, support and confidence to enable the working group to progress the LSIP effectively against the agreed plan.

2. Progress Reporting
Regular meetings, initially monthly reducing in frequency as the plan in underway to provide visibility of delivery progress and highlight any areas where support may be helpful.

The update will provide a brief overview of:

- Overall delivery status
- Progress against key milestones
- Key risks or issues
- Decisions being managed by the working group
- Any support requested
- Next steps

A simple RAG status can be used to indicate whether delivery is on track, may benefit from additional support, or requires further discussion.

3. Assurance Principles
The assurance approach will be guided by five principles:

- Working group: the working group retains responsibility for delivery decisions and progress against the agreed plan.
- Appropriate visibility: the supporting bodies receive clear, proportionate updates without duplicating the role of the working group.
- Early support: risks and issues are raised early where additional support may be helpful.
- Constructive input: assurance is used to provide helpful perspective and support, while maintaining delivery momentum.
- Outcome focus: governance remains focused on enabling delivery of the agreed plan and intended results.

4. WES Board Input on LSIP Priorities
In practice:

- Priorities are shared with the WES Board for input as they develop, using electronic wherever a Board meeting isn't imminently scheduled
- ERB-led development and stakeholder testing continue in parallel, and are not paused to wait on Board timing
- Where the Board provides input on phasing or scope, for example suggesting a narrower initial focus, this is incorporated where it strengthens delivery
- Refined designs are shared back with the Board for comment as they progress, again by whichever route is fastest
- Board input is welcomed at every stage, in line with the ERB's overall accountability for the pace and progress of LSIP delivery.
- Final design authority and ownership remain with the ERB throughout this process

Annex C: Conflict of Interest Documentation

1. LSIP Conflict of Interest Policy

2. LSIP Register of Interests Declaration Form
3. LSIP Register of Interests