Insight Unlocked

Annexes

A service delivered by

East Midlands Chamber
Derbyshire
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1. Annex A

1.1. Steering Group Membership*

Organisation	Representative	Position
Active Together	Ali Clements	Economy & Sport Growth Manager
Association of Colleges (AoC)	Jen Hope	Area Director (East & West Midlands
Association of Employment and Learning Providers (AELP)	Simon Ashworth	Policy Director
Chartered Institute for the Management of Sport & Physical Activity (CIMPSA)	Spencer Moore	Director of Strategy
Confederation of British Industry (CBI)	Nikki Paterson	Deputy Director
D2N2 Local Enterprise Partnership (D2N2 LEP), Observer	Fiona Baker	Head of People and Skills
De Montfort University, LSIP Data Lead	Harsh Shah	Knowledge Transfer Partnership Associate
De Montfort University, LSIP AI Lead	Mario Gongora	Associate Professor, Faculty Lead for Enterprise
Department for Work & Pensions (DWP)	Jenny Young	Senior Partnership Manager & Estates Leader for Leicestershire & Northamptonshire
Department for Work & Pensions (DWP)	Steve Pinchbeck	Partnership Manager
East Midlands Chamber	Scott Knowles	Chief Executive
East Midlands Chamber, LSIP Project Director	Chris Hobson	Director of Policy and External Affairs
Futures Group	Sandra Cowley	Director of Strategy Growth and Partnerships
Institute of Directors (IoD), LSIP Project Coordinator	Gareth Thomas	Education and Skills Ambassador
Leicester & Leicestershire Enterprise Partnership (LLEP)	Stewart Smith	Head of Skills and Employment
Leicester & Leicestershire Enterprise Partnership (LLEP)	Gerarde Manley	Careers Hub Lead - Strategic
Leicester College	Deborah Donnarumma	Vice Principal – Curriculum, study programme and apprenticeship
Loughborough College	Matt O'Dowd	Loughborough College Sport Work Related Learning Manager
LSIP Logistics Lead	Shane Walton	Consultant & Executive Coach: HR, Leadership & Logistics, Qinesis
LSIP Manufacturing Lead	Malcolm Healey	Skills, Training & Business Development Consultant, Qinesis
LSIP Sport & Health Lead	Lara Lill,	Director, Global Active Ltd
Make UK	Bhavina Bharkhada	Head of Policy & Campaigns
Make UK	Jamie Cater	Senior Policy Manager (Employment)
Midlands Engine, Observer	Scott Grindey	Senior Skills Researcher
National Federation of Self Employed & Small Businesses Ltd (FBS)	Jennifer Thomas	Development Manager- Leicestershire, Northamptonshire and Rutland

Northern Council for Further Education (NCFE)	Andrew Barton	Senior Operations Manager
University of Leicester	Piyal Samara-Ratna	Mechanical engineer
University of Leicester,	Guy Peters	Professional Learning Manager
Wigston Academies Trust	Natasha Box	Assistant Headteacher (Careers – Information Advice and Guidance)

* In some cases, nominees have attended on behalf of steering group members

2. Annex B

2.1. Lessons Learned Log

	What worked well	Areas for Improvement	Remedial Actions
November	• Communication with partners and stakeholders provided a variety of perspectives • Quick turnaround (mitigation) to select right technology – AWS Cloud, NestForms, Power BI • Weekly communications meetings • Positive Steering Group meetings • TNA completion was a good precursor to the survey • Providing hands-on training was much more effective than sharing technical documents	• Legal procedures regarding track changes delayed work and cost time • EMSI API did not provide raw data as expected • The project timeline was impacted due to several factors: stakeholder's availability, purchase of tools and inadequate expertise in using these tools • Very tight timescale for engaging companies	• Redraft project timeline - extend business survey timescales into February • Confirm new timeline with steering group and project team members • Broaden business engagement approach with further stakeholder groups
December	• Employer representative bodies very supportive • Establishing data sharing agreements to enable access partner business databases and more coordinated promotion • Phone calls to engage companies rather than emails and letters (personal touch made a difference)	• Loss of momentum between agreeing to take part and accessing the App • Login details were missed by participants or went to junk/spam folders	• Renew business engagement programme in line with timescales • Redraft communication and instructions around app usage • Focus resource on personal explanatory meetings with business
January	• Made clients feel special by timely resolving queries, updating them daily and personally assuring their role in the project	• Incomplete documentation from external organisation (NestForms API and EMSI API) delayed outcomes • Issues with Nest Forms app update took up	• Ensure new questions uploaded consistently before 9am • Further engagement with NestForms to

		participant's time, and we experienced a big drop off in completion rates	ensure technological solutions in place
	• Engaging stakeholders in every step of the project by having constructive discussions • Performing a pilot study before moving to live environments • Strong relationships developed with participants and their companies • Created a sense of belonging among participants – sense of being a part of something worthwhile	• There were repeated requests to complete a weeks' worth of questions at once • Feedback of duplication was a common theme, the understanding of it being a validation process wasn't explained strongly enough	• Re-explanation of process and approach to participants • Feedback of initial findings to maintain engagement
February	• Low dropout rate and overwhelming commitment from the majority of participants • The survey was quick and easy to complete • Strong buy-in from Steering Group	• The move from short answer questions to longer written answers reduced responses	• Redraft questions to move away from 'open text' • Organise wrap-up in person session for further feedback • One-to-one feedback as part of business engagement evaluation • Offer digital platform engagement with ERBs locally

3. Annex C

3.1. Businesses Panel Participants*

Logistics	Manufacturing	Sport and Health
Asda Logistics Services	A W Technology Ltd	Asfordby Amateurs Ladies, Girls, and Inclusive Football Club (AALGIFC)
Bleckmann	Antalis	Active Together
C.S.Ellis (Group) LTD	ATM Automation	Aim Strong Sport LTD
DPD Group	Babcock International Group	Basketball England
Druck Ltd	Baker Hughes	CEL Sports LTD
GXO Logistics	Bi Limited	Chapel Health and Fitness plus Leicester Outdoor Fitness
Hallmark	Blink Print	DMU - Sports Department
Northwest Leicestershire District Council	DPI UK	Everyone Active Harborough
Pyramid International & The Art Group	DTB Europe	Fit Plus Leicester
Translink Express	Everards	Harborough District Council
Viking UK	Flexeserve	Hinckley and Bosworth Borough Council
	Forst	Hinckley Dance Fitness
	Hormann UK	Joanna Celer (sole trader/self-employed)
	Impact Air Systems	Leicester City Council
	ITS Designs Ltd	Leicester City in the Community
	Jeld-Wen	Leicester City School Sport and Physical Activity Network
	Jersey Tex	Leicester Outdoor Pursuits Centre
	JJ Churchill	Leicester Riders (Morningside Arena - Leicester Riders Foundation)
	Metalfacture	Leicestershire County Cricket Club
	Mettler Toledo	Loughborough University
	MWS Ltd	Rural Community Council
	Newtons4th Ltd	Stevenage Leisure
	NS Engineering	Super Star Sport Midlands
	PCE Group	Swim England (the Institute of Swimming)
	Penny Price Aromatherapy	Tyson Fitness
	PGM Reball Ltd	Up Starts Gymnastics Club
	Prime Casual	
	Structural Adhesives	
	Vitec Imaging Solutions	

*Businesses have only been listed where explicit consent has been received

4. Annex D

4.1. Engagement with Stakeholders

Specific Engagement Meetings and Events – General

Date	LSIP Lead	Meeting Title/Theme	Audience	Approximate Number of Attendees
11/10/2021	Chris Hobson	D2N2 briefing meeting	D2N2 LEP	1
11/10/2022	Chris Hobson and Gareth Thomas	Leicester and Leicestershire Skills Advisory Panel	LEP	12
09/11/2021	LSIP Team	Steering Group meeting	Steering Group members	20
10/11/2022	Gareth Thomas	Wigston Academies Trust Executive Principal (and Ofsted Inspector) and Careers Lead	Schools Representatives	3
11/11/2021	Chris Hobson	ERB briefing meeting	CBI/Make UK/IoD/FSB	5
12/11/20252	Gareth Thomas	NCFE	Product and Qualification Development Teams	5
24/11/2022	Gareth Thomas	Institute of Directors Leicester and SE Midlands Committee Meeting	Business Directors in Leicestershire	10
3/12/2022	Gareth Thomas	NCFE on behalf of Awarding Bodies	Head of Policy	2
07/12/2022	Gareth Thomas	AELP	Policy Director	2
09/12/2021	LSIP Team	Steering Group meeting	Steering Group members	23
10/01/2022	Gareth Thomas and Harsh Shah	EMSI Burning Glass	Labour Market Insight Team	6
11/01/2022	Chris Hobson and Gareth Thomas	LinkedIn and British Chambers of Commerce	LinkedIn Directors, BBC	6
11/01/2022	Chris Hobson and Gareth Thomas	Midlands Engine Observatory Programme Board	Midlands Engine Observatory Board members	10
11/01/2022	LSIP Team	Steering Group meeting	Steering Group members	17

12/01/2022	Chris Hobson	Loughborough College Board	Board members	15
25/01/2022	Gareth Thomas	AoC Midlands Curriculum and Quality Network Spring 2022	College Directors of Quality and Curriculum (Midlands)	40
26/01/2022	Chris Hobson	LLEP Skills Advisory Panel	SAP members	12
01/02/2022	LSIP Team	Steering Group meeting	Steering Group members	22
03/02/2022	Gareth Thomas	AoC Midlands Principals' Network Spring 2022	College Principals	40
03/02/2022	Gareth Thomas	IfATE	IFATE	2
09/02/2022	Gareth Thomas	AoC Midlands Chairs' Network Spring 2022	College Chairs	40
22/02/2022	Gareth Thomas	Leicestershire and Northants Branch Committee Meeting	Institute of Directors Branch Committee (All Local Directors)	8
24/02/2022	Gareth Thomas	DfE Emerging Skills Project	DfE	1
25/02/2022	Chris Hobson	West Notts College Skills Conference	West Notts College stakeholders	75
28/02/2022	Chris Hobson	FE College Feedback session	Leicester and Leicestershire FE colleges	4
01/03/2022	Gareth Thomas	AELP Spring Conference	College Principals, VPs and Directors. CEOs of Independent Training Providers	40
03/03/2022	Gareth Thomas	West Notts College Principal's Meeting	WNC Principal	2
04/03/2022	Chris Hobson	Business survey feedback	Business Panel members	40
08/03/2022	Chris Hobson	D2N2 People and Skills Board	Board members	20
16/03/2022	GT	Leicester College Principal's Meeting	Leicester College Principal and VP	3
18/03/2022	LSIP Team	Steering Group meeting	Steering Group members	17
22/03/2022	Chris Hobson	Chamber Leicestershire Members Forum	Chamber business members	20
24/03/2022	Gareth Thomas	SMB Group Principal's Meeting	SMB Group Principal	2

25/03/2022	Chris Hobson and Gareth Thomas	Loughborough College Principal's Meeting	Loughborough College Principal	4
25/03/2022	Gareth Thomas	Association of Colleges Policy Meeting	AoC Policy Director and Midlands Director	3
30/03/2022	Gareth Thomas	Market Harborough Chamber of Trade and Commerce Meeting	South Leicestershire Businesses	20

Specific Engagement Meetings and Events – Logistics

Date	LSIP Lead	Meeting Title/Theme	Audience	Approximate Number of Attendees
17/11/2021	Shane Walton	Engaging employers	Make UK	2
19/11/2021	Shane Walton	Logistics	UKWA, RHA, FSDF, CILT, DMU	6
22/11/2021	Shane Walton	Logistics	WiL, Novus (Aston)	2
23/11/2021	Shane Walton	Logistics	Make UK	1
24/11/2021	Shane Walton	Logistics	Logistics contacts in Leicestershire	20
24/11/2021	Shane Walton	General	Co-creation	2
24/11/2021	Shane Walton	Logistics	Northants Logistics Forum	8
25/11/2021	Shane Walton	Logistics	LinkedIn contacts in Leicestershire	30
25/11/2021	Shane Walton	Logistics	Brunel University	2
25/11/2021	Shane Walton	Logistics	Think Logistics and Career Ready	10
25/11/2021	Shane Walton	Logistics	Institute of Couriers	4
25/11/2021	Shane Walton	General	DWP	3
26/11/2021	Shane Walton	Logistics and Manufacturing	NWSLC	1
26/11/2021	Shane Walton	Logistics	Biffa	1
26/11/2021	Shane Walton	Logistics	Contacts at Magna Park	2
30/11/2021	Shane Walton	Logistics	CILT WM Group through CEN Global	8
02/12/2021	Shane Walton	Logistics	UKWA	2
02/12/2021	Shane Walton	Logistics	RHA	3
06/12/2021	Shane Walton	Logistics	SEMLEP	2
07/12/2021	Shane Walton	Logistics	RHA	10
08/12/2021	Shane Walton	Logistics	EMA Group	4
09/12/2021	Shane Walton	Logistics	SEMLEP	7
13/12/2021	Shane Walton	Logistics	Goodwill Solutions	2
15/12/2021	Shane Walton	Logistics	RHA	1

Date	LSIP Lead	Meeting Title/Theme	Audience	Approximate Number of Attendees
15/12/2021	Shane Walton	Logistics and General	NW Leicestershire Council - Amazon, Buy It Direct, DHL/Mars, DHL/Caterpillar, DHL Aviation, Games Workshop, GXO, Kuehne & Nagel, M & S, The Very Group, UPS	11
16/12/2021	Shane Walton	Logistics	DWP	5
21/12/2021	Shane Walton	Logistics	Salad Skills	1
22/12/2021	Shane Walton	Logistics	EMEG	1
22/12/2021	Shane Walton	Logistics	Samworth Bros, Pet Products, Coates, Data Academy, Sherwoods, Cobbley's Transport, Eddie Stobbart	7
04/01/2022	Shane Walton	Logistics	Harborough District Council	5
10/01/2022	Shane Walton	RHA EM Regional Meeting	RHA EM	10
16/01/2022	Shane Walton	Logistics	UKWA CEO	1
17/01/2022	Shane Walton	UKWA Member meeting	UKWA Members	12
20/01/2022	Shane Walton	Logistics	GXO	1
25/01/2022	Shane Walton	Logistics and Manufacturing	Melton Council	1
08/02/202	Shane Walton	Logistics	NWLDC	2
09/02/202	Shane Walton	Logistics	NWSLC	3

Specific Engagement Meetings and Events – Manufacturing

Date	LSIP Lead	Meeting Title/Theme	Audience	Approximate Number of Attendees
17/11/2021	Malcolm Healey	Employer Engagement	Qualitrain Ltd	2
15/11/2021	Malcolm Healey and Shane Walton	Introduction to LSIP	Make UK	3
16/11/2021	Malcolm Healey	LSIP Engagement & Promotion	Oxford Innovation (Leicestershire Manufacturing Peer Networks)	2

Date	LSIP Lead	Meeting Title/Theme	Audience	Approximate Number of Attendees
17/11/2021	Malcolm Healey	Leicester Business Festival: Investment Trends & Opportunities in the Advanced Engineering and Manufacturing Sector	Employers & stakeholders	10
19/11/2021	Malcolm Healey	Employer Engagement	Betterweld	2
25/11/2021	Malcolm Healey	Introduction to LSIP	University of Leicester Space Park	2
25/11/2021	Malcolm Healey	Introduction to LSIP	Manufacturing Growth Programme (MGP)	2
30/11/2021	Malcolm Healey	Engagement support	Invest in Leicester	3
02/12/2021	Malcolm Healey	LSIP support & promotion	CBI	2
13/12/2021	Malcolm Healey	LSIP promotion & access to stakeholder contacts	DWP	2
13/12/2021	Malcolm Healey	LSIP Promotion	Warwick Manufacturing Group	2
14/12/2021	Malcolm Healey	LSIP Promotion	Leicester Employment Hub	2
14/12/2021	Malcolm Healey	LSIP Promotion	NW Leicestershire District Council	2
14/12/2021	Malcolm Healey	LSIP Promotion	Knowledge Transfer Network	2
14/12/2021	Malcolm Healey	LSIP Promotion	Oadby & Wigston Borough Council	2
14/12/2021	Malcolm Healey	LSIP Promotion	LLEP	2
14/12/2021	Malcolm Healey	LSIP Promotion	Leicestershire County Council	2
15/12/2021	Malcolm Healey	LSIP Promotion	Blaby Borough Council	2
04/01/2022	Malcolm Healey and Shane Walton	LSIP Introduction & Promotion	Harborough Borough Council	3
06/01/202	Malcolm Healey and Shane Walton	LSIP Introduction & Promotion	Hinckley & Bosworth Borough Council	3

Specific Engagement Meetings and Events – Sport and Health

Date	LSIP Lead	Meeting Title/Theme	Audience	Approximate Number of Attendees

September 2021 to March 2022	Lara Lill	Skills Accelerator Steering Group	CIMSPA, Active Together, Loughborough College, Leicester College, NWSLC college, SMB college, Loughborough University	10
September 2021 to March 2022	Lara Lill	Training Need Analysis	CIMSPA, Active Together, Loughborough College	4
11/11/2022	Lara Lill	CSCOPs - Leicestershire Culture & Sport Chief Officers Partnership	Local authority Leisure and Culture leads from across LLR	12
16/11/2021	Lara Lill	Leicester Business Festival Event - Physical Activity and Sport - prioritising skills, wellbeing, digital, diversity and green recovery	Self-employed, businesses, clubs and organisations operating in the physical activity and sport sector in Leicester, Leicestershire, and Rutland	34
25/11/2022	Lara Lill	Work and Skills Forum. Bi-monthly network sessions organised by Leicestershire County Council	Public, private, and voluntary sector agencies working with service users and partners around employment, skills and labour market participation	40
26/01/2022	Lara Lill	Active Together – Business Oversight Group	Active Together Boards members and advisers from the local area	6
01/02/2022	Lara Lill	Business of Sport Online Network Session - Children & Young People Opportunities	Self-employed, businesses, clubs and organisations operating in the physical activity and sport sector in Leicester, Leicestershire, and Rutland	12
01/02/2022	Lara Lill	Employer Engagement Meeting	Clubzone	1
01/02/2022	Lara Lill	Employer Engagement Meeting	Leicester Outdoor Pursuits Centre	1

02/02/2022	Lara Lill	Employer Engagement Meeting	CEL Sports	1
02/02/2022	Lara Lill	Employer Engagement Meeting	AALGIFC - Asfordby Amateurs Ladies, Girls and Inclusive Football Club and Loucoll	1
08/02/2022	Lara Lill	Employer Engagement Meeting	Superstarsports Midlands	1
09/02/2022	Lara Lill	Employer Engagement Meeting	Rocket Youth Sports	1
10/02/2022	Lara Lill	Employer Engagement Meeting	Concussion Rebalanced	1
03/03/2022	Lara Lill	Business of Sport Online Network Session – (focusing on CIMSPA's ReTrain to ReTain Funding & Digital Marketing Hub)	Self-employed and businesses, clubs and organisations operating in the physical activity and sport sector in Leicester, Leicestershire and Rutland	4
09/03/2022	Lara Lill	Active Partnership Network	Active Partnerships, Active Together, CIMSPA	10

5. Annex E

5.1. Data Recommendations

Emerging Technology and Data Recommendations from the development of the Local Skills Improvement Plan

Throughout the production of the Collective Intelligence Skills Observatory (CISO) several challenges were identified with regards to data availability, quality, accessibility and associated documentation.

To support a future data-led approach to analysing skills supply and demand-side issues, this document outlines specific challenges encountered across different activities within the LSIP development and makes recommendations for how processes can be improved for future activity. It is intended to be used by those with responsibility for data management within Government and elsewhere, and to support the development of the new Department for Education Future Skills Insight Unit.

Activity: Web Scraping – Department for Education, Higher Education Statistics Agency and IFATE (Open datasets)

Challenges

The DfE does not currently provide data through API (Application Programming Interface), but instead uploads data in CSV format on the Explore Education Statistics website. Similarly, HESA provides CSV files from HESA website. As a result, the only option to automate the data extraction process is through web scraping. Web scraping involves methods used to perform data collection from the internet.

The web scraping scripts failed once during the project as the URLs used to provide the latest data were revised part way through the project. This followed the refinement of the 'Explore Education' website and data release in November'21.

Finding definitions of variables or understanding the methodology of data collection remained a challenge throughout the development as the only option was to search for information on DfE and HESA websites. The 'data guidance' notes provided along with data download by DfE were limited in their use in helping to understand variable definitions and did not explain methodology. HESA meanwhile did not provide any information with the data download.

The data available through the IfATE API had inconsistencies as not all roles included Knowledge, Skills and Behaviours. As a result, the findings do not replicate the KSBs in demand for all apprenticeships job postings and some job titles were excluded from the analysis.

Recommendations

Short-term – Support automation of data exploration through ensuring consistency of availability

To avoid the need for manual processes of data extraction and allow for automated processes:

1. The URL of the website should not change with new data releases
2. The elements of website structure should remain unchanged
3. Coordination should take place across different data sources to provide data downloads in a consistent format e.g. zip file including data and data guidance folders

4. There needs to be coordinated consistency in labelling and definitions of data sets – even slight differences make automation significantly harder to do through web scraping

Medium-term – Make data available through consistent APIs

To really encourage better use of data and, ultimately, data-driven decision making, in the long-term data should be made available through APIs. The data available through API should also include metadata as is available from the existing guidance documents at present. The metadata should help explore variable definitions, methodology, next release date, geography levels, time period, content etc.

There needs to be consistency in the APIs to ensure the right outcomes are achieved from analysis and reduce the number of assumptions that may need to be made.

Note: data should remain available through CSV files as not every organisation will have capability to fetch data from API.

Activity: Purchasing and using 3rd Party Applications (Licensed datasets)

Challenges

In total, five services were licensed to ensure the CISO delivered the right information in the right way. The legal implications involved in using new services or tools are complicated and the process of accessing these are lengthy, given the uniqueness of the requests around usability, functionality, accessibility, and infrastructure. Communication with third-party providers was often slowed down by the nature of the enquires being different from those that have been handled in the past.

The documentation on accessing external license API was often of poor quality. In fact, in one instance an organisation published the Chamber's own scripts on their website as documentation for future clients. On several occasions, the Chamber had to involve third party development teams to certify the right data access. There were variable levels of development team support at third-party organisations and the project often had to rely on its own expertise to explore the APIs.

There were also instances where the incorrect data was provided, or with incorrect definitions making it difficult to understand the variables. On another occasion, the data provided included a lot of noise at a granular a level making it difficult to understand what is truly of value.

Finally, issues also exist around potential competition and these need to be recognised in any future model around data provision. High dependency on one organisation may lead to increased costs. Thus, it is always a good idea to look for alternatives in the market.

Recommendation

Coordinated work is needed with third-party suppliers to maximise their ability to support the Future Skills Insight Unit. This includes Government ensuring it is asking the right questions.

There is much that third-party suppliers can offer to a system that makes best use of data to understand skills supply and demand-side issues, however, at present there is little consistency in quality or provision. Current provision is often based on what providers are easily able to provide and not necessarily what would support better outcomes.

It is essential that the right questions are asked at the outset and third-party providers are challenged to come forward with solutions to these questions as opposed to their own pre-existing products. While recognising that in many instances these are commercial businesses, they all demonstrated a willingness to support, and with coordinated direction can play an important role in providing the solutions required.