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HULL & EAST YORKSHIRE LOCAL SKILLS IMPROVEMENT PLAN

HULL & EAST YORKSHIRE LSIP

Annual Progress Review June 2024

MANAGED BY



HULL & HUMBER
Chamber of Commerce



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Opening Statement

This progress report has been prepared in accordance with Local Skills Improvement Plans: Stage 2 Guidance (dated November 2023) and is intended to review progress against the local skills improvement plan published in August 2023. This report was produced in June 2024, but publication was delayed due to the pre-election period.

Annual Progress Report Overview

The Hull & East Yorkshire Local Skills Improvement Plan (HEY LSIP) was approved in August 2023, by the Secretary of State, in line with the approval criteria set out in the Skills and Post-16 Education Act 2022, and in accordance with the LSIP Statutory Guidance.

The HEY LSIP is a three-year plan that sets out to place employers at the heart of the local skills system, to ensure that our current and future workforce are equipped with the skills and attributes that meet the needs of employers and the local area. As part of this, some of our key aims were to:

- Be responsive to the needs of employers;
- Breakdown barriers in accessing provision;
- Develop careers guidance that is in-line with local opportunities;
- Enable employers to directly influence provision;
- Enhance knowledge of provision available to employers;
- Ensure both our existing and future workforce are equipped with the skills necessary to meet employer needs;
- Increase uptake on to technical education courses, such as Apprenticeships and T-Levels;
- Listen to the employer voice, and as a result achieve greater volumes of training and increased numbers of fully competent people in the area.

We highlighted within our LSIP that the key to its success would be dependent upon: Articulation; Building upon existing best practice; and Collaboration. Therefore we aim for this report to:

- Clearly articulate in a language that is understood by all as to how we are progressing with delivering our LSIP.
- Demonstrate how we have utilised best practice to support the delivery of our LSIP.
- Showcase how collaboration is at the heart of the LSIP's work.

We have created this report to update employers, stakeholders and providers across our local area on what has taken place since the publication of our LSIP Report. Through this report we will show you:

- What has been achieved so far.

- How employers continue to contribute to the delivery of the LSIP.
- How we facilitate collaborative working relationships.
- What we still need to do as part of this three year plan, along with our intended timescales.

Positivity you will see within this report:

- The extensive collaboration we have observed across the skills system and with key stakeholders involved in this agenda.
- The response from our local area's providers in terms of ensuring provision reflects employer need.
- The willingness of employers to get involved in the LSIP.
- Building upon existing best practice

We are also pleased to have received positive comments in relation to the delivery of our LSIP, including:

- *"HETA fully support the LSIP process and hope that the initiative will continue regardless of changes to the political administration at both national and local level. The LSIF project has been a significant 'game changer' and we can demonstrate high impact and value for money."* – Iain Elliott, Chief Executive, HETA.
- *"The LSIP programme has been a "key conduit" in the community providing positive and significant engagement opportunities between stakeholders."* – Alex Codd, Assistant Director for Economic Development and Regeneration, Hull City Council.
- *"The HEY Business Growth & Skills Hub (formerly HEY LEP) has worked closely with the HEY LSIP since its inception utilising its Skills Advisory Panel funding to jointly fund a business survey which acted as the catalyst for the development of the LSIP. There is a mutually reciprocal, collaborative and productive working relationship between the HEY Business Growth and Skills Hub and the HEY LSIP. This includes strategic links with cross board representation and regular cooperation on matters of the employment and skills system such as joint events on employer input into Employability Skills. The HEY Business Growth and Skills Hub and HEY LSIP are jointly cognoscente of the evolving policy landscape around skills and work closely to ensure that the work done by both organisations is*

aligned and that it will be continued in an appropriate format regardless of changes to public policy or responsible organisations.” – Chris Howell, Employment & Skills Manager, HEY Business, Growth and Skills Hub

We would also like to say a big thank you to those who have provided direct support in developing this Annual Progress Review: Hull & East Yorkshire Skills Partnership (Bishop Burton College, Hull College, Tec Partnership, Wyke Sixth Form College, Wilberforce College and HETA); Hull & East Yorkshire Business, Growth & Skills Hub (formerly Hull & East Yorkshire LEP), Hull City Council, East Riding of Yorkshire Council, University of Hull and of course all the employers who have engaged within our LSIP activities.

Summary of the HEY LSIP

In response to employer feedback, the HEY LSIP was broken down into five key themes:

Theme 1 - Technical Skills

Ensuring the supply of, and demand for, technical skills matches the needs of employers to ensure vacancies are filled, productivity is amplified, and employers are able to thrive. Technical skills are split between our priority sectors and key cross-cutting themes that have been talked about amongst our employers.

We understand that it may not be possible to resolve every technical skills issue, across every sector, in Hull & East Yorkshire. Therefore, following employer feedback and understanding changes that are taking place within the local area, it was agreed the focus of technical skills should be on: Agri-Skills; Construction; Engineering Construction; Health & Social Care; and Manufacturing. To consider all sectors, however, the cross-cutting themes of Digital and Net Zero were also identified.

Key challenges to note include:

- Limited interest in certain occupations due to perceptions of certain sectors, reluctance for entering roles that require working shifts and lack of understanding of opportunities available within certain sectors.
- Employers needing more support in accessing funding to support technical education uptake.
- Difficulties in navigating the skills system and understanding what provision is available locally.
- Lack of understanding on career progression routes.
- Insufficient Educational Teaching Professionals to deliver courses.
- Insufficient staff in the workplace to supervise work placements and apprentices.
- Employers have different perceptions on what flexibility they need for courses.
- Access to data to ensure effective monitoring of course uptake.

Theme 2 - Educational Teaching Professionals

Through this theme we are looking to address the concerns that there are insufficient numbers of educational teaching professionals who are able to deliver the courses and provision that employers seek.

It is therefore important for us to work collaboratively to help identify solutions in which these concerns can be addressed on a local level, whilst also considering what supportive mechanisms are in place on a national level.

The key challenge to note is:

- Salaries not being comparable to those in industry.

Theme 3 - Employability Skills & Behaviours

Employers informed us that the workforce being equipped with these skills is the primary stepping needed to progress within their careers, as well as having concerns about the behavioural attributes of both new and existing employees.

Through the LSIP, we are therefore working to ensure both the existing and future workforce understands the key employability skills and behaviours that employers require. This also links with ensuring the workforce understand how many skills they learn and develop are transferable, and can be interpreted as key employability skills.

Key challenges to note include:

- Lack of understanding as to what skills are deemed necessary and behaviours deemed acceptable within the workplace.
- Lack of understanding as to how skills are transferable.

Theme 4 - Careers Guidance

There needs to be understanding that employers feel there is a misalignment between careers guidance and employment opportunities within Hull & East Yorkshire. There also appears to be a lack of knowledge relating to what careers guidance activity is carried out locally. Addressing this theme can support the other priorities detailed within this LSIP, and ensure local jobs go to local people.

Key challenges to note include:

- Lack of knowledge amongst employers as to what careers services are currently available.
- Lack of work experience opportunities.
- Employer feedback does not reflect activities currently taking place locally around this agenda, which could be due to lack of awareness.
- Guidance is sometimes given based on what a person is good at rather than exploring their careers aspirations.

Theme 5 - Accessibility

Consisting of four threads:

- i. accessibility of information on matters that affect businesses and organisations;
- ii. accessibility of information relating to training and provision, including funding;
- iii. accessibility of provision pathways for those considered to be at a disadvantage;
- iv. and accessibility for support in assessing future skills needs.

Key challenges to note include:

- Language used within the skills system is not understood by all.
- Disconnect between employers and education providers.
- Employers more concerned about the skills they need 'now' rather than the future.
- Disconnect between employers and public sector regarding appropriate terminology that is understood by all.
- Insufficient entry level pathways, further affected by the loss of a significant independent training provider within the local area.

Current Strategic & Economic Context

Labour Market Profile Hull & East Yorkshire: Labour Supply - Employment and unemployment (Jan 2023-Dec 2023)

	Hull & East Yorkshire (%)	Yorkshire & Humber (%)	Great Britain (%)
Economically Active	77.2	76.8	78.8
In Employment	75.4	74.2	75.8
Unemployed	2.3	3.4	3.7
Economically Inactive	22.8	23.2	21.2
Claimant Count	4.3	4.3	3.9

[source: [Labour Market Profile - Nomis - Official Census and Labour Market Statistics \(nomisweb.co.uk\)](https://www.nomisweb.co.uk/statistics)]

What has happened since the publication of the LSIP Report:

Devolution for Hull & East Yorkshire

In the Autumn Statement in 2023, Hull City Council and East Riding of Yorkshire Council have agreed a devolution deal with Government.

Simplistically, Devolution is the transfer of powers and funding from national to local government. This will therefore ensure that decisions are made closer to local people, communities and the businesses that they affect.

The deal negotiated would see the creation of a Mayoral Combined Authority that comes with £400million of funding (£13.44million per year over 30 years). Points 63 and 64 of the devolution Deal refer directly to the LSIP stating that:

- Local Skills Improvement Plans (LSIPs) will set out the current and future skills needs of the area and how local provision needs to change to help people develop the skills they need to get good jobs and increase their prospects. LSIPs will build a stronger and more dynamic partnership between employers and further education providers and allow provision to be more responsive to the skills needs of employers in local labour markets. (63)

- Working with the designated Employer Representative Body, and utilising and sharing the local labour market intelligence and analysis developed, Hull and East Yorkshire will support and provide input into the LSIP for the area. (64)

From the LSIP perspective, we need to ensure that we continue to collaborative with the two Local Authorities and ensure their plans for Devolution respond to the needs of the LSIP.

Humber Freeport

The Humber is the 5th largest carbon emitter in the world so there is a strong need find solutions through collaboration and innovation.

Humber Freeport builds on the local area's existing strengths in renewable energy, clean growth, and advanced manufacturing, offering excellent connectivity to the UK's manufacturing supply chain.

Home to the UK's busiest port complex, the Humber Ports play a vital strategic role for the UK as a global trade gateway. The Freeport area expands across both banks of the Humber, including the 4 major ports of Hull, Goole, Immingham and Grimsby, which combined, handle around 17% of the nation's trade.

Humber Freeport offers a range of incentives relating to customs, tax, planning, infrastructure, and innovation.

Our key contributions to this agenda include:

- Maintaining a close working relationship with the Greater Lincolnshire & Rutland LSIP to ensure a single approach in supporting employers across the Humber.
- Providing support to the Humber Freeport Board in relation to their Skills Strategy and the development of their Skills Charter.
- Assisting the project in addressing the skills demand of 40,000 new jobs by 2028.

Other key points to note include large employers ensuring smaller employers within their supply chain are committed to the skills agenda; Hull College, CATCH and University of Lincoln are forming a partnership to support the skills

and labour demands of the Freeport investment; and a “Heat map” approach being used to target those areas in the local area with high levels of deprivation.

The key priorities of the Humber Freeport align with our LSIP: Technical Skills, Educational Teaching Professionals and Careers Guidance. It will be imperative for us to continue collaboration moving forward, and support the key priorities for the Humber Freeport. The HEY LSIP is also members of the Humber Freeport Skills Group and will ensure we are contributing to the design and implementation of their Skills Charter.

Local Skills Improvement Fund (LSIF)

Thanks to £2.5 million investment from the Department for Education (DfE) cutting edge training solutions to support future skills needs are being developed and implemented across the Hull and East Yorkshire region.

The work of the LSIF is described later within this document but we are already receiving reports on how investment in new equipment has led to operational efficiency and cost savings. It is important to note the LSIF projects have been designed in response to the HEY LSIP.

Examples of new developments coming - Equinor’s H2H Saltend project

In February 2024, one of the UK’s key decarbonisation projects, H2H Saltend, was granted planning permission by the East Riding of Yorkshire Council, strengthening its case in forthcoming Government competitions.

Equinor’s H2H Saltend is a 600-megawatt low carbon hydrogen production plant with carbon capture, one of the first of its kind and scale to be granted planning permission in the UK, helping to establish the Humber as an international hub for low carbon hydrogen whilst significantly reducing carbon emissions.

These proposals aim to make the Humber, the UK’s most carbon intensive industrial region, net-zero by 2040. In addition, H2H Saltend will deliver value for money by building a foundation for the energy transition in the Humber area, leading to more job opportunities for local people and supply chain contracts. It will help to establish East Yorkshire as a leading light in the transition to a net zero economy.

New developments such as this helped determine our priority sectors for the HEY LSIP published in 2023, and it will be important for us moving forward to ensure our LSIP delivery support such developments.

Completion of @TheDock tech campus

@TheDock has become the focal point and flagship for the city’s tech sector, bringing a previously fragmented community together, and has been the catalyst for the growth of dozens of digital businesses and creation of hundreds of highly-skilled jobs. It has also enabled traditional companies to collaborate with innovative digital start-up and scale-up ventures to embrace technology.

The opening of the final @TheDock building has brought a further 11,000 sq. ft. of prime office space to the campus, creating the opportunity for 150 more highly-skilled tech jobs.

This is an example of skilled tech jobs coming into the local area, and helped guide the development our LSIP, and recognising the importance of the cross-cutting theme of digital. We need to ensure now we have the right skills within our workforce to fulfil these roles.

Opportunity Goole

A new service for residents aged 16+ and employers of Goole to assist in accessing existing training services, employment opportunities and business support.

Part of the Town Deal fund, Opportunity Goole is a bespoke, locally-focused provision to upskill and improve the employability of those already in work, seeking work or further education. Its activities like these, which are very much at the heart of our LSIP.

We are proud to have facilitated support from FE Colleges to help with IT, language barriers, SWAP (Sector Work Academy Programme), interview and CV preparation for those that need it

HEY LSIP Roadmap Progress Update

The following table is aligned with our published LSIP Roadmap and includes headlines that we are working towards as part of the LSIP delivery. Please note that Partners are involved across all activities highlighted as the LSIP delivery is very much a collaborative process for the benefit of our local area, and activities are all interlinked to help achieve the actionable priorities identified.

THEME I – TECHNICAL SKILLS						
Actionable Priority	Partners involved	Monitoring	Method of implementation & expected outcomes	Activities	Timescales	Progress Status (RAG)
Sector specific technical skills requirements & addressing barriers (such as accessing funding and lack of understanding on provision available) that have a negative impact on technical education uptake.	<ul style="list-style-type: none"> FE & HE Providers & Independent Training providers to ensure curriculum and provision meets the needs of employers. Sector representative bodies to keep the LSIP informed of requirements within their sector locally & provide guidance on funding support available. Local Authorities, moving towards a Mayoral Combined Authority, to support employers in accessing information they need. 	Technical Education & Course uptake to be checked annually. Statistics relating to employers recruiting apprentices. Statistics relating to employers offer work placements, for T-Levels for example. Employer attendance at sector specific Working Groups and Quarterly Forums. LSIF KPIs	<ul style="list-style-type: none"> LSIF to deliver courses to support the LSIP priorities. Attendance at Humber Principals Group to keep Principals informed of employer need & explore other potential options to address this priority. Labour Market Information LSIP sector working groups to support employer input into curriculum needs. FE Providers' Employer Industry/Skills Boards to assist in increasing employer engagement. Skills Bootcamps responding to skills needs. 	Development of Assets & Capabilities Map of Skills Provision to improve knowledge of current provision.	July 24	A/G On track to deliver. To note barriers include some sectors are not deemed appealing or there is a lack of Lack of knowledge around career progression routes.
				Mapping of funding to support employers in accessing provision and training needs.	Sept 24	
				Development of a central point for employers to access information regarding training and funding.	Summer 25 with interim arrangement to be put in place	
				Brokering relationships with Providers and Employers via sector Working Groups & Quarterly Forums.	Ongoing until Aug 26	
				FE Providers to ensure curriculum is responsive to employer needs & ensure employers are engaged in curriculum development processes.	Ongoing until Aug 26	

THEME 2 – EDUCATIONAL TEACHING PROFESSIONALS

Actionable Priority	Partners involved	Monitoring	Method of implementation & expected outcomes	Activities	Timescales	Progress Status (RAG)
<p>Build capacity within the existing system to increase volume and up-skills existing educational teaching professionals.</p>	<ul style="list-style-type: none"> • Employer and sector representative bodies to support raising awareness, and brokering relationships between employers and providers. • Devolved responsibilities of the future combined authority, but to note priorities to be determined after Mayor has been elected. • Employers to support alternative methods of building capacity, such as delivering course content. • FE/HE Providers to provide details of their current capacity and share best practice for maintaining capacity. • Association of Colleges to support identifying solutions and sharing information. 	<p>LMI relating to educational teaching professionals.</p> <p>Employers engaged to support course delivery.</p>	<p>Marketing & promotion.</p> <p>Meetings between lead ERB and Principals via Humber Principal Meetings.</p> <p>Lead ERB & Hull & East Yorkshire Business, Growth & Skills Hub to support brokerage between employers and providers.</p> <p>Further intelligence to be gathered from a dedicated Quarterly Forum.</p>	<p>Raise awareness of funding/bursaries available to encourage individuals to go into teaching.</p> <p>Develop a Strategy specifically focusing on the areas of concern.</p> <p>Employers to allow for secondment of staff to support course delivery.</p> <p>Identify a lead to support delivery of training for industry professionals to enter teaching/training.</p> <p>Raise awareness of benefits of following this career path</p> <p>Ensure technology & infrastructure is in-line with employer needs.</p> <p>Quarterly Forum dedicated to this theme to take place.</p>	<p>Ongoing until Aug 26</p> <p>Sept 24 – Dec 24</p> <p>Ongoing until Aug 26</p> <p>Sept 24</p> <p>Ongoing until Aug 26</p> <p>Ongoing until Aug 26</p> <p>June 24</p>	<p align="center">A</p> <p align="center">On track to deliver.</p> <p>To note a key barrier is that salaries are greater in industry.</p>

THEME 3 – EMPLOYABILITY SKILLS & BEHAVIOURS

Actionable Priority	Partners involved	Monitoring	Method of implementation & expected outcomes	Activities	Timescales	Progress Status (RAG)
Existing and future employees not being equipped with the necessary employability skills or behavioural attributes.	<ul style="list-style-type: none"> Hull & East Yorkshire Business, Growth & Skills Hub to lead with support from HEY LSIP. Devolved responsibilities of the future combined authority, but to note priorities to be determined after Mayor has been elected. FE/HE Providers to ensure their provision incorporates Employability Skills & Behaviours. CEIAG Providers to support in ensuring the existing & future workforce understand what is required of them in industry. DWP to support pre-employment. VCS organisations to support pre-employment. 	Employer feedback. . Providers adopting Employability Skills Passports. LSIF KPIs.	Hull & East Yorkshire Business, Growth & Skills Hub to utilise their Careers Aspirations Group to develop the core employability skills passport. Deeper dive into employer requirements via LSIP Quarterly Forums & Sector specific Working Groups. LSIF incorporating into projects.	Development of an employability skills passport and checklists of core occupational skills.	Completion expected by October 2024.	<p align="center">A/G</p> On track to deliver. To note key barriers include a lack of knowledge as to how skills are transferable or what behaviours are deemed appropriate in the workplace.
				Employability embedded into the provision, as well as innovation through dedicated digital resources specifically for employability, interview skills.	Ongoing Aug 26	
				Link with actions for careers guidance.	Ongoing Aug 26	
				Improve understanding of employers' specific needs.	Ongoing Aug 26	
				Students having access to AI VR systems to roleplay interviews and presentations, in order to improve entry to work, develop employability and communication skills as part of LSIF.	Commence Sept 24	

THEME 4 – CAREERS GUIDANCE

Actionable Priorities	Partners involved	Monitoring	Method of implementation & expected outcomes	Activities	Timescales	Progress Status (RAG)
<p>1. Careers guidance needs to reflect local employment opportunities.</p> <p>2. Review how careers guidance is delivered.</p>	<ul style="list-style-type: none"> Hull & East Yorkshire Business, Growth & Skills Hub for utilisation of the Careers Aspirations Group and Student Voice, to enable to alternative view of student perceptions. Hull City Council and East Riding of Yorkshire Council due to their work within this agenda. Careers Hub & National Careers Service to ensure their activities respond to employer feedback. HE Providers with their own Careers Services. Hull & East Yorkshire Skills Partnership (LSIF). Secondary schools to ensure students receive guidance relevant to our local area. 	<p>Statistics in terms of attendance at careers guidance related events.</p> <p>Number of people engaged within careers services. Statistics for industry placement days.</p> <p>Statistics for employer events within educational settings.</p> <p>Destination tracking.</p> <p>LSIF KPIs.</p>	<p>Marketing & promotion.</p> <p>LSIF incorporating into projects.</p> <p>Employer engagement, and brokering relationships with providers, via LSIP Quarterly Forums and Working Groups. This is to support deeper dive activities and facilitate communications to create career inspiration related activities.</p>	<p>Review careers guidance activity & explore alternative channels & development of a Localised Careers Guidance Strategy following the Forum in September 24.</p> <p>Increase work experience opportunities for young people and those looking for a change of career.</p> <p>Facilitate engagement between employers and education via Forums, sector specific CPD & industry placement days and educational setting visits.</p> <p>Improve awareness and understanding of apprenticeships and technical education.</p> <p>Facilitate employers delivering information within secondary education.</p> <p>Create IAG resources to promote careers in priority sectors, and create information and industry engagement materials for industry.</p>	<p>Jun 24 – Nov 24</p> <p>Ongoing Aug 26</p> <p>Ongoing Aug 26</p> <p>Ongoing Aug 26</p> <p>Ongoing Aug 26</p> <p>Ongoing Aug 26</p>	<p align="center">A</p> <p>On track to deliver.</p> <p>To note key barriers include lack of knowledge amongst employers as to what careers services are currently available and Guidance is sometimes given based on what a person is good at rather than exploring their careers aspirations.</p>

THEME 5 - ACCESSIBILITY

Actionable Priorities	Partners involved	Monitoring	Method of implementation & expected outcomes	Activities	Timescales	Progress Status (RAG)
<p>1. Information on matters, such as Net Zero and Automation, to be written in a user-friendly language that is understood by all.</p> <p>2. Access to information with regards to training that could support their business within one central point.</p> <p>3. Accessible pathways for all, particularly those who are considered to be at a disadvantage.</p> <p>4. Support for employers in assessing their organisations' skills needs for the future.</p>	<ul style="list-style-type: none"> Lead ERB to coordinate activities & provide opportunities to inform business. Hull & East Yorkshire Business, Growth & Skills Hub linked with Devolved responsibilities of the future combined authority to assist in dissemination of information and facilitate a central point to access information. FE/HE Providers & Independent Training Providers to support with understanding training & funding routes available. Employer & Sector representative bodies to assist in dissemination of information. DWP/Jobcentre Plus to provide pre-employment support where applicable. 	<p>Website analytics.</p> <p>Qualitative feedback from employers.</p> <p>Employer engagement at Quarterly Forums & LSIP Working Groups</p> <p>Course enrolments.</p>	<p>Employer engagement and brokering relationships with providers, via LSIP Quarterly Forums and Working Groups. This is to support deeper dive activities and facilitate communications between all. Through engagement activities the broadness of this theme has become even more apparent</p> <p>All partners to provide support in identifying what is already available and accessible.</p> <p>Hull & East Yorkshire Business, growth & Skills Hub to support engagement & brokerage with employers.</p> <p>Groups such as the SEND Forum to support those considered to be at a disadvantage.</p>	<p>Accessible information in a centralised point.</p> <p>Provider websites to be more accessible for both employers & learners.</p> <p>HEY LSIP website to be kept with up to date information to support businesses in navigating the skills system. Provide brokerage activities to support signposting employers.</p> <p>Align LSIP activities and activities performed by those supporting people considered to be at a disadvantage.</p> <p>Ensure user friendly language on information available for both employers and learners.</p> <p>Mapping of funding available.</p> <p>Assets & Capabilities mapping of skills provision.</p> <p>Development of modular and bite-size course delivery.</p> <p>Dedicated forum focusing on this theme.</p>	<p>Summer 25 with interim solutions.</p> <p>Ongoing Aug 26.</p> <p>Ongoing Aug 26.</p> <p>Ongoing Aug 26.</p> <p>Ongoing Aug 26.</p> <p>Sept 24</p> <p>Jul 24</p> <p>Ongoing Aug 26</p> <p>April 24</p>	<p align="center">A</p> <p align="center">On track to deliver.</p> <p>To note barriers include insufficient entry level pathways, disconnect and language used within the skills system is not understood by all.</p>

Our Collaborative Achievements So Far

Within our LSIP Report, we referred to three key components to ensure the successful delivery of our LSIP and we have had these at the forefront of all our work:

- Articulation
- Building upon best practice
- Collaboration

For articulation, we wanted to strengthen communication between all those who contribute to the skills agenda. Feedback has demonstrated our success with doing this.

We have established our LSIP Quarterly Forums and have hosted three since the publication of the LSIP. Our quarterly Forums have been designed to focus on one of our key themes, and have provided opportunities to deeper dive into matters that affect business. We provide opportunities for our audience to listen to local speakers around matters such as employability skills and accessibility. We provide updates on progress of the LSIP delivery so far.

The key element though is to get everyone in attendance working together and having open discussions, and thus accelerating collaboration. The audience is primarily made up of private sector employers, but they are joined by independent training providers, Further Education Colleges, Universities, public sector representatives, sector representative bodies and employer representative bodies. This creates a perfect opportunities to have open discussions and create new relationships, as well as giving business a platform to influence.

We also have established our priority sector Working Groups. Made up of private sector employers, sector representative bodies and local providers, we have seen employers take forward key activities to support skills within their sectors. The Working Groups are also another example of how we have established platforms for business to influence what is happening in the world of skills.

As of June 2024, we have:

- Held 21 working group sessions, 20 of which were sector focused.

- Hosted 4 theme-based Quarterly Forums (one of which was in partnership with the Hull & East Yorkshire LEP), with another 3 scheduled up until March 2025.
- Ensured positive engagement across our working groups, with over 80 organisations actively engaged.
- Seen over 80 delegates expressing an interest and attending each of our Forums.
- Regularly engaged with over 300 contacts across our LSIP database, along with over 2500 contacts within the Hull & Humber Chamber of Commerce network.

Rather than duplicate what may already be in existence, we rather build upon existing best practice. A prime example of this is the development of a new Employability Skills Passport for our local area. Working in partnership with what was the Hull & East Yorkshire LEP (now the Hull & East Yorkshire Business, Growth & Skills Hub); we hosted a Forum to understand exactly what employers need. Working together, we have highlighted the key skills employers wish to see evidence for and established how a hybrid version would be the most suitable. This would give employers evidence of the key skills they wanted but also would allow the owner of the passport and their providers to enhance with further skills and attributes they wish to demonstrate.

We have also continued to utilise groups that have already been established to take forward activities to support the delivery of the LSIP. For example, the Careers Aspirations Group who will be taking forward the Employability Skills Passport work.

Collaboration is the most crucial component of our LSIP. We pride ourselves with the fact we have enhanced and created new relationships to take forward key aspects of our work. We have witness Colleges understanding the importance of working closer with our local employers, and either enhancing existing or creating new employer industry or skills boards. Employers are then able to provide their feedback directly to the colleges, influence provision or actually co-design curriculum to better support their businesses.

We have also observed barriers being removed between colleges and independent training providers, with the establishment of memorandums of

understanding to help address skills gaps and share resource. This level of collaboration will be of huge benefit to the local area.

We have positioned ourselves to be involved in groups that can also influence the skills system. For example, Humber Principals Group, what was known as the Hull & East Yorkshire LEP's Employment & Skills Board (along with its sub-groups), College Employer Industry Boards and Humber Outreach Programme Board.

We have also utilised opportunities to present at external meetings to raise awareness of the LSIP, whilst also linking with key themes around technical skills. For example we presented at a local AI event in March; to raise awareness and stress the importance of collaboration between employers and educators; to highlight how AI, Industry 4.0 and the IOT (Internet of Things) will shape the digital and sustainability landscape in the next 10 years. As employers need to focus on their "differentiability" to remain competitive; people will be the key to success – not technology.

Our own LSIP Board, which is employer-led and Chaired by Phil Ascough of Ascough Associates, is also made up of Local Authority representatives, representatives for Colleges and Independent Training Providers, and the University of Hull. Our Board support and advises on delivery of our LSIP. We are continuing to expand the employer presence within our LSIP Board but to date we have seen representation from Phillips 66, Zertus UK, KD Recruitment, Lighttouch Solutions, Yorkshire Care Group, PATT Foundation and Premier Modular. As we move forward, we will be welcoming further private sector representation from Sewell Group, Swift Group, Connexin and Keepmoat. This employer representation enables our LSIP Board to gain sector specific input relevant to the priority sectors of our LSIP.

EMERGING BENEFITS

RESPONDING TO THEME I – TECHNICAL SKILLS

We are proud to see positive responses from our local Colleges and Independent Training Providers to respond to key elements of our Technical Skills Themes:

1. To increase apprenticeship and technical education uptake

2. To respond to employers' specific technical skills needs
3. Address barriers that have a negative impact on technical education uptake
4. To respond to changes around the digital agenda
5. To respond to changes around Net Zero.

Examples of what our local providers and University have been doing to address these issues can be summarised as follows:

- A city-wide approach actively encouraging local employers to help co-design the curriculum.
- Colleges working with local providers to offer apprenticeships in order to fill skills gaps in the local area.
- Operating on DPS platforms to support levy organisations to engage.
- 'Bridging the gap' business engagement events to engage and encourage businesses to ratify business plans, invite co-design of curriculum and get involved with the college.
- Dedicated apprenticeship open events as well as main open events, with substantial enquiries leading to increased enrolments.
- Successful employer breakfast event aimed at construction and engineering employers, to discuss changes to existing apprenticeship standards, new standards being introduced, and new equipment and resources purchased
- Supporting local businesses with their own needs for recruiting apprentices.
- One College has developed a new website which is designed to address barriers to access by both simplifying the navigation process and providing more information on support services such as finance, transport and learning support.
- New 'Sustainable Futures' days have been launched to engage school students from across the local area in the sort of practical activities they can expect to experience in technical education.
- Employers were consulted at a specially convened 'Sustainable Futures' event which explored the employers' current and future skills needs.
- Expanding adult provision.
- Holding practice visits with other providers to share practice and shared resources.

- Generating greater demand in our provision, and accessing UKSPF (UK Shared Prosperity Funding) and other additional income streams to develop employer responsive provision.
- Creating transformation projects in both Technical and Digital in response to employer need utilising Local Skills Improvement Fund (LSIF).
- Working closely with employer partners to develop its Agri-Tech and Renewable Energy provision.
- Investing in Heat Pump training facilities, retraining staff in F Gas and air conditioning, invested in wave technology, heat exchanges, turbines, Electric and Hybrid technologies, Hydrogen teaching aids (application and generation and processing), circular welding for the pipelines for carbon capture, mechatronics and robotics for automated processing. This has all been underpinned with teacher training and digital resources.
- Investing to reduce the carbon footprint of their own estates.
- Developing a renewables technology plan.
- Expanding curriculum to include Photovoltaic (PV) systems (teaching students how to design, install and maintain solar panels); Solar Thermal Systems (training on the use of solar energy to produce heat or hot water for residential and commercial use); Geothermal Heating and Cooling Systems (instruction on installing and maintaining systems that use the earth's heat for residential and commercial heating and cooling); and Geothermal Power Generation (an overview of how to harness heat from the earth to generate electricity). A range of equipment needs and staff CPD requirements have been identified to enable the curriculum to be developed accordingly.
- Fully embedding sustainability within all curriculum areas, particularly the trade areas, for example re-using timber and investing in machines which will measure more accurately, thereby reducing waste.
- Developing curriculum and courses in response to changes in the Net Zero agenda, such as BNG (Biodiversity Net Gain).
- Integrating the green agenda across all curriculum.
- SWAPS (Sector work-based academies programmes for skills), working closely with DWP and employers. Vacancies are identified and the design of dedicated and specific pathways of qualifications, certificates required for specific roles. These programmes achieve a 97% success rate and a very high rate of employment outcomes.

- Embedding of co-design across all curriculum.
- Held bespoke events for employers to introduce T-Levels and promote work placement
- Hosted LSIF Agri-Tech events to engage with employers on curriculum development
- Entering into Memorandums of Understanding with other providers on Green Skills to address key sectors.
- Working with employers to develop training areas on their premises to enable the apprentices to practice techniques which they wouldn't normally have access to such as building a staircase and roofing, which are transferrable into other roles within the construction sector.
- Increased IAG events for prospective apprentices, utilised more employers to present to learners to explain about career paths, using our client base to carry out levy transfer
- Significant development of digital resources, hardware and infrastructure to support learning in the context of digital skills and a new curriculum offer that will focus on Industry 4.0.
- New curriculum offer teaching learners about Carbon Capture and storage, Hydrogen production and deployment.
- Greater levels of interaction/collaborative working with apprenticeship providers to provide additional opportunities for learners and to enable teaching staff to be aware of potential apprenticeship opportunities in the local area.
- Employers being invited in to educational settings to discuss opportunities within their sectors.
- College Bursary schemes that supports all students who may be hindered by economic disadvantage. Students can use this scheme to provide funding for activities that may support their future progression.

Local Skills Improvement Fund (LSIF)

Thanks to £2.5 million investment from the Department for Education (DfE) cutting edge training solutions to support future skills needs are being developed and implemented across the Hull and East Yorkshire area. This is part of LSIF, which has been designed to enable further education providers across a geographic area to respond collectively to the priorities in the Local Skills Improvement Plans. Further details of the individual projects can be found within our annexes.

To deliver this work a Skills Partnership led by Bishop Burton College has been established with fellow post-16 education providers TEC Partnership (East Riding College), Hull College, Wyke 6th Form College, Wilberforce Sixth Form College and HETA.

A diverse range of activity is taking place with two agendas responding directly to the priorities outlined in the LSIP. Firstly, a focus on technical transformation skills across Agri-tech, Health and Social Care, Construction, Engineering Construction and Manufacturing, with an emphasis on low carbon initiatives; and secondly, the development of skills required to support the training of workforces who will encounter a very different employment future through digital transformation. This includes Virtual Reality (VR) and ICT infrastructure, the creation of VR content and innovation in teaching and learning leveraging AI application. Digital qualification modules and progression pathways are also being developed, alongside digital careers guidance and accessibility applications.

There are a range of exciting initiatives as a part of LSIF, from reducing carbon footprint with automation and digital skills within fabrication and welding to the use of robotics and AI within Health care to support with diagnosis and treatments and the application of new technologies within quantity surveying to sophisticated agri-tech implementation for more sustainable farming. Engaging students in the classroom with immersive environments and virtual and augmented reality will play a crucial role in developing hands-on experiences that will empower students to design, create, collaborate, think critically and solve problems creatively.

The Hull and East Yorkshire Skills Partnership is already implementing new technologies and practices into qualifications and are open to applications for September 2024. The funding is also supporting people to access Higher Technical Qualifications (HTQs), which provide a means to gain in-demand, higher level industry standard skills, as an alternative to a three-year degree programme.

HEY LSIP Working Groups

We are proud to see employers involved with our sector specific working groups taking actions forward to support addressing the technical skills gaps, as well as addressing our other LSIP themes, within our local area. Examples include:

- Employers being encouraged to inform and help co-design curriculum to help address future skills gaps challenges with local providers in Health & Social Care.
- Positive developments in virtual tour design to show potential new recruits what to expect within the Construction sector.
- Tapping into other talent pools that may not be ordinarily engaged, such as ex-offenders and veterans, to enter roles within construction having developed skills within other settings.
- Within Agri-skills, working with the NFU to potentially develop a recruitment campaign to attract new entrants to the sector
- Employers and providers are creating “sustainability teams” to help support and manage the developments in green and net-zero objectives within Manufacturing.
- BAE running apprentice scheme open days to attract young people into the manufacturing industry.

RESPONDING TO THEME 2 – EDUCATIONAL TEACHING PROFESSIONALS

We recognised within our LSIP that as much as there is employer demand for certain types of provision and upskilling, we need to ensure we have enough educational teaching professionals to deliver all training needs.

This is still very much work-in-progress, with our Quarterly Forum in June 2024 focusing on this agenda and further activities required, however we are proud to see there has already been a response to addressing this issue:

- Working closely with the Association of Colleges to ensure a collaborative approach to addressing this agenda.
- The implementation of a ‘scarce skills’ policy to increase the remuneration for tutors in Agriculture, Construction and Engineering.
- Development of ‘grow your own’ graduate training programmes.
- Staff recruitment events targeting skilled operatives from industry.
- Working with employers to promote a ‘dual professional’ approach whereby the employee is released to work with the college part-time, addressing the gaps in the Agri-Skills sector.
- Registering with DfE for Taking Teaching Further to support the recruitment of people from industry who are new to teaching.

- Promoting the FE Initial Teacher Education Bursary which provides a financial incentive to attract high quality individuals into the teaching profession.
- Employers are invited in to deliver masterclasses, for example this has been seen in manufacturing to support joinery apprentices.
- Teaching staff attending their first of two day-long industry placements to update their knowledge and develop their skills to reflect latest industry practice.
- An Independent Training Provider recruits from industry and then enables the technical professionals to gain teaching qualifications.
- The HR Leaders Forum, established in 2022/23 by the University of Hull's Programme Leader for the MSc Human Resource Management continues to harness the collective capabilities of HR and use it to enhance our region. This is specifically for senior leaders, working at a strategic level within their organisations. The group focuses on a key theme for each meeting (3 per year) which includes Talent acquisition, remote working and retention of staff.

RESPONDING TO THEME 3 – EMPLOYABILITY SKILLS & BEHAVIOURS

The Hull & East Yorkshire LSIP and Hull & East Yorkshire LEP came together on Friday 26th January 2024 for a joint LSIP Quarterly Forum and Skills Network Event. The focus was on Employability Skills, and the event was used to facilitate discussions between business, providers and public sector organisations. Circa. ~80 delegates were in attendance, and further engagement regarding this topic has taken place since the event via 1-2-1 discussions, within our working groups and a dedicated workshop to take this activity forward.

Employability Skills Passports have previously been utilised in the local area to verify the skills an individual has and has also been highlighted within the Hull & East Yorkshire LSIP Roadmap as a potential means to demonstrate that existing and future employees are equipped with the necessary employability skills or behavioural attributes.

At the Forum, delegates present were asked to contribute to the following questions to provide input to any future development of Employability Skills Passports:

1. What do you see as the benefits of having an Employability Skills Passport?
2. What are the key skills you feel need to be included within an Employability Skills Passport?
3. Are there any further points you feel we should consider in developing Employability Skills Passports in our local area?

A summary of the feedback can be highlighted as follows:

- There was no desire for multiple versions to be in circulation as this would impact on time constraints and consistency.
- Employability Skills Passports can enable verification of skills.
- There is a need to keep them concise.
- Support is needed for the owner of the Passport in understanding how their skills are transferable, and applied in the world of work.
- There needs to be more focus on skills that are deemed as transferable rather than the statement of employability skills.
- An Employability Skills Passport would need to focus on transferable skills (e.g. basic digital skills, leadership, management, teamwork, communication, organisation, interpersonal) and incorporate behaviours (e.g. time management, good work ethic, confidence, positive attitude, initiative). In turn, the owner will need to see how skills they develop outside of education can also be incorporated into this.
- Support is needed for each owner so that they can see how the passport could be utilised as a communication aid when they are discussing their skills at application and/or interview stage.
- Technology could be used further within the passports by incorporating videos, for example.
- If these were to go ahead there would be a need for effective marketing and promotion.
- Simplicity is key, and needs to be understood by both the individual and employers.

Following evaluation of all feedback obtained across our multiple engagement methods, options were being put forward to the HEY LEP Employment & Skills Board, the Hull & East Yorkshire LSIP Board and key stakeholders involved in the development of Employability Skills Passports in the local area to agree on the most suitable solution moving forward.

In total four options were put forward:

1. All Stakeholders agree to move to one version of the Employability Skills Passport.
2. No centralised ownership or core passport.
3. Development of a core passport but stakeholders are able to adapt as required.
4. It is agreed for there to be no development of Employability Skills Passports.

It was agreed to proceed with Option 3, which is effectively a hybrid employability skills passport. This means a core passport would form the basis of all versions of individual passports to ensure a common set of core agreed demonstrable skills and behaviours. The demonstrable skills and behaviours to be included should be those requested by employers:

1. Communication – including listening, speaking and writing including email etiquette
2. Problem solving
3. Creativity
4. Work ethic – including positive attitude, honesty, resilience, responsibility, self-motivation, reliability, initiative, self-presentation
5. Leadership & management
6. Teamwork
7. Timeliness and punctuality
8. Basic Digital and its application
9. Understanding of Net Zero and sustainability impact
10. Initiative and pro-activity

Non-standard versions would need to be agreed and signed off by an accrediting organisation to ensure quality and relevance.

This work is now being taken forward by the Careers Aspirations Group as part of the activities carried out by the Hull & East Yorkshire Business, Growth & Skills Hub, with support from the HEY LSIP team.

We have also seen a positive response by local providers in response to this theme, with examples of activities taken place as follows:

- Revisiting Employability Passports to ensure that it is accessible to all levels of student.
- Extending work placement, particularly relating to the rollout of T Levels.
- FE students attend tutorials which include a focus on employability.
- Guest speakers from relevant industries are invited in to the settings to speak directly to learners to outline employer expectations.
- Learners undertaking industry visits and work experience.
- Utilisation of Behaviour booklets to reinforce the expectations of individual employers as well as setting out the requirements of the relevant apprenticeship standard.
- Encouraging students to compete in skills competitions with awarding bodies, world skills and trade associations.
- Introduction of a set of Knowledge, Skills & Behaviours (KSBs) into every FE study programme at each level and progress is monitored at regular intervals throughout the year.
- Working with Humberside Police to prepare SEND students for employment by means of a bespoke internship programme. Employability skills developed on the College's Foundation programme enable students to take the next step into a sheltered work environment where they can develop them further.
- Utilising a holistic approach, so that all learners undergo a range of employability sessions to focus on skills and behaviours for the workplace. Employers host talks with learners to map out expectations in the workplace. Alternative teaching techniques, including performing arts, are also utilised to raise knowledge and awareness of employability skills and expectations in the workplace.
- More regular interventions with learner to raise standards.
- Representation on LSIP Working Groups.
- Promotion of Employability Skill of the month.

RESPONDING TO THEME 4 – CAREERS GUIDANCE

Our focus for this theme is to ensure that:

1. Careers guidance reflects local employment opportunities available.
2. Careers advisors and education teaching professionals have a knowledge of the local landscape and opportunities available across all sectors in Hull & East Yorkshire.

3. Young people and those seeking career changes have access to impartial CEIAG.
4. There is a collaborative approach between employers, colleges, training providers, secondary schools and public sector stakeholders.
5. A change in the structure as to how career guidance is delivered.
6. Build on existing work already being carried out, and develop a working group specific to this theme.

At the time of publication, we had not yet had the opportunity to have this as a focus theme at one of our Quarterly Forums. However, activities are already taking place to help us respond to this theme:

- Embedding IAG into open days and engagement to ensure that learners have the correct information and are matched to the right course, at the right level, and with the appropriate level of support.
- Restructuring careers during this current academic year, appointing new L7 qualified careers leads within the team of Student Support.
- Curriculum being informed through LMI, the LSIP plan and sector priorities.
- Having a comprehensive programme of careers information, advice and guidance supported by the College's Careers Coordinator and external careers agencies. The emphasis is on preparing young people to take advantage of local opportunities, skills gaps and shortages is maintained through the use of LMI data and engagement with employers within the curriculum.
- Engaging with employers so they can deliver motivational workshops and practical sessions around CVs and mock interviews.
- Working with East Riding of Yorkshire Council on 'exploring opportunities' to understand the wide range of job roles available within the local authority.
- Hosing 'Foundation Live' for school students interested in Construction Careers.
- Holding industry days, site visits, invite companies to do industry talks and we supplement this with student CDP days.
- Contributing to marketing campaigns initiated by the Yorkshire & Humber Institute of Technology
- Joint activities with local Higher Education institutions to promote progression routes into level 4
- East Riding Education and Skills Partnership Apprenticeship event.
- Introduced new 'Sustainable Futures' activity days for secondary schools.

- Running a social media campaign promoting provision to prospective students.
- Ensuring course information includes information on the entry and progression pathways expectations, and indicate the range and types of careers and jobs.
- Tailored activities have been delivered during special events such as Apprenticeship Week and National Careers Week.
- Successful partnerships with local charity Run With It and East Riding College to help raise attainment levels of children from local schools who may be at risk of disengaging. The programme aims to raise aspirations and levels of literacy, numeracy and ICT and this is enhanced through attending practical activities in an alternative learning environment outside of school.
- Utilising the recruitment process so that prospective learners get IAG sessions to discuss the types of jobs that are available, with particular emphasis on green skills.
- A College's Careers Hub has been brought online and has improved the audit processes to manage the success and effectiveness of the Careers in the Curriculum Programme.
- Humber Outreach Programme (HOP) delivering a bespoke core offer programme to schools in our local area, based on their gaps regarding the Gatsby benchmark assessments. This includes individual CEIAG to students and campus and employer visits for schools.
- A robust LMI curriculum reflecting the local economy (for year 7 – 11, focusing on 4 regional growth sectors, including digital and the green agenda and thus links with Theme 1 too.).

RESPONDING TO THEME 5 – ACCESSIBILITY

We hosted a quarterly Forum in April 2024 focusing on the four threads of Accessibility and employers informed us that they could support this agenda through:

- Providing work experience opportunities, theme days, trial days and interview support.
- Case studies relating to how organisations support those considered to be at a disadvantage.
- Myth busting relating to those considered to be at a disadvantage.
- Reverse Job Fairs.

- Support for learners to access the right information to support making informed choices
- Inclusion groups and activities with their organisation
- Artificial intelligence show what working looks like
- Going back to basics with face to face

Detailed discussions also took place looking at a central resource and how this could support addressing multiple threads within this theme. It was noted that we would need to ensure sustainability of anything put in place. Employers informed us of examples they would wish to see within a central resource including:

- Impartial Information, Advice & Guidance
- Opportunities and jobs available
- Detailed course requirements/delivery/entry onto progression
- Access to mentors
- Support for transferable skills
- Signposting for funding, other services and support
- Consider a 'compare the market' style website
- Progression between different levels
- Equality for recruitment
- Need to ensure education of employers in terms of what is made available
- Algorithms linking colleges, funding and programmes to support being able to see what the best options are available

The Forum, and further investigation activities, into this theme have demonstrated how vast this agenda is, and thus making it clear not everything can be resolved immediately, and further work is needed. However, activities are already being taken forward by local providers in the local area to address this theme:

- Launched a new college website with improved structure and content for both employers and students
- Developed social media and communications with our employers
- Hosting events such as East Riding of Yorkshire Education and Skills Partnership Apprenticeship to enable school students to engage directly with employers across the local area.

- Expansion of open day programmes.
- Hosting breakfast events where views are canvassed on new provision. These, along with focus groups gather intelligence on what is required by employers.
- Investment in more digital learning tools that learners can access to enhance what they get in the workshop and classroom.
- Developing a Supported Internship programme, which is for Special Educational Needs students, and a Job Coach works with local employers of all sizes to source appropriate work placement opportunities.

What next?

As stated earlier the LSIP is intended to be a three year plan, and many of our activities will continue to be ongoing. However, we wish to use this section to highlight key activities we will be working towards aligned with our key themes over the next twelve months:

Theme 1 – Technical Skills

- Monitoring of Technical Education uptake from September 2024 onwards as we understood the LSIP wouldn't fully influence curriculum within the 22/23 academic year, and ensure we have access to sufficient data to support this.
- The realisation of the LSIF projects and how they contribute to the LSIP delivery.
- Ensuring regular updates with providers to understand what is being undertaken to further support this theme.
- Supporting employers in accessing funding to ensure technical education uptake and upskilling of the existing workforce.

Theme 2 – Education Teaching Professionals

- Exploring the Ron Dearing UTC model and how that could be utilised within other educational settings.
- Analysis of practical solutions gathered from our Quarterly Forum in June 2024.
- Continue our collaborative working relationship with providers across the local area and the Association of Colleges to support this theme and addressing challenges.
- Provide support to business to better understand that in order to achieve their desired talent pipeline then we need to address the gaps we have within educational teaching professionals.

Theme 3 – Employability Skills & Behaviours

- Fully develop a new Employability Skills Passport Framework to be adopted by Providers across the local area.
- Continue to ensure employability skills is incorporated into curriculum and pre-employment support.

- Work with schools and colleges to support students better understand expectations of them when they enter the world of work.
- Support employers in accessing training support for their existing workforce.

Theme 4 – Careers Guidance

- Utilise the September Quarterly Forum to focus on this theme.
- Ensure collaboration between partners involved in delivery careers guidance to establish the scope of work needed; develop a workshop with interested and invested stakeholders to explore solutions; and establish key milestones.
- Ensure the student voice is incorporated with our strategy around this agenda moving forward.

Theme 5 – Accessibility

- Respond to employer feedback and ensure continuous information and updates around this theme are made available.
- Determine how a central navigation system can be realised, in response to employer feedback.
- Explore what is already available and utilise the HEY LSIP website to support navigation.
- Prepare what exactly is required to support this agenda ahead of Devolution to influence Mayoral Combined Authority's priorities.
- Continue gaining input from employers via HEY LSIP Working Groups and Quarterly Forums.
- Increase marketing and promotional activities.

The HEY LSIP team will remain committed to continue to work collaboratively with key stakeholders, providers and employers across the local area to ensure successful delivery of the HEY LSIP.