



HEY LSIP 2.0

ANNEX B

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Annex B: Delivery Roadmap (2026–2029)

Overview

This annex sets out the delivery roadmap for the Hull & East Yorkshire LSIP 2.0 (2026–2029). It translates the plan’s four strategic themes into a coordinated programme of actions aligned to employer demand and regional economic priorities. This Annex is intended to be treated as a live document.

Delivery will be led collaboratively by the Hull & Humber Chamber of Commerce - the designated Employer Representative Body (ERB), Hull & East Yorkshire Mayoral Combined Authority (HEYCA), education and training providers (FE/HE/ITPs), key stakeholders and employers.

The roadmap reflects key requirements of LSIP statutory guidance (November 2025), including:

- Employer-led system design and delivery
- Clearly defined and measurable outcomes
- Strong partnership working
- Use of labour market intelligence (LMI)
- Regular monitoring, evaluation, and iterative improvement

Lead organisation(s) have been assigned within the Roadmap against key actions unless otherwise stated. Where applicable in the Roadmap, specific lead organisation(s) will be agreed and assigned for each activity as the LSIP moves into the delivery phase and to this end engagement with the providers has already commenced.

Delivery Principles

Delivery of this roadmap will be underpinned by the following principles:

- **Employer Leadership:** Employers will shape provision through advisory groups, sector panels and co-design mechanisms
- **Growth:** A managed collaborative shift to a skills system that explicitly supports economic growth and pipeline development
- **Collaboration:** Enhancing alignment for improved outcomes whilst reducing bureaucracy and strengthening partnerships.
- **Responsiveness:** Provision will adapt to changing labour market needs using real-time intelligence
- **Inclusivity:** Targeted interventions will support disadvantaged and underrepresented groups
- **System Coordination:** Partners will align activity to reduce duplication and maximise impact
- **Outcome Focus:** Progress will be measured against clearly defined indicators linked to LSIP priorities

Delivery Roadmap

Key Theme 1: Technical Skills

As detailed within Part 2 of our LSIP, our objectives are to:

- Strengthen Technical Skills pipelines, particularly in growth driving sectors detailed within the Hull & East Yorkshire Local Growth Plan.
- Accelerate Digital Capability across our local economy.
- Build Net Zero and Sustainability Skills across our workforce
- Strengthen leadership, management and workforce planning capability.
- Further improve accessibility and flexibility of training provision.

The following roadmap outlines how we intend to achieve these key objectives.

Key Action	Specific Activities	Lead Organisation(s)	Supporting Partners	Timescales	Expected Outcomes	Monitoring & Measurement
Objective 1: Align and Expand Technical Provision to Growth Sectors						
Develop and align technical pathways to HEYCA LGP Sector Skills Framework (Levels 3–5+)	<p>Establish Sector Skills Compacts avoiding duplication of existing structures (Year 1)</p> <p>Map provision and commissioning to growth sectors</p> <p>Conduct annual provision mapping and LMI gap analysis</p> <p>Develop growth sector pathway maps and raise awareness of opportunities</p> <p>Expand Level 3 – 5+ provision (Year 2–3)</p>	Hull & East Yorkshire Mayoral Combined Authority	<p>ERB</p> <p>FE/HE Providers</p> <p>ITPs</p> <p>Employers</p> <p>Sector Representative Organisations</p>	Year 1–3 (2026–2029)	<p>Increased higher technical participation</p> <p>Reduced skills shortages</p> <p>Clear occupational pathways</p>	<p>Enrolment & achievement data</p> <p>Vacancy gap analysis</p> <p>Employer satisfaction</p>

Key Action	Specific Activities	Lead Organisation(s)	Supporting Partners	Timescales	Expected Outcomes	Monitoring & Measurement
Objective 2: Strengthen Apprenticeships and Workforce Entry Routes						
Increase apprenticeship participation	SME awareness campaigns Levy transfer brokerage Identify priority sectors Support development of standards	HEYCA	ERB Employers FE/HE Providers ITPs Jobcentre Plus Sector Representative Organisations	Year 1–3	Increased starts & completions Higher SME engagement	Apprenticeship data SME participation Levy transfer usage
Objective 3: Embed Digital, AI and Net Zero/Sustainability Skills						
Integrate future skills into all provision	Audit existing provision Define digital competency frameworks Embed AI & Net Zero/sustainability Staff CPD Employer co-design Build leadership & management capability to support technological change	FE/HE Providers ITPs	Employers HEYCA Sector Representative Organisations	Year 1–3	Improved digital & green capability Industry-relevant curricula	Course uptake Attainment Employer feedback

Key Action	Specific Activities	Lead Organisation(s)	Supporting Partners	Timescales	Expected Outcomes	Monitoring & Measurement
Objective 4: Expand Flexible and Modular Learning						
Develop modular, stackable provision	Identify priority skills required (Year 1) Develop modular framework Pilot delivery (Year 2) Scale provision (Year 2–3)	FE/HE Providers ITPs	Employers HEYCA ERB Sector Representative Organisations	Year 1-3	Increased flexible learning uptake Improved workforce upskilling	Enrolment & completion rates Progression rates Employer satisfaction

Key Theme 2: Preparation for Working Life

We need to ensure individuals entering the labour market have the foundational skills required by employers. The following roadmap outlines how we intend to achieve this key objective.

Key Action	Specific Activities	Lead Organisation(s)	Supporting Partners	Timescales	Expected Outcomes	Monitoring & Measurement
Objective 5: Embed Employability and Careers Pathways						
Roll out employability framework and career pathways	Develop employability provision commissioning framework aligned to growth (managing UKSPF transition) Launch Employability Skills Framework (Year 1) Embed in curriculum Align CEIAG to LMI	HEYCA HCC/ERYC (Local Authorities) ERB	Schools FE/HE Providers ITPs Careers Hub	Year 1–2	Improved employability skills Clear career pathways	Gatsby Benchmarks Employer feedback Progression data
Objective 6: Expand Work Experience and Employer Engagement						
Increase employer-led learning	Expand placements Employer-led projects Scale engagement (Year 2)	HEY Careers Hub Schools FE/HE Providers ITPs	Employers Sector Representative Organisations Jobcentre Plus	Year 1–3	Increased workplace exposure Improved job readiness	Placement numbers Participation rates

Key Action	Specific Activities	Lead Organisation(s)	Supporting Partners	Timescales	Expected Outcomes	Monitoring & Measurement
Objective 7: Support Progression and Inclusion for those considered to be at a disadvantage						
Reduce NEET and economic inactivity Support people not economically active due to limiting health conditions into skills and work	<p>Establish NEET Task Forces in both Hull and East Riding, bringing together HEYCA, Local Authorities, Careers Hub, Jobcentre Plus, employers, young people, the Integrated Care Board and community partners to coordinate strategy, delivery and monitoring.</p> <p>Improve the early identification and engagement of young people at risk of becoming NEET through the integration of local authority data, Careers Hub digital tools, strategic plans and intelligence, enabling targeted intervention before disengagement occurs.</p> <p>Review existing NEET and employability provision against priority sector workforce needs and identify gaps in entry-level opportunities, including Levels 1–2 provision, foundation apprenticeships, apprenticeship units and</p>	<p>Hull City Council & East Riding of Yorkshire Council.</p> <p>HEY Careers Hub / Hull City Council / East Riding of Yorkshire Council</p> <p>HEYCA</p>	<p>ERB</p> <p>FE/HE Providers</p> <p>Schools</p> <p>ITPs</p> <p>VCS organisations</p> <p>Armed Forces</p> <p>Jobcentre Plus</p> <p>Careers Hub</p> <p>Integrated Care Board (ICB)</p> <p>HEYCA & Local Authorities (where not stated as Lead organisation)</p>	<p>Year 1</p> <p>Year 1 – ongoing</p> <p>Year 1</p>	<p>Reduced NEET rates in Hull & East Yorkshire</p> <p>Improved participation</p> <p>Improved access and participation of people inactive due to health conditions</p> <p>Reduced unemployment</p>	<p>Progression tracking</p> <p>Employment rates</p> <p>NEET statistics including:</p> <ul style="list-style-type: none"> • NEET participants engaged. • Progression into education, apprenticeships or employment. • Number entering priority sectors. • Sustained employment after 6 and 12 months.

Key Action	Specific Activities	Lead Organisation(s)	Supporting Partners	Timescales	Expected Outcomes	Monitoring & Measurement
Continued... Reduce NEET and economic inactivity Support people not economically active due to limiting health conditions into skills and work	including young people with SEND, care experience, physical or mental health barriers, transport challenges, those electively home educated or educated other than at school, and individuals requiring additional support to access training and employment. Support will be delivered through neighbourhood-based and community outreach approaches.	HEYCA	ERB FE/HE Providers Schools ITPs VCS organisations Armed Forces Jobcentre Plus Careers Hub	Years 1 – 3	Reduced NEET rates in Hull & East Yorkshire Improved participation Improved access and participation of people inactive due to health conditions Reduced unemployment	NEET statistics including: <ul style="list-style-type: none"> • NEET participants engaged. • Progression into education, apprenticeships or employment. • Number entering priority sectors. • Sustained employment after 6 and 12 months.
	Deliver the HEY Careers Hub Aspiring Pathways Programme and sector-specific careers initiatives, improving careers education and awareness of opportunities in local growth sectors from early years through to post-18 progression.	HEYCA	HEYCA & Local Authorities (where not stated as Lead organisation)	Years 1 – 3		
	Support the delivery of the Connect to Work programme and strengthen referral pathways into growth sector employment, training and apprenticeship opportunities.	Local Authorities	Integrated Care Board (ICB)	Years 1 - 3		Progression tracking Employment rates NEET statistics including:

Key Action	Specific Activities	Lead Organisation(s)	Supporting Partners	Timescales	Expected Outcomes	Monitoring & Measurement
<p>Continued... Reduce NEET and economic inactivity</p> <p>Support people not economically active due to limiting health conditions into skills and work</p>	<p>Work with employers to increase inclusive employment opportunities by promoting Disability Confident and Care Leaver Covenant commitments, alongside the development of employer guidance on reasonable adjustments, trauma-informed practice and inclusive recruitment.</p> <p>Evaluate and scale successful interventions, embedding learning into future commissioning, employability programmes and local skills provision to ensure sustainable reductions in NEET levels and improved progression into employment. <i>(Year 2 onwards)</i></p>	HEYCA / Local Authorities	<p>ERB</p> <p>FE/HE Providers</p> <p>Schools</p> <p>ITPs</p> <p>VCS organisations</p> <p>Armed Forces</p> <p>Jobcentre Plus</p> <p>Careers Hub</p> <p>Integrated Care Board (ICB)</p> <p>HEYCA & Local Authorities (where not stated as Lead organisation)</p>	Years 1 - 3	<p>Reduced NEET rates in Hull & East Yorkshire</p> <p>Improved participation</p> <p>Improved access and participation of people inactive due to health conditions</p> <p>Reduced unemployment</p>	<ul style="list-style-type: none"> • NEET participants engaged. • Progression into education, apprenticeships or employment. • Number entering priority sectors. • Sustained employment after 6 and 12 months.

Key Theme 3: Educational Workforce

We need to ensure educators and trainers have the expertise required to deliver industry-relevant training, and ensuring the workforce is at capacity. Therefore, the following roadmap details how we intend to achieve this objective:

Key Action	Specific Activities	Lead Organisation(s)	Supporting Partners	Timescales	Expected Outcomes	Monitoring & Measurement
Objective 8: Strengthen Educator Workforce and Industry Alignment						
Enhance workforce capacity and capability	Industry CPD & placements Recruitment campaigns Industry-to-teaching pathways Mentoring support Develop targeted recruitment campaigns for those in industry Strengthen links to attract talent from alternative talent pools into teaching Create clear entry pathways and conversion programmes	FE/HE Providers ITPs	ERB Employers HEYCA Sector Representative Bodies Jobcentre Plus	Years 1- 3	Increased teaching capacity Increased inflow of industry expertise into education	Vacancy and recruitment data CPD participation Retention data Number of transitions

Key Action	Specific Activities	Lead Organisation(s)	Supporting Partners	Timescales	Expected Outcomes	Monitoring & Measurement
Objective 9: Ensure Early Years Workforce Capacity and Sustainability						
Strengthen Early Years workforce capacity to meet demand	<p>Undertake Early Years workforce capacity and demand analysis using LMI (Year 1)</p> <p>Identify recruitment and retention challenges across providers</p> <p>Develop targeted recruitment campaigns</p> <p>Expand Early Years pathways (T Levels, apprenticeships, Level 2–3 entry routes)</p> <p>Promote progression routes into Early Years leadership and specialist roles</p> <p>Develop retention initiatives</p> <p>Align provision with childcare expansion policy and local demand forecasts</p>	Local Authorities (Hull City Council & East Riding of Yorkshire Council)	<p>Early Years Providers</p> <p>FE/HE Providers</p> <p>ERB</p> <p>Employers</p> <p>Jobcentre Plus</p> <p>HEYCA</p>	Years 1 - 3	<p>Increased Early Years workforce capacity</p> <p>Reduced vacancy rates across settings</p> <p>Improved recruitment and retention</p> <p>Stronger pipeline into Early Years roles</p>	<p>Vacancy and workforce data</p> <p>Qualification enrolment and completion rates</p> <p>Recruitment and retention statistics</p> <p>Ofsted workforce sufficiency indicators</p>

Key Action	Specific Activities	Lead Organisation(s)	Supporting Partners	Timescales	Expected Outcomes	Monitoring & Measurement
Objective 10: Strengthen Educational Support Staff Capacity						
Build capacity and capability of educational support staff workforce (including HR, Finance, administration functions, teaching assistants, SEND support, and pastoral roles)	<p>Conduct workforce capacity and demand analysis using LMI (Year 1)</p> <p>Identify critical gaps in SEND, pastoral, and support roles</p> <p>Develop targeted recruitment campaigns</p> <p>Expand entry pathways (Level 2–3 qualifications, apprenticeships, supported employment routes)</p> <p>Strengthen progression routes into specialist and higher-level roles</p> <p>Align workforce planning with rising demand linked to SEND and inclusion priorities</p>	Local Authorities	<p>Schools</p> <p>FE/HE Providers</p> <p>ITPs</p> <p>HEYCA</p> <p>ERB</p> <p>Employers</p> <p>Jobcentre Plus</p>	Years 1 - 3	<p>Increased capacity of support staff across education settings</p> <p>Reduced vacancies in SEND and support roles</p> <p>Improved learner support and inclusion outcomes</p> <p>Stronger progression pathways into specialist roles</p>	<p>Workforce data</p> <p>Qualification enrolment and completion rates</p> <p>Staff retention rates</p> <p>SEND support indicators (e.g. EHCP delivery effectiveness)</p> <p>Employer and staff feedback</p>

Key Theme 4: Knowledge Point

To address key theme 4, we need to:

- further simplify employer access to training, funding and workforce development support.
- improve system coordination and increase employer engagement to enable us to develop a responsive, employer-led local skills system

The following roadmap details how we intend to achieve this:

Key Action	Specific Activities	Lead Organisation(s)	Supporting Partners	Timescales	Expected Outcomes	Monitoring & Measurement
Objective 11: Improve System Navigation and Employer Access						
Develop integrated skills system	Enhance & build upon LSIP digital platform – www.heylsip.com (Year 1) Map content to be included (Year 1) Promote adoption Align with HEYCA skills, business support and sector careers hub functions	ERB HEYCA	FE/HE Providers ITPs Employers Career Seekers Jobcentre Plus Sector Representative Bodies	Year 1–2	Improved employer access Better system navigation	Platform usage User satisfaction

Key Action	Specific Activities	Lead Organisation(s)	Supporting Partners	Timescales	Expected Outcomes	Monitoring & Measurement
Objective 12: Embed Labour Market Intelligence (LMI) and Employer Voice						
Strengthen data-driven system	<p>Establish LMI cycles</p> <p>Embed into planning</p> <p>Map existing groups and networks to support action to avoid duplication</p> <p>Sector compacts and thematic groups for utilisation by multiple stakeholders</p> <p>Feedback loops</p>	<p>HEYCA</p> <p>ERB</p>	<p>Employers</p> <p>FE/HE Providers</p> <p>ITPs</p> <p>Sector Representative Bodies</p>	Years 1 - 3	<p>Evidence-based decision making</p> <p>Strong employer voice</p>	<p>LMI usage evidence</p> <p>Engagement metrics</p>

Key Action	Specific Activities	Lead Organisation(s)	Supporting Partners	Timescales	Expected Outcomes	Monitoring & Measurement
Objective 13: Integrate Skills with Economic Growth and Business Support						
Align skills with growth and investment	<p>Adapt business support system post UKSPF</p> <p>SME Alliance (LGP action)</p> <p>SME advisory support</p> <p>Integrate skills with wider support offer including inward investment (Year 3)</p>	HEYCA	<p>ERB</p> <p>Business Support Organisations</p> <p>Jobcentre Plus</p> <p>Growth Hub</p> <p>Sector Representative Bodies</p>	Years 1-3	<p>Increased SME capability</p> <p>Whole-system growth alignment</p>	<p>SME engagement</p> <p>Business performance indicators</p>
Objective 14: Educating Employers about the Skills System						
Develop a series of webinars & events to support employer understanding of the skills system and implications on business	<p>Work with Providers to establish information to cascade to employers via webinars</p> <p>Develop calendar of webinars and specific agendas</p> <p>Continuation for Forums exploring specific themes and sectors, and providing in-person updates on LSIP.</p>	<p>ERB</p> <p>HEYCA</p>	<p>FE/HE Providers</p> <p>ITPs</p> <p>Jobcentre Plus</p> <p>Sector Representative Bodies</p>	Year 1 launch	<p>Increased understanding of the skills system amongst employers</p> <p>Increased employer / provider engagement</p>	<p>Attendance rates</p> <p>Satisfaction surveys</p>

Key Action	Specific Activities	Lead Organisation(s)	Supporting Partners	Timescales	Expected Outcomes	Monitoring & Measurement
Objective 15: Reduce Employer Burden and Simplify Engagement with the Skills System						
Simplify and streamline employer interaction with skills, training, and workforce development systems	<p>Map current expectations of employers across skills, funding, and business support (Year 1)</p> <p>Identify duplication and gaps (e.g. sector groups and events)</p> <p>Establish calendar of skills events where employer input is required</p> <p>Develop a single, coordinated employer engagement model aligned across partners</p> <p>Integrate services through the LSIP digital platform (single front door approach)</p> <p>Regular employer review</p>	<p>ERB</p> <p>HEYCA</p>	<p>FE/HE Providers</p> <p>ITPs</p> <p>Local Authorities</p> <p>Jobcentre Plus</p> <p>Growth Hub</p> <p>Sector Representative Bodies</p>	Year 1 - 2	<p>Reduced pressure on business</p> <p>Reduced duplication</p> <p>Simplified process for employer engagement</p>	<p>Employer satisfaction</p> <p>Employer engagements</p> <p>Website analytics</p> <p>Survey responses via employer review</p>

Monitoring and Evaluation Framework

Progress against this roadmap will be tracked through a structured monitoring framework:

- **Define key performance indicators (KPIs):** aligned to LSIP priorities and local economic strategies
- **Quarterly Performance Reporting:** Tracking progress against key indicators
- **Annual LSIP Review:** Assessment of impact and required adjustments
- **Employer Feedback Mechanisms:** Regular input through advisory groups and surveys
- **Data Collection & Integration:** Use of labour market intelligence, provider data, and learner outcomes
- **Continuous improvement:** through utilising findings
- **Outcome Measures (by 2029):**
 - Reduction in critical vacancy gaps in priority sectors
 - Skills system clearly aligned to economic growth strategies
 - Increased participation in apprenticeships and higher technical education
 - Improved employer satisfaction with skills provision
 - Stronger integration between employers and education providers
 - Improved learner progression and employment outcomes

Delivery Considerations

- Curriculum changes will align with provider planning cycles, with full implementation expected from the 2027/28 academic year where required
- Delivery will remain adaptive, with priorities reviewed regularly to reflect economic and employer demand changes
- Strong governance arrangements between the Hull & Humber Chamber of Commerce (designated ERB) and Hull & East Yorkshire Mayoral Combined Authority (HEYCA) will ensure accountability and alignment with regional growth strategies