

# THAMES VALLEY TALENT PIPELINE AND ESSENTIAL SKILLS FORUM

*10<sup>th</sup> February 2026*

Funded by  
  
Department  
for Education

 THAMES VALLEY  
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GROUP

 **LSIP**BERKSHIRE  
SHAPING THE FUTURE WORKFORCE

 **LSIP**OXFORDSHIRE  
SHAPING THE FUTURE WORKFORCE

# WELCOME

## Simon Barrable

Employer Engagement Officer, Thames Valley Chamber of Commerce Skills Unit

## Quick Feedback Your Voice Matters



We're inviting employers across Berkshire & Oxfordshire to share their insights for our LSIPs. Your input will shape training and education to match real business needs and secure the skills local businesses need to thrive.



Join at [menti.com](https://menti.com) | use code **6460 7562** | For live polling throughout the session

# AGENDA

9:00 – 9:30	<b>Arrival, Registration &amp; Networking</b>	Refreshments available
9:30 – 9:45	<b>Welcome &amp; Setting the Scene</b> Simon Barrable, Thames Valley Skills Unit	<ul style="list-style-type: none"> <li>• Welcome</li> <li>• Purpose of the forum and how your input will be used</li> </ul>
9:45 – 10:05	<b>Keynote: Inspiring young people to take up careers in Health and Social Care</b> Nikki Morgan, Frimley NHS Foundation Trust	
10:05 – 10:25	<b>Keynote: The Essential Skills for Workplace Readiness</b> Emma Crighton, Skills Builder	
10:25 – 11:15	<b>Fireside Discussion: Talent &amp; Skills for Critical Services</b> Contributors: <ul style="list-style-type: none"> <li>• Nikki Morgan, Frimley NHS Foundation Trust</li> <li>• CiTB Representative</li> <li>• Robyn Taylor, Home Instead</li> <li>• Activate Learning Representative</li> <li>• Emma Crighton, Skills Builder</li> <li>• Francine Kane, 4Front Recruitment</li> </ul>	<p>Live panel Q&amp;A, covering:</p> <ul style="list-style-type: none"> <li>• Key Talent Pipeline challenges for organisations</li> <li>• Barriers to effective Recruitment</li> <li>• Practical actions for employers and training providers</li> </ul>
11:15 – 11:30	<b>Next Steps: Shaping the Local Skills Improvement Plan (LSIP)</b> Simon Barrable, Thames Valley Skills Unit	<ul style="list-style-type: none"> <li>• How today's insights feed into LSIP 2.0</li> <li>• What happens next and how to stay involved</li> </ul>
11:30 – 12:00	<b>Networking &amp; Refreshments</b>	Opportunity to continue conversations and complete the LSIP survey

# LOCAL SKILLS IMPROVEMENT PLANS (LSIP)

**Simon Barrable**

Employer Engagement Officer, Thames Valley Chamber of Commerce Skills Unit

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# OUR WORK

## **The Thames Valley Skills Unit:**

- Dedicated to skills and workforce development
- Work on behalf of local employers
- Ensure delivery of skills and training that improve the local economy/productivity

## **To do this we:**

- Provide information to help education design and improve courses
- Build connections between business and education
- Signpost and promote training and workforce development opportunities

Our main activity over the last few months has been the set up and development of our **Workforce Development Partnerships**

## **Based on the Local Skills Improvement Plans**

[BerkshireAugustFinal.pdf \(berkshirelsip.co.uk\)](#)

[OxfordshireAugustFinal.pdf \(oxfordshirelsip.co.uk\)](#)



# LSIPS ARE HERE TO STAY

- LSIPs are central to national plans for economic growth and skills development.
- They will align with regional and national priorities.
- Businesses play a key role in shaping skills strategies for sustainable growth

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# WHAT HAS BEEN ACHIEVED SO FAR?

## Employers Involved

- 2,943 employers took part in meetings, workshops and feedback sessions
- 94,231 wider employer contacts through communications
- 20 Employer Champions leading the way
- Over 250 businesses actively working with our Workforce Development Partnerships

## Skills and Training

- £5 million invested in new training through the Local Skills Improvement Fund (LSIF)
- 45 new courses created
- 1,408 people accessed new training
- 2,190 learners used new training facilities
- 116 employers helped design courses

# WORKFORCE DEVELOPMENT PARTNERSHIPS

The Chamber has established Workforce Development Partnerships (WDPs) across identified sectors.

## Some examples...



HAULAGE AND LOGISTICS

**Haulage and Logistics  
Workforce Development  
Partnership**



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took centre...



CARE

**Care Workforce Development  
Partnership**



SCREEN INDUSTRIES

**Screen Industries Workforce  
Development Partnership**



CONSTRUCTION AND THE BUILT ENVIRONMENT

**Construction Workforce  
Development Partnership**



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the current state of the construction...



HOSPITALITY AND VISITOR ECONOMY

**Hospitality and Visitor  
Economy Workforce  
Development Partnership**



MANUFACTURING, SCIENCE AND INNOVATION

**Manufacturing, Science and  
Innovation Workforce**

meeting held on 18 September 2025,  
attendees explored strategies to  
strengthen the...

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# LSIP 2025-2029

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# LSIP 2.0

- New plan being researched and written now
- Substantive draft end of March 26
- Final version end of May 26
- Extensive employer engagement going on - events, surveys, deep dives
- Recruitment challenges, skills gaps and training needs
- Leads to a detailed action plan with practical projects designed to help solve the challenges revealed
- Facilitating the ever-closer working between employers and education/training providers

# KEYNOTE SPEAKER: INSPIRING YOUNG PEOPLE TO TAKE UP CAREERS IN HEALTH AND SOCIAL CARE

**Nikki Morgan,**  
Frimley NHS Foundation Trust

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Effective  
Modern



**Frimley Health**  
NHS Foundation Trust

# Inspiring young people to take up careers in health and social care

Nikki Morgan

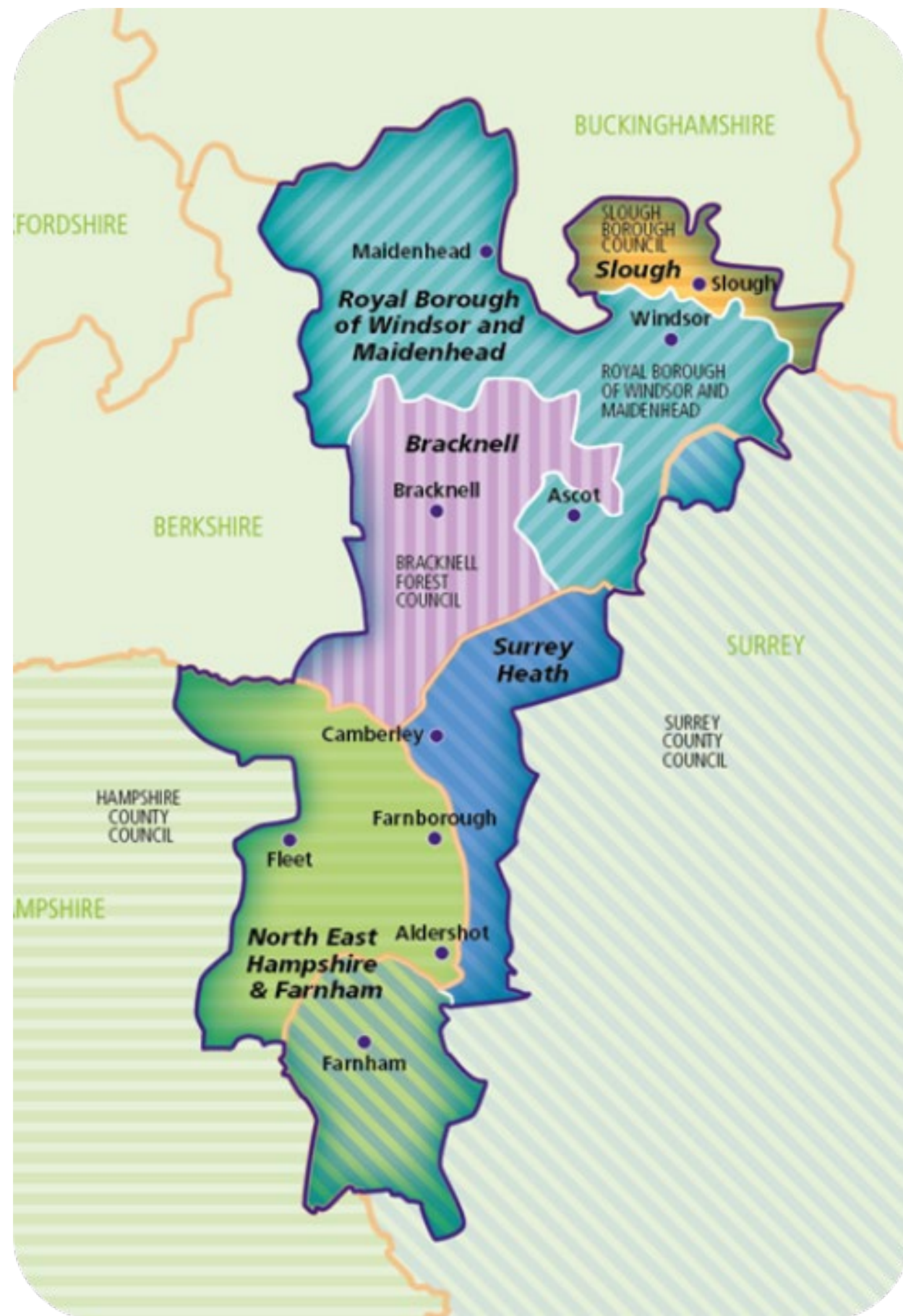
Frimley Health NHS Foundation Trust

Committed to excellence

Working together

Facing the future

# About us



- ▶ 12,000 staff
- ▶ 10 sites (2 acute, 1 elective and 7 community):
  - ▶ Frimley Park
  - ▶ Wexham Park
  - ▶ Heatherwood
  - ▶ Heathlands
  - ▶ St Marks
  - ▶ Fleet
  - ▶ King Edward VII
  - ▶ Aldershot
  - ▶ Brants Bridge
  - ▶ Farnham



# Workforce

A thriving NHS, underpinned by a skilled, diverse, and motivated workforce, is the foundation of a healthy, productive society.

Need to overcome persistent skills gaps, which create workforce pressures and impact on patient care and organisational efficiency

Ageing workforce

Solutions require national coordination and sustained investment



# 350 Careers One NHS Your Future

I thought you  
need a degree  
to work in the NHS

Surely all health  
careers must be  
for people who do  
medical or caring roles

I love the NHS,  
but I wouldn't  
want to deal with  
patients directly



## Career categories

-  **Allied health professionals (AHPs)**  
Specialists who treat and rehabilitate. From art therapists to physiotherapists.
-  **Ambulance service team**  
More than flashing blue lights. You'll be a caring, calm, good communicator.
-  **Dental team**  
Looking after the oral health and wider health of patients.
-  **Doctors**  
Preventing ill health, treating disease and improving wellbeing in 60+ specialties.
-  **Estates and facilities**  
Ensuring clean, safe NHS buildings, feeding patients and delivering goods safely.
-  **Health informatics**  
The experts who use information and technology to drive patient care.
-  **Healthcare science**  
Experts in technology and science to prevent, diagnose and treat disease.

## Management

Managing people, money, buildings and projects to keep the NHS moving forward.



## Medical associate professions

Supporting doctors and nurses to release their time for more complex cases.



## Midwifery

Supporting women in communities and hospitals before, during and after childbirth.



## Nursing

A huge range of specialisms including children's nursing and mental health.



## Pharmacy

Dispensing and offering advice about medicines for staff and patients.



## Psychological professions

Tackling mental health problems and promoting wellbeing.



## Public health

Protecting people from threats to their health and helping them stay healthy.



## Wider healthcare team

Services that keep the NHS running 24 hours a day, 365 days a year.



# Engagement Activities

## Careers events (primary/secondary)

Careers Fair

Class/Year Assemblies (PAL/Scenario)

Sector Specific Q&A

Interview Skills

Speed Networking

**(PARENTS)**

- Teacher Encounters
- Insight Days
- Job/Careers Fairs (JCP/DWP)
- Pre-employment Programmes

**WORK EXPERIENCE**

**POST-16 EDUCATION**



# Work experience



Frimley Health  
NHS Foundation Trust

**WORK EXPERIENCE!**  
In a Hospital Environment

**ELIGIBILITY**

- Age restrictions
- 14 years old + = administration and non-patient facing areas only
- 16 years old + = clinical areas with some restrictions
- 17 years old + = Theatres
- 18 years old + = Maternity
- If you are under the age of 18, you will require parent / teacher consent.

**GET IN TOUCH!**

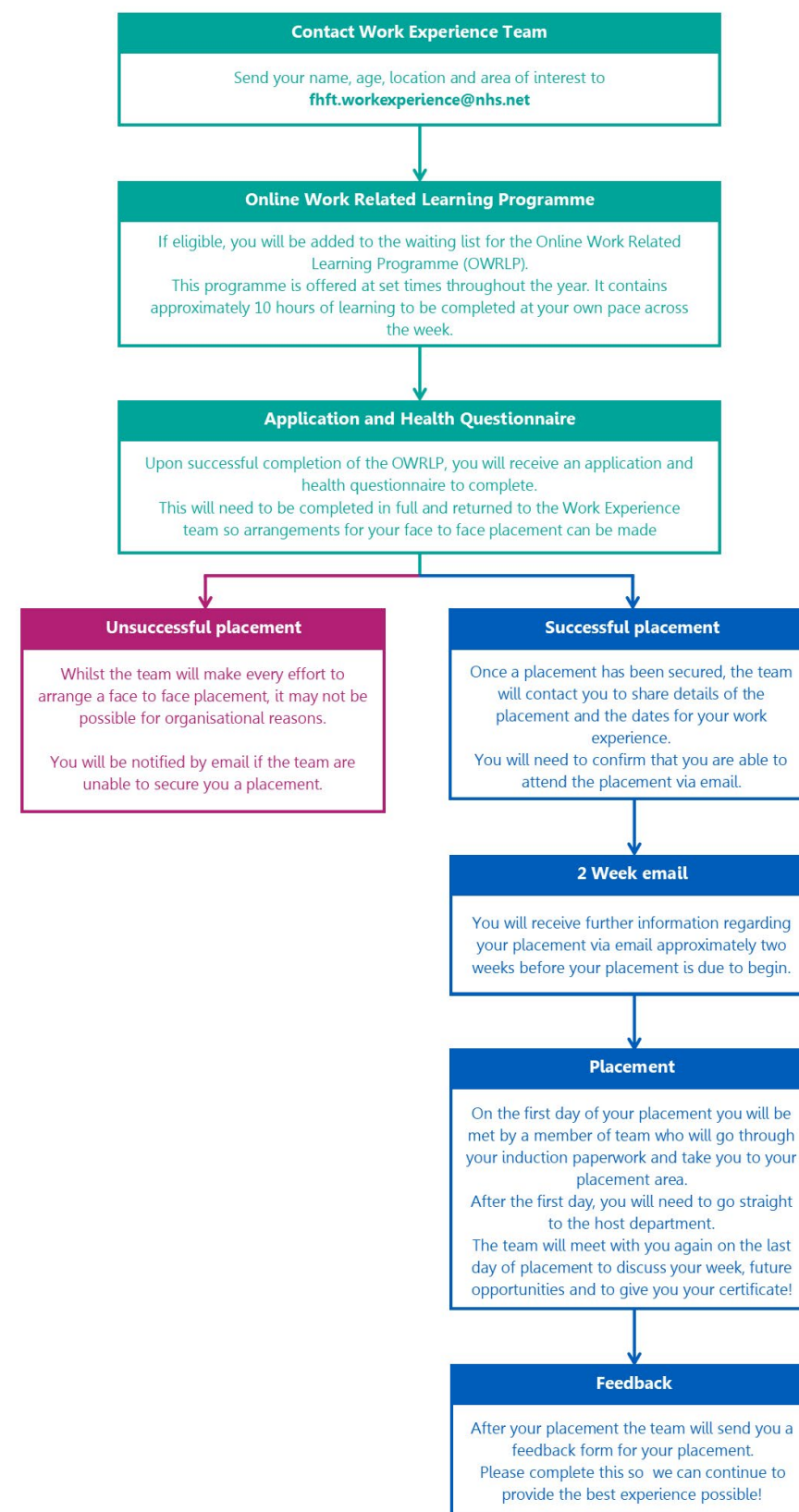
If you are interested in applying for work experience at Frimley Health, please contact the work experience team at: [fhft.workexperience@nhs.net](mailto:fhft.workexperience@nhs.net)

**WHAT WE NEED**

- Full Name
- Age (including Date of Birth)
- Home Postcode
- School
- Specific Area of Interest/Department within the hospital

Find out more on our website!

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# Post 16 Education

### A-Levels

- Typically:
  - 2 years
  - 3 x A-Levels

**Exit routes:**

- Employment
- HEI

### Apprenticeships

- Levels 2-7

**Exit routes:**

- Employment
- Higher level apprenticeships
- HEI

### T-Levels

- 2-Year programme (2 x A-Levels)
- Industry placement within organisation

**Exit routes:**

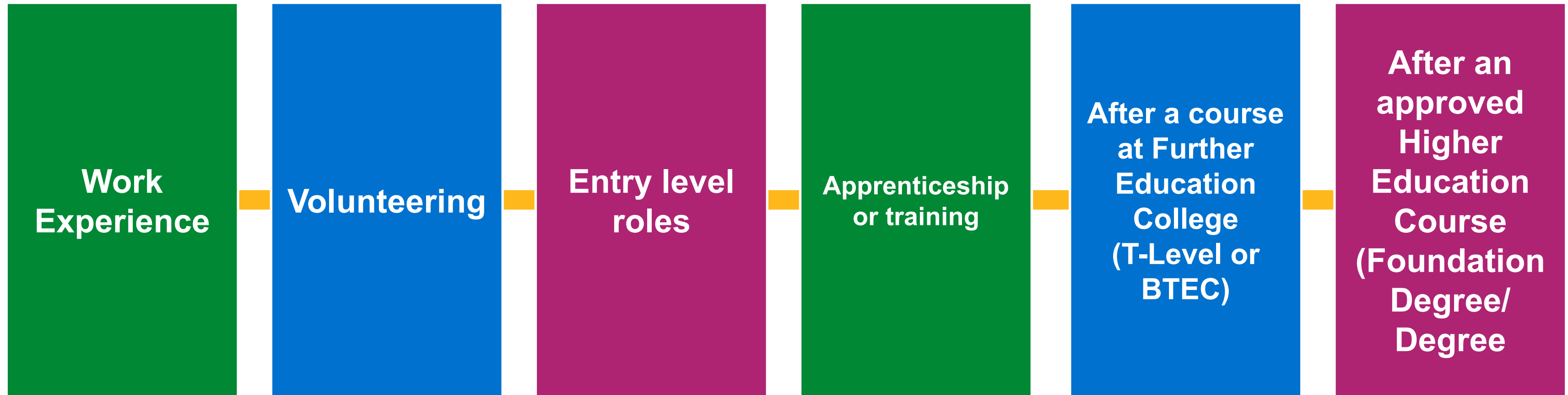
- Skilled employment
- Higher level apprenticeships
- HEI

**Skilled Employment**

**V-Levels**



# Getting in: Entry points



# Young people are increasingly interested in health and social care careers.....

## • 4 X Generations

Baby Boomers (1946 -1964)

Generation X (1965 – 1980)

Millennials/Gen Y (1981 – 1996)

Generation Z (1997 – 2012)

*Young Workforce 16-30*

\*Generation Alpha (2010 – 2024)

\*Generation Beta (2025 – 2039)

## What is important to the different generations?

Common historical events

Technologies

Cultural shifts

## Important to understand the generations that comprise working teams

Value diversity, authenticity and mental health. Seek flexibility in both work and life.

Remote work options/flex hours – highly valued

Seek regular feedback – continuous/open communication

Prioritise purpose, inclusion & tech savvy environments

## Retaining & Development once working

**Communication breakdown (different methods used)**  
*moving from face-to-face relationships/real-life communities, younger generations have social media, and create their communities online*



# Essential Skills

## Foundation & Transferable (soft skills)

- Communication (reading/writing)
- Problem solving
- Teamwork
- Digital literacy

## Resilience

Adaptability

Creativity

Time management

Critical thinking

*All are crucial for adapting to modern workplaces and navigating daily life  
Increasing earning potential and social mobility*



# APPRENTICESHIP STANDARDS IN NURSING

Career progression is not linear. You can step in or out at any point depending on your experience, career goals. You must check that you meet the entry requirements for the apprenticeship you select.



- ✔ An apprenticeship combines practical training in a job with study
- ✔ Apprentices are employed and receive a salary
- ✔ Apprentices are entitled to a minimum of 20% 'off the job' training time as part of their job.
- ✔ If not already achieved apprentices will undertake maths and English qualifications
- ✔ A qualification taken during an apprenticeship is equal to the same qualification taken elsewhere
- ✔ Depending on the apprenticeship, upon successful completion, apprentices may be eligible to apply for professional registration

You may also be interested in public health, mentoring, teaching, leadership or management apprenticeships.



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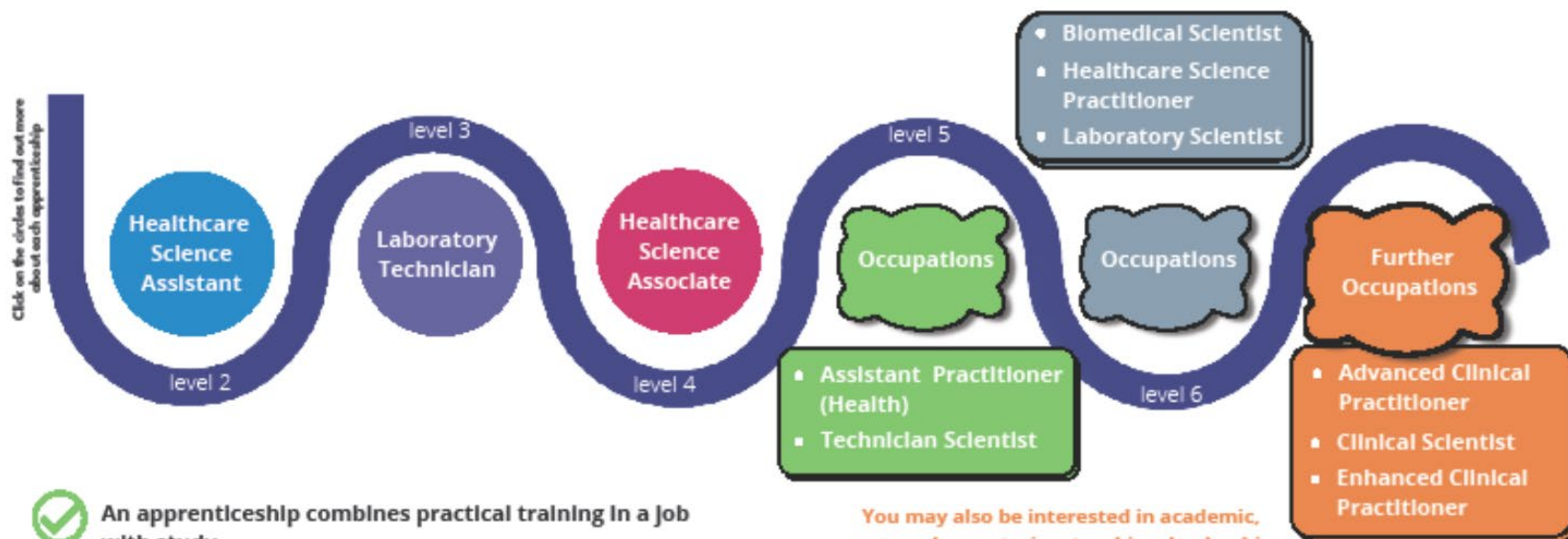


<https://haso.skillsforhealth.org.uk>



# APPRENTICESHIP STANDARDS IN HEALTHCARE SCIENCE

Career progression is not linear. You can step in or out at any point depending on your experience, career goals. You must check that you meet the entry requirements for the apprenticeship you select.



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- ✓ If not already achieved apprentices will undertake maths and English qualifications
- ✓ A qualification taken during an apprenticeship is equal to the same qualification taken elsewhere
- ✓ Depending on the apprenticeship, upon successful completion, apprentices may be eligible to apply for professional registration

You may also be interested in academic, research, mentoring, teaching, leadership or management apprenticeships.



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# Occupational Maps → Progression Maps



 Health and science


 Health



 Healthcare support worker 



 Level 2 

**FA** **A** **TQ**  

 Healthcare support worker 


 Level 2 


 Lead adult care worker 



 Level 3 



 Senior healthcare support worker -  
Adult nursing support 



 Level 3 



 Senior healthcare support worker -  
Allied health profession therapy  
support 



 Level 3 


 Senior healthcare support worker -  
Children and young people support 



 Level 3 



 Senior healthcare support worker -  
Diagnostic imaging support 



 Level 3 



 Senior healthcare support worker -  
Maternity support 



 Level 3 



 Senior healthcare support worker -  
Mental health support 

 Level 3 

 Senior healthcare support worker -  
Theatre support 

 Level 3 

 Assistant practitioner (health) 

 Level 5 

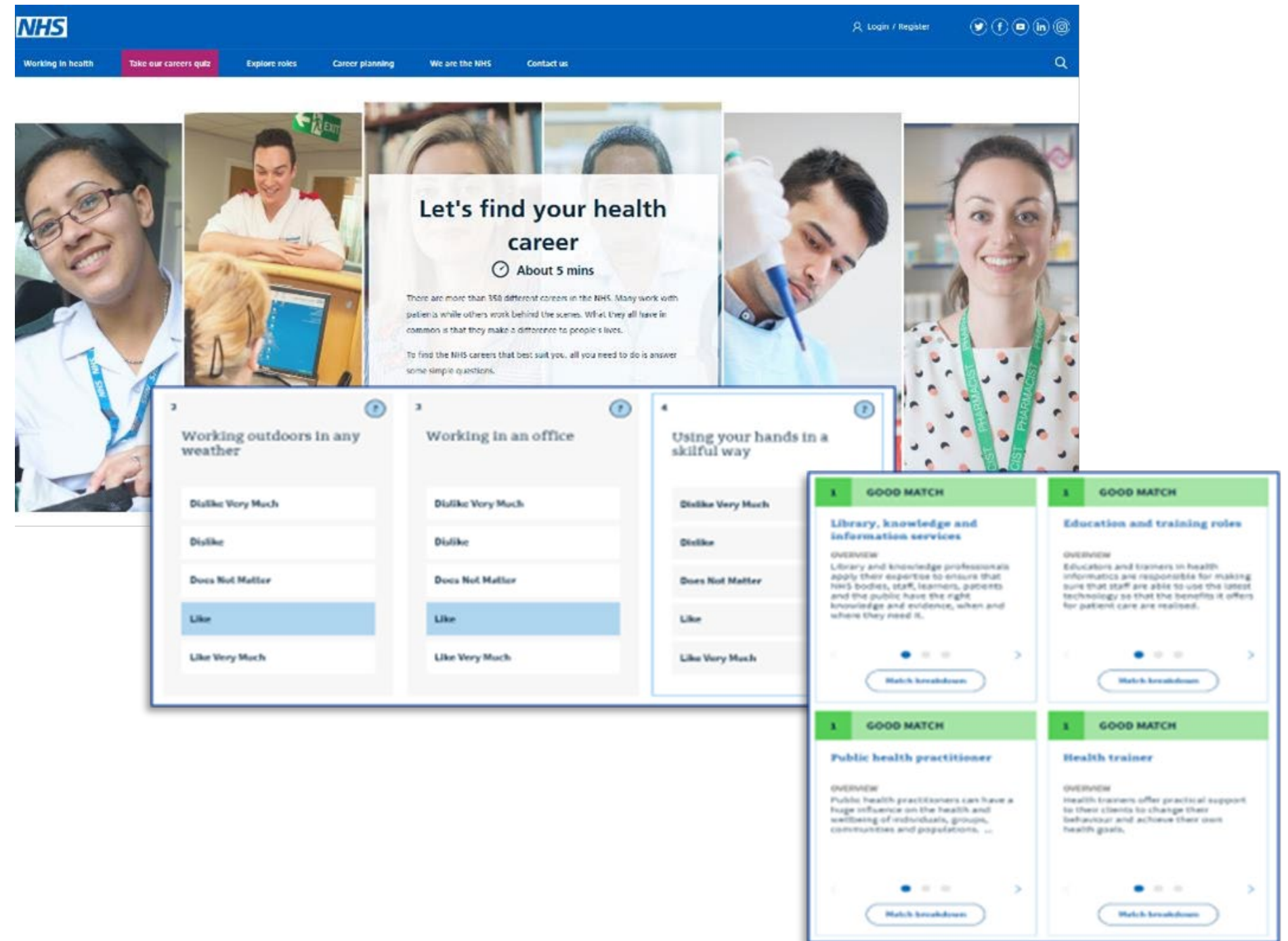
# Choosing what's right for you

- ▶ Do I prefer academic or practical learning?
- ▶ What are my career goals or interests?
- ▶ Do I want to go to university or start work sooner?
- ▶ How do I learn best (exams or coursework)?



# Find your health career

- ▶ Answer questions on how you feel about different aspects of work and see which careers might suit you, based on your answers
- ▶ Use our website to explore each career suggested
- ▶ Find out why each career has been suggested
- ▶ Save your results to your account





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Effective  
Modern



**Frimley Health**  
NHS Foundation Trust

## Contact details

Nikki Morgan: [n.morgan@nhs.net](mailto:n.morgan@nhs.net)



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# KEYNOTE SPEAKER

## The Essential Skills for Workplace Readiness

**Emma Crighton,**  
Skills Builder

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# **The Skills Builder Partnership**

The Essential Skills for Workplace Readiness

**‘Workplace Readiness’**

**‘Essential Skills’**

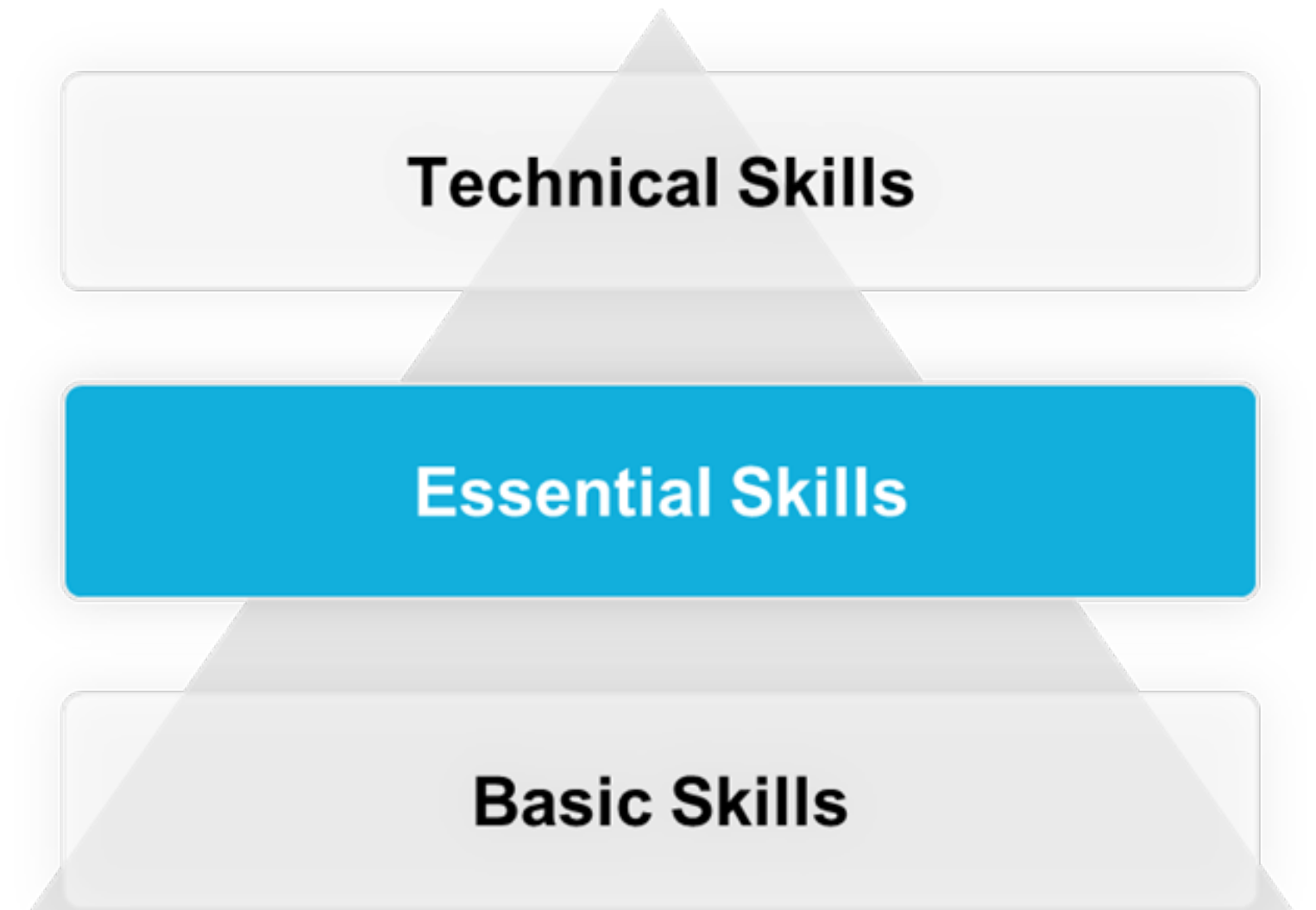
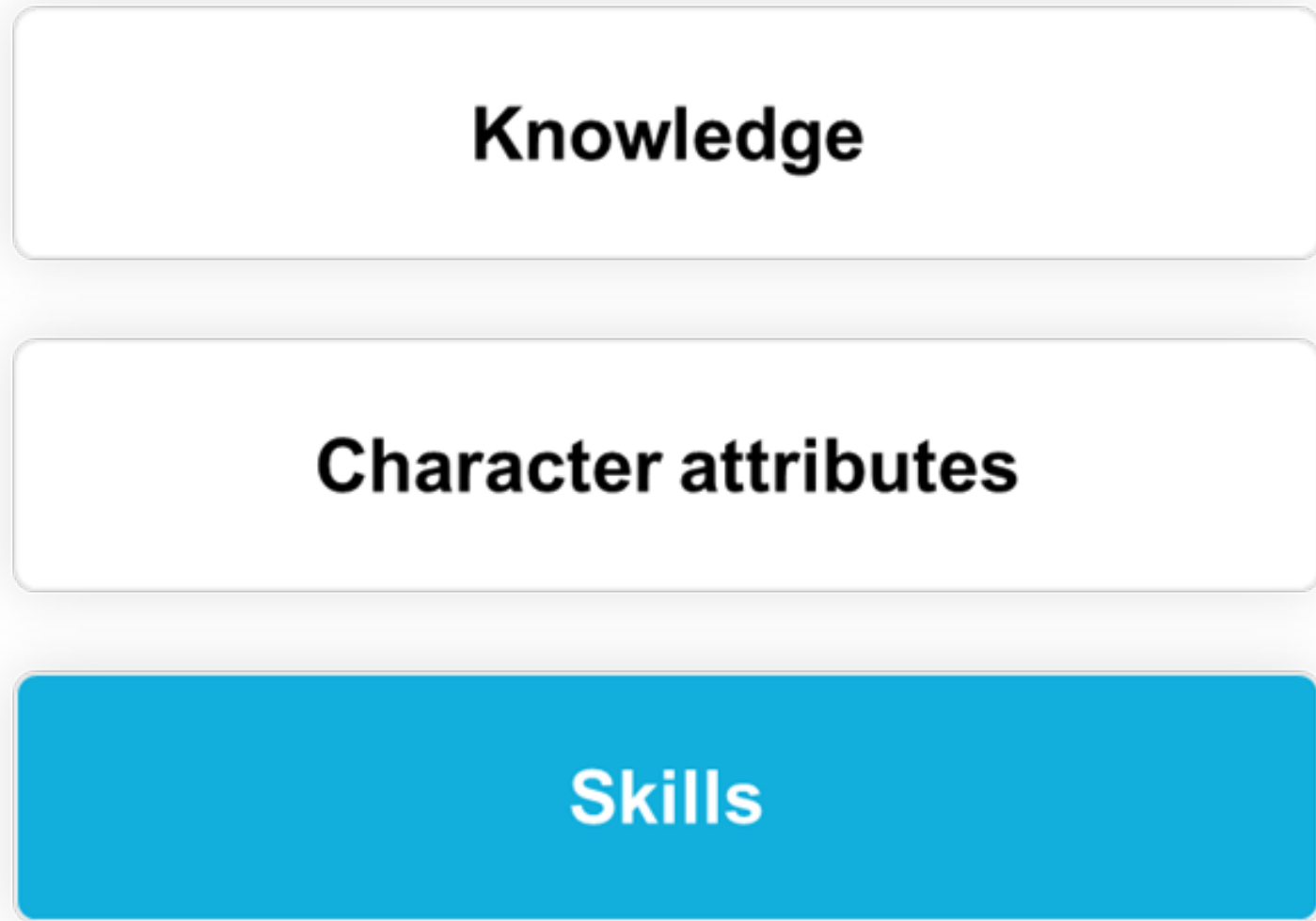
# ‘Workplace Readiness’

*Translating technical knowledge and qualifications into professional action, in professional settings*



**‘Workplace Readiness’**

**‘Essential Skills’**





**Educators**



**Employers**

# The 8 essential skills



# A Framework for essential skills

**8 essential skills**

**Consistent definitions**

**4 stages**

**16 steps**

# Steps...



## Problem Solving

*Finding solutions to challenges*



### Getting Started

Step 1

**Following instructions:** I follow instructions

Step 2

**Seeking support:** I find help from someone if needed

Step 3

**Sharing problems:** I describe problems to others

Step 4

**Finding information:** I find information to complete a task

### Intermediate

Step 5

**Creating options:** I create different possible solutions to a problem

Step 6

**Analysing options:** I identify advantages and disadvantages of potential solutions

Step 7

**Evaluating options:** I choose between possible solutions based on success criteria

Step 8

**Researching:** I research to build my understanding

### Advanced

Step 9

**Exploring causation:** I analyse causes and effects

Step 10

**Recognising patterns:** I identify patterns to gain insight

Step 11

**Systems thinking:** I identify how parts of a system impact each other

Step 12

**Logical reasoning:** I use logical reasoning to structure problems

### Mastery

Step 13

**Hypothesis testing:** I structure ideas so that I can test them

Step 14

**Strategic planning:** I develop strategic plans to address complex problems

Step 15

**Evaluating approaches:** I evaluate the success of strategic plans

Step 16

**Continual learning:** I improve strategic plans based on new insights

# The Skills Builder Partnership:

*Developing essential skills over a lifetime*



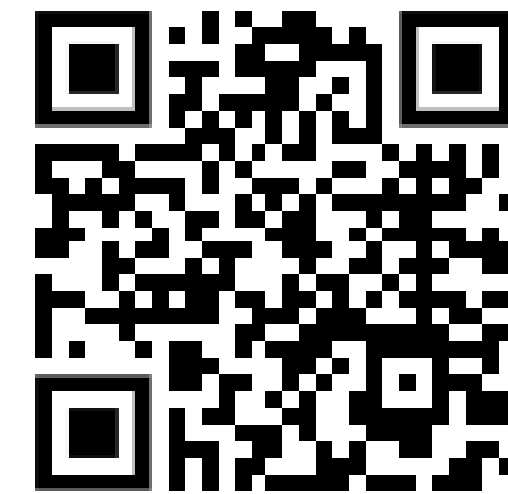
**Educators** 

**Employers** 

Build the capacity of schools and colleges to **deliver essential skills education** for every learner

Build the capacity of businesses to **embed high quality approaches to essential skills** development across their **outreach, recruitment and learning and development**

# Educators



# Employers

**Construction** is the sector most affected by skill shortages:

- Over 47,000 extra workers needed each year
- Projected need of 240,000 by 2030
- Barriers to filling vacancies include lack of essential employment skills

The **NHS and wider care sector** face a deepening workforce crisis,

- 109,000 vacancies and projections of a 360,000 shortfall by 2036/37 if unaddressed.
- Skills shortages, amidst increased service demand, are in large part responsible for the crisis.

**Hospitality Services** is among sectors most affected by skills shortages, coinciding with rising automation of routine service roles, intensifying the need for upskilling.

Low levels of essential skills costs  
**£2.2billion in UK productivity**



# The role of the Employer



# The role of the Employer



“What are we currently doing to support young people into the workplace and to what extent do we focus on essential skills?”

# The role of the Employer

“How can we strengthen that?”



# The role of the Employer

“How clear are our essential skill requirements during our recruitment & selection process?”



# The role of the Employer

“How do we support early talent with essential skills for a successful career start?”



Onboarding



# What support is available to build essential skills?



## Joining the Partnership

### Becoming a Skills Builder Member:

- ★ **Strategic Planning & Support**
- ★ **Accreditation**
- ★ **Resources**
- ★ **Networking**
- ★ **Volunteering**
- ★ **Additional support time**



# Find Out More

Scan the QR code to download our brochure for Employers

OR



Keen to have a chat? Book a free call with me!



Join at [menti.com](https://menti.com) | use code **6460 7562**

# **FIRESIDE DISCUSSION: TALENT & SKILLS FOR CRITICAL SERVICES**

**Nikki Morgan,**  
Frimley NHS Foundation Trust

**Nicola Hieatt,**  
CiTB Representative

**Robyn Taylor,**  
Home Instead

**Daniel Nield,**  
Activate Learning

**Emma Crighton,**  
Skills Builder

**Francine Kane,**  
4Front Recruitment

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# ANSWERED Q&A QUESTIONS

**How can we develop new entrants to the workplace with essential skills they need?**

**What is the overall recruitment picture looking like for critical sectors?**

**Is the training and education keeping up with changes in the workplace?**

**What more can we do to meet the upskilling needs of current staff?**

# NEXT STEPS: SHAPING THE LOCAL SKILLS IMPROVEMENT PLAN (LSIP)

**Simon Barrable**

Employer Engagement Officer, Thames Valley Chamber of Commerce Skills Unit

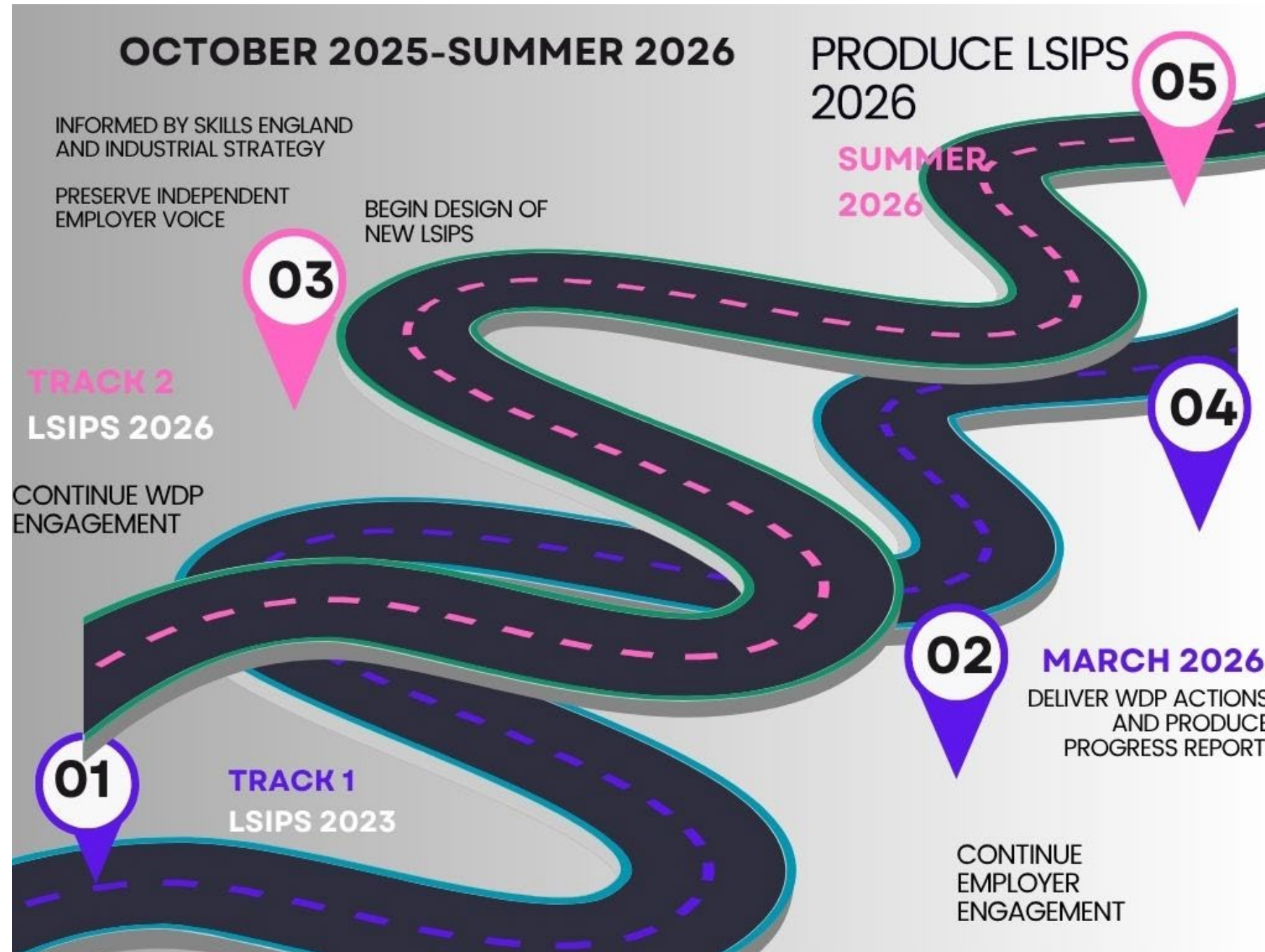
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# PRIORITIES: BEYOND NOVEMBER 2025



Completing LSIP 1.0

Developing LSIP 2.0

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# DRAFT FUTURE PRIORITY SECTORS: LENSES

- Growth driver (productivity, GVA, exports, innovation)
- Labour pressure (skills shortages, hard-to-fill vacancies, retention)
- Equality of opportunity (accessible entry routes, progression pathways)
- Resilience (critical services, infrastructure, security)
- Net zero (sectors enabling decarbonisation)
- Innovation (R&D intensity, disruptive technologies)
- Place (distinctive clusters and anchor institutions)
- Future disruption (exposure to AI, automation, global shocks)
- Recruitment gap (evidence of hard-to-fill vacancies or workforce shortages)
- Upskilling need (evidence that existing workers require retraining to keep pace with change)

# POTENTIAL CLUSTERS FOR INCLUSION IN THE LSIPS

## OXFORDSHIRE

- Life Sciences (Agrifood & Health Technology)
- Green Technology (Energy, R&D and Advanced Manufacturing)
- Creative Industry (Gaming and publishing)
- Defence (Advanced Manufacturing, Space and Supply Chain)
- Critical Services (including health, care, visitor economy, food and farming)
  - Talent pipelines for entry level roles
  - Upskilling existing workforce
- Construction, Retrofit and Green Infrastructure

## THAMES VALLEY BERKSHIRE

- Digital (Data and Technology-Enabled Services)
- Creative Industries (Screen, Gaming, Digital Production and Content)
- Life Sciences (Pharmaceuticals, Agrifood and Health Technology)
- Defence (Advanced Manufacturing and Supply Chain)
- Critical Services (including health, care, visitor economy, food and farming)
  - Talent pipelines for entry level roles
  - Upskilling existing workforce
- Construction, Retrofit and Green Infrastructure

# POTENTIAL THEMES FOR INCLUSION IN BOTH LSIPS

- Digital Literacy
- Adoption of AI
- Improving Talent Pipelines into entry level roles (equality of opportunity)
- Leadership and Management
- Upskilling existing workforce in response to technological changes
- Essential skills

# Quick Feedback Your Voice Matters

We're inviting employers across Berkshire & Oxfordshire to share their insights for our LSIPs. Your input will shape training and education to match real business needs and secure the skills local businesses need to thrive.



# OTHER WAYS TO STAY INVOLVED

- One-to-One 30 minute 'deep dive' on Teams
- Attending upcoming events:



- Join a Workforce Development Partnership

Please don't hesitate to contact us:



TVBerksLSIP@tvchamber.co.uk



[www.berkshireslip.co.uk](http://www.berkshireslip.co.uk)



Berkshire LSIP



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[www.oxfordshireslip.co.uk](http://www.oxfordshireslip.co.uk)



Oxfordshire LSIP

# THANK YOU FOR YOUR PARTICIPATION

## Quick Feedback Your Voice Matters



We're inviting employers across Berkshire & Oxfordshire to share their insights for our LSIPs. Your input will shape training and education to match real business needs and secure the skills local businesses need to thrive.



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