

Supporting Business through Recovery

Final Evaluation

March 2012



EUROPE & SCOTLAND
European Social Fund
Investing in your Future

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Executive Summary

Background

In April 2010, Skills Development Scotland launched the **Supporting Business through Recovery** (SBTR) programme following a successful application for funding from the European Social Fund (ESF). A framework was subsequently developed to meet the monitoring and evaluation requirements set out in the ESF approval documentation.

The framework sets out a commitment by SDS to deliver a final evaluation following the end of the second year and this document reports on the key findings from this. It covers all SBTR activity across Scotland, though it was only the Lowland & Upland Scotland project approval that specified that evaluation was required as a condition of grant.

Aims & Objectives

Supporting Business through Recovery was originally designed as a two year programme made up of initiatives designed to help alleviate the impact of the recession by providing a range of additional training opportunities and incentives to employers to invest in staff training. It has two key aims:

- To provide additional opportunities for summer leavers from school, college and university to enter positive destinations; and
- To provide support to businesses to train existing staff.

The programme is made up six initiatives, each with different objectives aligned to meeting the overall aims of the programme. These include additional MAs for 16-19 year olds and key sectors, an Employer Recruitment Incentive, Targeted Pathways, Flexible Training Opportunities and the Low Carbon Fund.

It should be noted that a 12-month extension to the programme was agreed with the Scottish Government to allow expenditure and outcomes/results to be maximised and achieve additional trainee targets where possible. However, this evaluation has focused only on delivery in the two years to the end of March 2012.

Methodology

There have been three main stages involved in the work:

- 1. Review of existing evidence:**
 - Interim Evaluation of Supporting Business through Recovery
 - Modern Apprenticeship (MA) Outcome Survey
 - Evaluation of Low Carbon Skills Fund (LCSF)
- 2. Analysis of monitoring information focussing on:**
 - Performance towards targets
 - Profiling of beneficiaries – both individuals and businesses
 - Identifying areas of over / under-performance
- 3. Survey of FTO employers to gather feedback on:**
 - Satisfaction with programme delivery and support received
 - Benefits from participating in the training
 - Impact of the training on turnover and productivity
 - Recommendations for future initiatives of this type

Findings: Review of Performance

Overview

- Supporting Business through Recovery performed well in relation to trainee start targets, with almost all of these being either met or exceeded.
- The newer initiatives performed particularly well on this measure, with Flexible Training Opportunities exceeding target by over 28%.
- The only programme to fall notably short of target was the Employer Recruitment Incentive, though it did still achieve 95%.
- Total expenditure on delivering the programme amounted to £43m over the two years to March 2012.
- The additional MAs for young people aged 16-19 and Key Sectors accounted for the majority of the cost of training.

Additional Modern Apprenticeships

- The training costs to deliver the additional MAs amounted to £35.4m over the two years to the end of March 2012, the majority of which (£26.9m) was on the additional MAs for young people aged 16-19.
- Over a fifth of all MAs recruited through the programme had achieved a qualification at SVQ Level 2 or above by the end of March 2012.

Employer Recruitment Incentive

- Scottish Businesses received incentives to recruit over 2,700 individuals from identified priority groups over the two years to March 2012.
- The majority of those recruited were males aged 16 / 17 who had been unemployed for 0-6 months prior to being recruited through the programme.
- Around a fifth of all trainees recruited lived in Glasgow, with large numbers also coming from Edinburgh and Lanarkshire.

Flexible Training Opportunities

- Over 15,000 Flexible Training Opportunities were approved over the two years to the end of March 2012.
- A total of 4,400 applications were approved, resulting in an average of 3.5 opportunities per application.
- The programme is predominantly serving the small and micro business community, with the vast majority of participating firms employing fewer than 50 people.
- Glasgow had the highest rate of uptake of FTOs, with many rural and highland authorities also coming out above average on this measure.
- The value of claims submitted by the end of March 2012 was £1.7m, averaging £260 per training episode – just over half the maximum allowance of £500.

- The main reasons cited by firms for participating in the programme related to increased sales, improved business performance and workforce development.
- There appear to be high levels of additionality associated with the programme with just 9% of participating business saying they would continue with the training in the absence of the funding.

Targeted Pathways

- Over 1,700 trainees started on the Targeted Pathways initiative during the two years to the end of March 2012.
- Total training costs for the programme amounted to £2.7m over the period.
- The majority of trainees recruited to the programme were males aged 16-17.
- The highest rates of take up of Targeted Pathways were in South West Scotland local authority areas.

Low Carbon Skills Fund

- Over 1,400 training opportunities were approved through the Low Carbon Skills Fund over the two years to the end of March 2012.
- A total of 410 applications were approved, resulting in an average of 3.4 opportunities per application.
- The total value of claims submitted by the end of March 2012 was £360k, averaging £440 per training episode.
- The rate of take up of the Low Carbon Skills Fund has been particularly high across Highlands & Islands.

Findings: FTO Employer Survey

Methodology

An electronic survey was sent to all employers that successfully applied for Flexible Training Opportunities (FTOs) between August 2010 and the end of March 2012. The purpose of this was to gather:

- Feedback on **delivery** aspects of the programme and the training received; and
- Evidence of the **benefits and impact** this has had on participating businesses.

The survey was sent to 3,300 employers and **815 responses** were received – a response rate of 25%. A total of 350 responses were required in order for the findings to be statistically robust. We can therefore be confident that the findings are robust and reliable.

Profile of FTO Employers

- FTO employers operate across a diverse range of industries with no single sector or group of sectors dominating.
- Relative to the Scottish economy as a whole, there is particularly high representation from training providers, as well as businesses in the arts, entertainment and recreation industry.

- Employers are predominantly hearing about the programme through existing networks and contacts, suggesting that many have had some form of previous engagement with the skills system.
- There are many 'returners' to the programme, with a substantial proportion of participating employers making repeat or multiple applications.

Training

- Most of training approved for funding through the programme had been completed by the time of the survey. In cases where it had not, the reasons cited mainly related to timing or availability of courses.
- Many employers are using the programme to fund general business management and administration training over more technical or job-specific courses.
- The majority of training has been delivered by private sector training providers / consultants.
- The training was very highly rated amongst survey respondents in terms of quality, relevance, value for money and overall satisfaction.

Satisfaction & Benefits

- Employers taking up Flexible Training Opportunities report very high levels of satisfaction with how the programme has been delivered.
- Almost all employers surveyed reported that they would arrange training like this in future and would recommend the programme to others.
- The survey provides evidence of productivity and efficiency gains amongst employers as a result of participation in the programme.
- In terms of the individuals receiving the training, the main benefits cited by employers were improved knowledge, skills and confidence.
- Very few employers reported negative impacts from participating in the programme. Those that did focussed mainly on the time and costs associated with taking employees off the job to participate in training.

Recommendations

- When asked for recommendations for improvement, many employers took the opportunity to say how satisfied they had been with the programme, how grateful they were for the support and how keen they were for it to continue.
- The recommendations that were given focussed on:
 - Increased flexibility around programme rules,
 - More streamlined processes,
 - Better communication and marketing, and
 - Increased responsiveness.

1. Introduction

1.1 Background

In April 2010, Skills Development Scotland launched the **Supporting Business through Recovery** (SBTR) programme following a successful application for funding from the European Social Fund (ESF).

A framework was subsequently developed to meet the monitoring and evaluation requirements set out in the ESF approval documentation. This detailed a commitment by SDS to deliver:

- An **interim evaluation** following the end of the first year of the programme; and
- A **final evaluation** following the end of the second year.

The interim evaluation was carried out internally and the report was finalised and shared with partners in August 2011.

The final evaluation was also carried out internally by the SDS Evaluation & Research Team and this document reports on the key findings from this.

1.2 Aims, Objectives & Targets

Supporting Business through Recovery was initially designed as a two year programme. It was made up of a range of initiatives designed to help alleviate the impact of the recession by providing a range of additional training opportunities and incentives to employers to invest in staff training. It had two key aims:

- To provide additional opportunities for summer leavers from school, college and university to enter positive destinations, and
- To provide support to businesses to train existing staff.

The programme was made up of six initiatives, each with different objectives aligned to meeting the overall aims of the programme. These are listed in the table on the next page, along with initial trainee start targets. Some of these targets were adjusted following the launch of the programme to better match levels of demand – these changes are detailed later in this report.

It should be noted that a 12-month extension to the programme was agreed with the Scottish Government to ensure maximum expenditure and outcomes/results could be achieved and allow additional trainee targets where possible. However, this evaluation has focused only on the two years to the end of March 2012.

Supporting Business through Recovery – Initial Trainee Start Targets			
Initiative	Objective	Highlands & Islands Targets	Lowland & Upland Scotland Targets
Additional Modern Apprenticeships (16-19 year olds)	To increase the number of opportunities available for school leavers to enter positive destinations with priority given to key target groups including care leavers, young offenders and graduates of Get Ready for Work.	2010/11 = 1,100 2011/12 = no new starts, target contingent on liability	2010/11 = 9,900 2011/12 = no new starts, target contingent on liability
Additional Modern Apprenticeships (all ages)	To provide additional employment and training opportunities to people of all ages, focussing on key sectors	2010/11 = 500 2011/12 = no new starts, target contingent on liability	2010/11 = 4,500 2011/12 = no new starts, target contingent on liability
Employer Recruitment Incentive	To encourage employers to provide training and employment opportunities to young people facing barriers to the labour market	2010/11 = 200 2011/12 = 200	2010/11 = 1,800 2011/12 = 1,800
Flexible Training Opportunities	To encourage small businesses to invest in skills and training for their existing workforce	2010/11 = 500 2011/12 = 500	2010/11 = 4,500 2011/12 = 6,500
Targeted Pathways	To improve career planning and vocational skills of young unemployed people to help them compete more effectively in the labour market	2010/11 = 80 2011/12 = 80	2010/11 = 720 2011/12 = 720
Low Carbon Skills Fund	To market test new skills enhancement programmes, focussing on key emerging and growth sectors - initially Low Carbon	2010/11 = 70 2011/12 = 70	2010/11 = 580 2011/12 = 580

The additional Modern Apprenticeships and the Employer Recruitment Incentive were essentially variations on the existing MA programme, with a focus on key target groups and occupational frameworks. The other initiatives were new and additional to Skills Development Scotland's core offer and the ESF funding provided an opportunity to pilot these.

The MA programme has been subject to extensive review over the past 12 months. It was therefore decided that the focus of the current evaluation should be on the newer initiatives.

Further details relating to each of the individual initiatives that make up the Supporting Business through Recovery programme can be found in Appendix A.

1.3 Methodology

The evaluation was carried out internally by the SDS Evaluation & Research Team with oversight and input provided by a cross-directorate Steering Group.

There have been three main stages involved in the work:

- 1. Review of existing evidence:**
 - Interim Evaluation of Supporting Business through Recovery
 - Modern Apprenticeship (MA) Outcome Survey
 - Evaluation of Low Carbon Skills Fund (LCSF)

- 2. Analysis of monitoring information focussing on:**

- Performance towards targets
- Profiling of beneficiaries – both individuals and businesses
- Identifying areas of over / under-performance

3. Survey of FTO employers to gather feedback on:

- Satisfaction with programme delivery and support received
- Benefits from participating in the training
- Impact of the training on turnover and productivity
- Recommendations for future initiatives of this type

1.4 Report Structure

The remainder of this report is structured as follows:

- **Chapter 2** provides a detailed review of the performance of each of the six initiatives that make up the programme, based on analysis of performance data and a review of existing evidence,
- **Chapter 3** reports on the key findings from the survey of employers that have taken up Flexible Training Opportunities;
- **Chapter 4** sets out some conclusions and recommendations for the future development of the programme and other initiatives of this type.

2. Review of Performance

2.1 Overview

2.1.1 Trainee Start Targets

A series of **Trainee Start Targets** were identified for each of the initiatives that make up Supporting Business through Recovery. It should be noted that these targets refer to individuals approved for training and do not take account of whether or not they go on to complete the training.

Table 1 provides an overview of performance across each of the Supporting Business through Recovery trainee start targets. It shows that:

- The programme performed well on this measure with almost all targets either met or exceeded,
- The three 'new' initiatives performed particularly well – each exceeded target, with Flexible Training Opportunities in particular over-delivering in relation to the volume of training opportunities approved, and
- The Employer Recruitment Incentive was the only initiative to fall notably below target over the two year period, though it did still achieve 95%.

Table 1: Trainee Start Targets 2010-12			
	2-Year Target	Total Approved	% Target Achieved
Additional MAs (16-19 year olds)	11,000	10,950	99.5
Additional MAs for Key Sectors (all ages)	5,000	4,950	99.0
Employer Recruitment Incentive	3,000	2,850	95.0
Flexible Training Opportunities	12,000	15,420	128.5
Targeted Pathways	1,600	1,780	111.3
Low Carbon Skills Fund	1,300	1,400	107.7

Whilst these headline targets show a strong performance, they could be considered a fairly rudimentary measure of whether or not the programme achieved its original objectives. Later in this report, we look in more detail at the profile of companies and individuals that have taken up the opportunities in order to gain a more in-depth understanding of what the programme has actually delivered and the difference it has made.

2.1.2 Spend

Table 2 provides an overview of spend associated with delivering Supporting Business through Recovery over the two years to the end of March 2012¹.

- Total spend amounted to **£43m** over the two years of the programme,
- The **Additional MAs** for young people aged 16-19 and Key Sectors accounted for the majority (82%) of this,
- The **Employer Recruitment Incentive** accounted for a further 6% of the total, and
- The remaining 11% was accounted for by the three 'new' initiatives – a combined total of **£4.8m**.

Table 2: Spend (£millions)				
	2010/11	2011/12	Total 2010-12	% of Total
Additional MAs (16-19 year olds)	13.6	13.3	26.9	62.7
Additional MAs for Key Sectors (all ages)	1.5	6.9	8.5	19.7
Employer Recruitment Incentive	0.9	1.9	2.7	6.3
Flexible Training Opportunities	0.2	1.6	1.7	4.1
Targeted Pathways	1.2	1.5	2.7	6.4
Low Carbon Skills Fund	0.0	0.3	0.4	0.8
Grand Total	17.4	25.5	43.0	100.0

¹ These figures relate only to the costs of training and do not take account of any other costs associated with delivering the programme.

2.2 Additional Modern Apprenticeships

2.2.1 Overview

The Interim Evaluation of Supporting Business through Recovery profiled the individuals that had taken up the additional MAs by age, gender, occupation, sector and local authority. As there have been no further MAs recruited through the programme since this work was completed, the focus of the final evaluation has been on assessing progress delivering these in terms of spend, achievements and outcomes.

2.2.2 Spend

Table 3 shows total spend to the end of March 2012 on delivering the additional MAs. It shows that:

- Total training costs had amounted to **£35.4m** by the end of March 2012,
- The majority (76%) of this was on **additional MAs for young people aged 16-19**, with the remainder on those working in key sectors,
- Lowlands & Uplands Scotland accounted for **93% of the total**, with Highlands & Islands accounting for the rest, and
- Total expenditure was **higher in Year 2** of the programme, reflecting the higher payments made for more advanced outcomes.

Table 3: Spend (£millions)*			
	2010/11	2011/12	Total
Additional MAs (16-19 year olds)	13.6	13.3	26.9
Lowlands & Uplands Scotland (LUPS)	12.8	12.1	24.9
Highlands & Islands (H&I)	0.9	1.1	2.0
Additional MAs for Key Sectors (all ages)	1.5	6.9	8.5
Lowlands & Uplands Scotland (LUPS)	1.4	6.6	8.0
Highlands & Islands (H&I)	0.1	0.3	0.4
Grand Total	15.2	20.2	35.4

** refers to spend on training costs only*

2.2.3 Achievements

The chart on the next page shows the qualifications achieved by MAs recruited through the programme by the end of March 2012. It shows that:

- Over a fifth (22%) had achieved a qualification at **SVQ Level 2 or above** over the period,
- A further 17% of those aged 16-19 had gone on to achieve **SVQ Level 3**,
- An even greater proportion (24%) of the additional MAs for Key Sectors achieved **SVQ Level 3** over the period, and

- A small proportion (3%) of the Key Sector MAs achieved SVQ Level 4, which is equivalent to degree level.

When interpreting these findings, it should be noted that MA frameworks vary considerably in terms of length and highest level of achievement possible. Those with no recorded qualification achieved could still be working towards this or could have left the programme.

2.2.4 Outcomes

A telephone survey of 2,000 Modern Apprentices who had left the programme within the previous six months was carried out in 2012². The sample included some MAs that had been recruited through the Supporting Business through Recovery programme.

The key findings were that:

- 70% of MAs under the age of 25 had been **recruited specifically for the apprenticeship**, or had been in employment for fewer than 6 months prior to starting,
- The majority (75%) of MAs recruited go on to **complete their apprenticeship**. Of those that do not complete, the main reasons given were an offer of better employment, poor relationship with their employer or redundancy,
- Of those that had completed, 93% reported that they were **‘satisfied’ or ‘very satisfied’** with the training received, and
- 92% of MAs who had completed their apprenticeship **were in work 6 months later**, 70% of which were with the same employer.

Summary – Additional Modern Apprenticeships:

- The training costs to deliver the additional MAs amounted to **£35.4m** over the two years to the end of March 2012,
- The majority of this expenditure (**£26.9m**) was on the additional MAs for young people aged 16-19,
- Over a fifth of all MAs recruited through the programme had achieved a qualification at **SVQ Level 2 or above** by the end of March 2012,
- The majority of MAs under the age of 25 are **recruited specifically** for the apprenticeship,
- Around three quarters of MAs recruited complete their apprenticeship and those that do report **high levels of satisfaction** with the training received, and
- Over 90% of MAs who complete their apprenticeship are **in employment 6 months later**, the majority of which are with the same employer.

² The full report is available to download from the following link: [MA Outcomes Survey](#)

2.5 Employer Recruitment Incentive

2.5.1 Overview

The original aim was to deliver 2,000 Employer Recruitment Incentives each year of the programme. However, given the disadvantages facing target groups, it was fairly evident early on that this would not be achieved. After discussion with the Scottish Government policy leads, it was agreed that this should be lowered to 1,000 in the first year with an overall two-year target of 3,000.

The table below shows that:

- More than 2,700 individuals were recruited through the programme over the two year period,
- Over two thirds of these (69%) were recruited in Year 2, and
- Lowland & Uplands accounted for 95% of the total.

	2010/11	2011/12	Total 2010-12	% of Total
Lowland & Uplands Total (LUPS)	781	1,803	2,584	95
Highlands & Islands Total (H&I)	71	61	132	5
Grand Total	852	1,864	2,716	100

**refers to spend on incentive payments only*

2.5.2 Changes to Year 2

In February 2011, the Scottish Government launched a new scheme offering an incentive of £1,000 to small firms with fewer than 50 employees recruiting a Modern Apprentice or employee from one of the following target groups:

- Graduates of Get Ready for Work / Targeted Pathways
- Young Offenders
- Care leavers
- Aged 18+ and 6 months unemployed
- Key Sector MAs

This new scheme sat alongside the existing Employer Recruitment Incentive during 2011/12 meaning that companies with fewer than 50 employees were eligible to claim a combined total of £2,000 when recruiting from key target groups. This was not part of SBTR.

2.5.3 Profile of Recruits

Table 5 provides a summary overview of the individuals that had been ~~been~~ recruited as an MA or into a job through the programme by the end of March 2012. It shows that:

- The majority of trainees recruited through the programme were **males aged 16 or 17**;
- They were mainly **white Scottish** with very few reporting that they had a disability; and
- Over 90% had been **unemployed for 0-6 months** prior to being recruited.

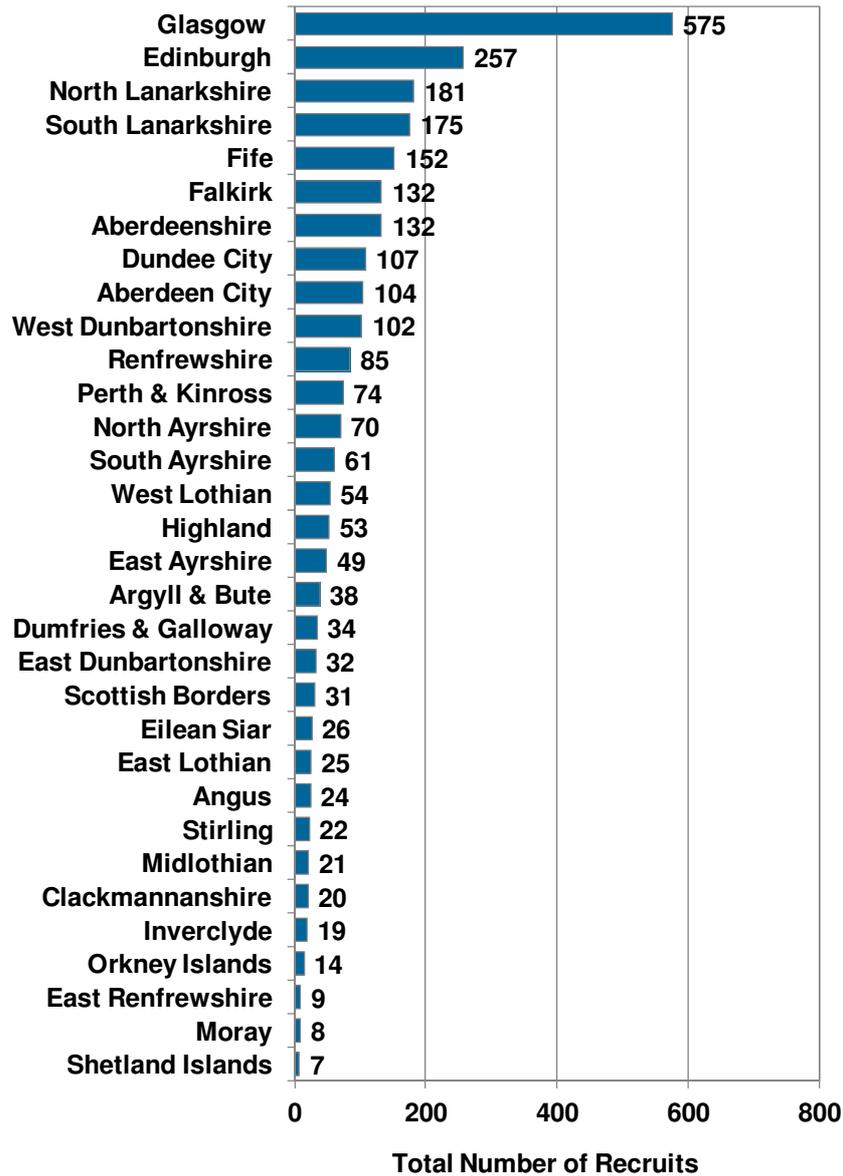
Table 5: Employer Recruitment Incentive		
	No	%
Gender of Trainee:		
Male	1,732	64%
Female	984	36%
Age of Trainee:		
16-17	1,671	62%
18-19	1,030	38%
20+	15	1%
Ethnicity:		
African	5	0%
Chinese	3	0%
Indian	6	0%
Mixed background	5	0%
Not known / prefer not to say	36	1%
Other Asian background	3	0%
Other Ethnic Background	4	0%
Other White background	24	1%
Other White British	66	2%
Pakistani	2	0%
White Irish	2	0%
White Scottish	2,560	94%
Disability:		
Yes	7	0%
No	2,709	100%
Length of Time Unemployed:		
0-6 months	2,571	95%
6-12 months	98	4%
12+ months	47	2%
Total	2,716	100%

2.5.4 Uptake by Local Authority

The chart on the next page shows the number of individuals recruited through the programme by local authority area. It shows that:

- Glasgow accounted for the highest number, with one in every five trainees recruited through the programme being resident in the city, and
- Edinburgh and the two Lanarkshire authorities also accounted for substantial numbers, and
- The areas with the fewest recruits were mainly Scottish island and rural authorities.

ERI Trainees by LA of Residence



Summary – Employer Recruitment Incentive:

- Scottish Businesses received incentives to recruit **over 2,700 individuals** from identified priority groups over the two years to March 2012.
- The majority of those recruited were **white Scottish males aged 16 / 17**.
- Most had been **unemployed for 0-6 months** prior to being recruited through the programme.
- Around a fifth of all trainees recruited through the programme lived in **Glasgow**, with large numbers also coming from **Edinburgh and Lanarkshire**.

2.4 Flexible Training Opportunities

2.4.1 Opportunities

The table below provides an overview of the number of Flexible Training Opportunities approved over the two years to the end of March 2012. Over **15,000 opportunities** were approved over the period, 91% of which were in Lowland & Uplands with the remainder in Highlands & Islands.

	Total 2010-12	% of Total
Lowland & Uplands Total (LUPS)	14.1	91
Highlands & Islands Total (H&I)	1.4	9
Grand Total	15.4	100

2.4.2 Applications

A total **4,400 applications** for FTO funding were approved over the two years to the end of March 2012. This amounted to an average of 3.5 opportunities per application. The maximum number of opportunities per organisation being 10 per annum.

The table below provides an overview of the companies taking up FTOs by employee size band. It shows that, despite various changes to the eligibility criteria, the programme is predominantly serving the small and micro business community in Scotland.

The majority (59%) of applications approved were from companies employing fewer than 10 people, with a further third (32%) from companies with 10-49 employees.

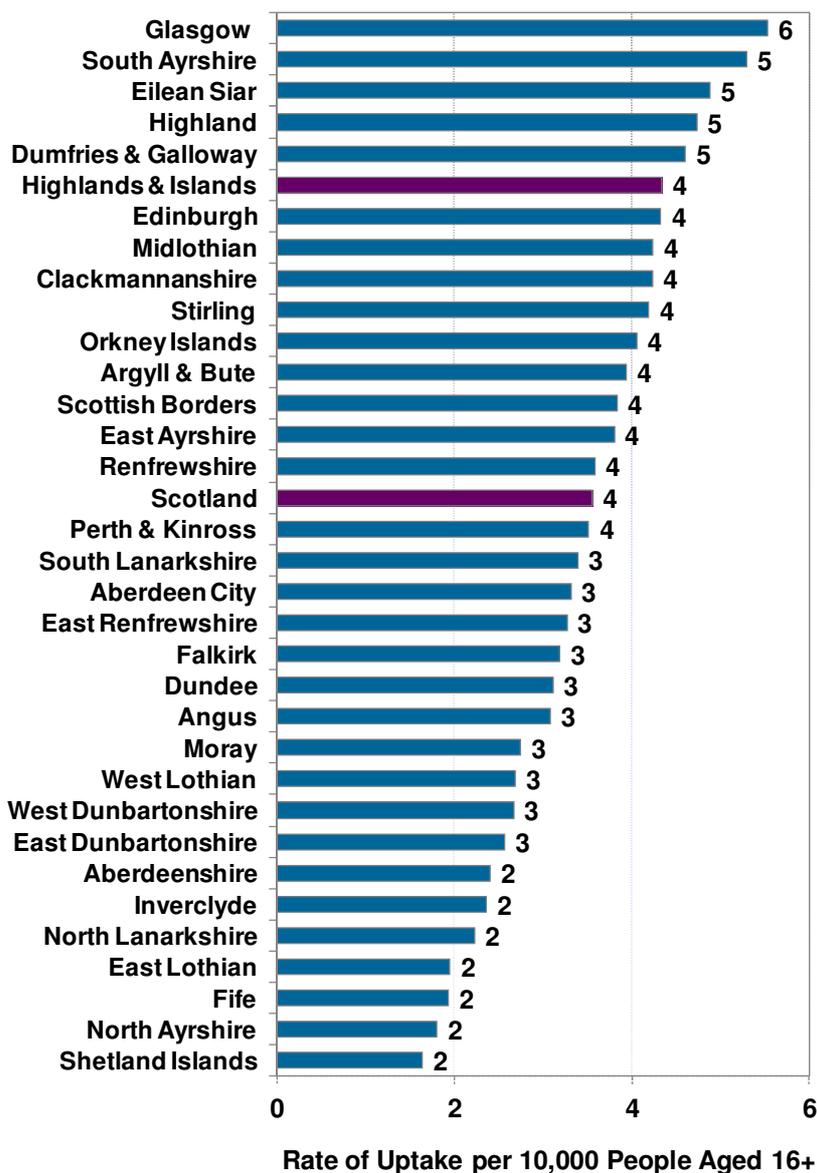
	Number	% of Total
0-9 employees	2,600	59%
10-49 employees	1,400	32%
50-150 employees	400	9%
Over 150 employees	0	0%
Unknown	0	0%
Total	4,400	100%

2.4.3 Uptake by Local Authority

The chart on the next page shows take up of FTOs by local authority area. It shows that:

- Glasgow has had the highest rate of uptake at **6 per 10,000** people aged over 16,
- The other areas with the highest levels of uptake were **predominantly rural**, where rates of self-employment and the prevalence of small businesses tend to be higher, and
- Across Scotland as a whole, the rate of uptake was **4 per 10,000** aged over 16.

Uptake of FTOs by LA



2.4.4 Claims

The programme allows businesses to claim back up to 50% of their employee training costs up to a maximum of £500 per training episode. Following approval, the training must be delivered and paid in full before companies are able to submit a claim. This can result in a considerable time lag between companies receiving approval for funding and making a claim.

The next table shows claims submitted by the end of March 2012. It should be noted that these figures refer to claims made, as opposed to the full cost of the training.

- The vast majority of claims were made in **Year 2** of the programme, reflecting the time lag between applications being approved and claims being submitted; and
- **Lowlands & Uplands** accounted for over 90% of the total value of FTO claims made over the period, with Highlands & Islands accounting for the rest.

	2010/11	2011/12	Total 2010-12	% of Total
Lowland & Uplands Total (LUPS)	0.2	1.5	1.6	92
Highlands & Islands Total (H&I)	0.0	0.1	0.1	8
Grand Total	0.2	1.6	1.7	100

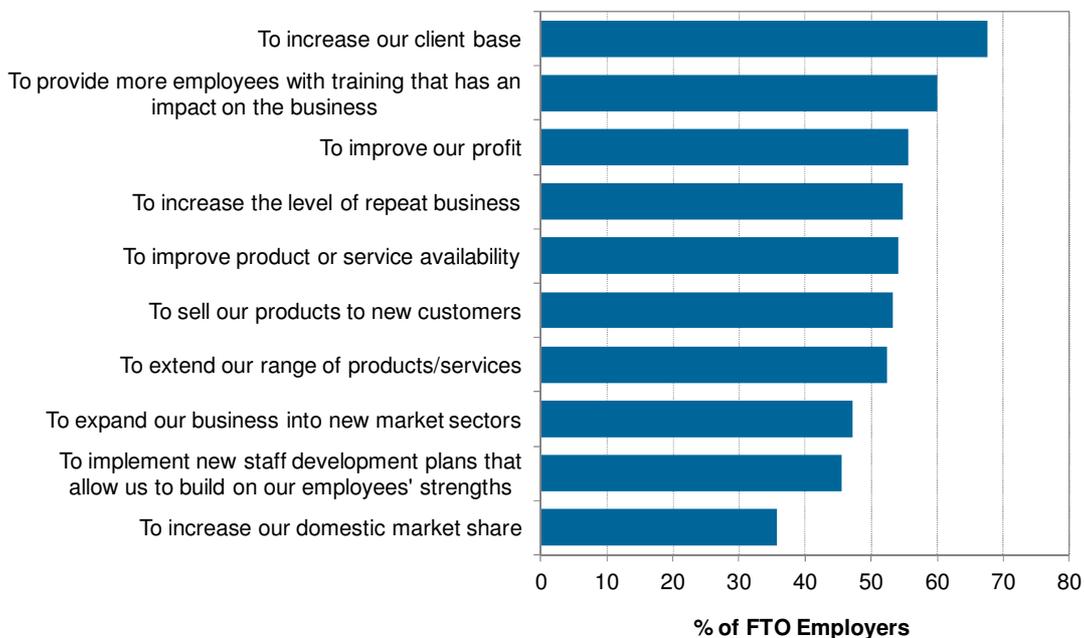
Of those claims submitted by the end of March 2012, the average claim per training episode was £260 – just over half the maximum allowance of £500.

2.4.5 Objectives of Training

When submitting an application for FTO funding, companies are asked to provide information relating to the objectives of the training. The most common responses are shown in the chart on the next page. They fall into three broad categories:

- **Increased sales** – by expanding their existing client base and securing higher levels of repeat business.
- **Improved business performance** – through improved profit, product or service availability and increased domestic market share.
- **Workforce development** – providing more employees with training that has an impact on the business and implementing new staff development plans.

Objectives of Training

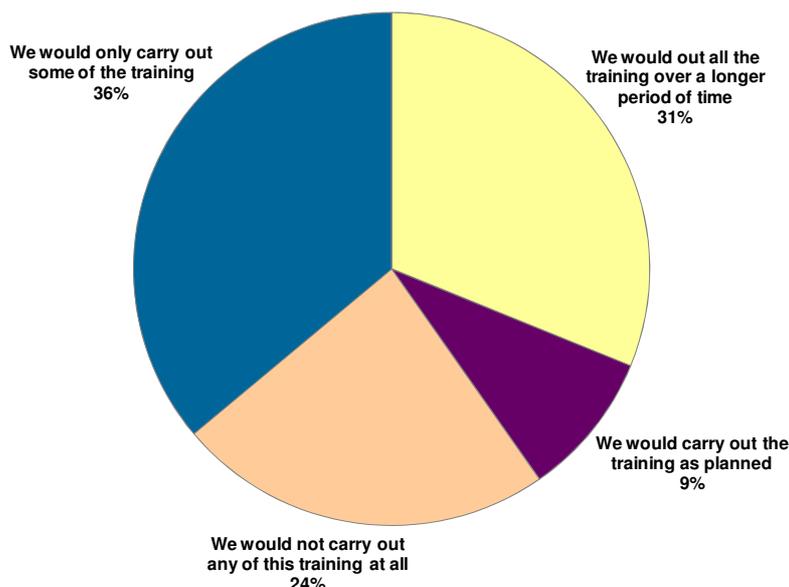


2.4.6 Additionality

FTO funding applicants are asked what would happen in relation to the planned training in the absence of funding through the programme and the responses to this question are shown in the chart below.

There appear to be reasonably high levels of additionality associated with the programme in that **only 9% of firms said that they would carry out the training as planned in the absence of the funding**. Around a third of companies said that they would carry out the training, but over a longer period of time and 36% said that they would only carry out some of the training.

What would happen if you didn't receive funding through this training?



Summary – Flexible Training Opportunities:

- Over **15,000 Flexible Training Opportunities** were approved over the two years to the end of March 2012.
- A total of **4,400 applications** were approved, resulting in an average of 3.5 opportunities per application.
- The programme is predominantly serving the **small and micro business community**, with the vast majority of participating firms employing fewer than 50 people.
- Glasgow had the highest rate of uptake of FTOs, with many **rural and highland authorities** also coming out above average on this measure.
- The value of claims submitted by the end of March 2012 was £1.7m, averaging **£260 per training episode** – just over half the maximum allowance of £500.
- The main reasons cited by firms for participating in the programme related to **increased sales, improved business performance and workforce development**.
- There appear to be **high levels of additionality** associated with the programme with just 9% of participating business saying they would continue with the training in the absence of the funding.

2.6 Targeted Pathways

2.6.1 Overview

Table 8 shows that there were over 1,700 trainee starts on the Targeted Pathways programme over the two years to the end of March 2012. The majority (92%) of these were in Lowlands & Uplands, with the remainder in Highlands & Islands.

	2010/11	2011/12	Total 2010-12	% of Total
Highlands & Islands (H&I)	90	50	140	8%
Lowlands & Uplands Scotland (LUPS)	860	780	1,640	92%
Total	950	830	1,780	100%

2.6.2 Spend

Table 3 shows total spend to the end of March 2012 on delivering Targeted Pathways. It shows that:

- Total training costs had amounted to **£2.7m** by the end of March 2012,
- Lowlands & Uplands Scotland accounted for **93% of the total**, with Highlands & Islands accounting for the rest, and
- Total expenditure was **higher in Year 2** of the programme, reflecting the higher payments made for more advanced outcomes.

	2010/11	2011/12	Total 2010-12	% of Total
Lowland & Uplands Total (LUPS)	1.1	1.4	2.5	93%
Highlands & Islands Total (H&I)	0.1	0.1	0.2	7%
Total	1.2	1.5	2.7	100%

** refers to training costs only*

2.6.3 Profile of Trainees

Table 10 provides a summary profile of trainees recruited through the Targeted Pathways programme over the two years to the end of March 2012. It shows that:

- Most of the trainees recruited to the programme were male (62%), though females still accounted for substantial proportion (38%),

- The majority (78%) were aged 16 or 17 at the start, suggesting that **many are going into the programme directly from school**, and
- The **overwhelming majority (98%) of trainees were white**, with very few from other ethnic backgrounds.

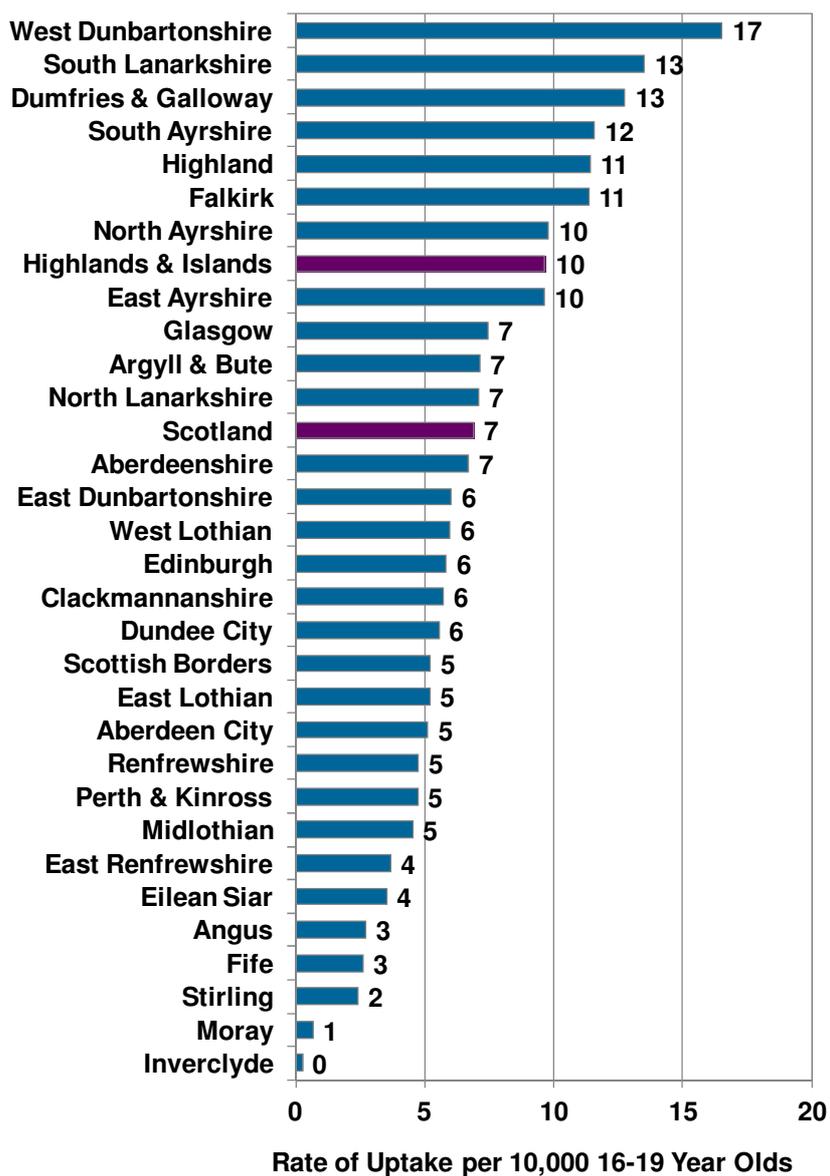
Table 9: Profile of Targeted Pathways Trainees		
	No	%
Gender:		
Male	1,110	62%
Female	670	38%
Age:		
16-17	1,320	74%
18-19	460	26%
Ethnicity:		
White	1,750	98%
Asian	10	0%
Black	0	0%
Other	30	1%
Total	1,780	100%

2.6.4 Local authority of Trainees

The chart on the next page shows take up of Targeted Pathways by local authority. It shows that:

- The take up rate across Scotland a whole was **7 per 10,000** 16-19 year olds,
- The areas with the highest rates were those within **South West Scotland**,
- West Dunbartonshire in particular had a rate of uptake that was more than twice the average for Scotland as a whole (**17 per 10,000**), and
- Inverclyde had the lowest rate of uptake at **less than 1 per 10,000**.

Uptake of Targeted Pathways by LA



Summary – Targeted Pathways:

- Over **1,700 trainees** started on the Targeted Pathways initiative during the two years to the end of March 2012.
- Total training costs for the programme amounted to **£2.7m** over the period.
- The majority of trainees recruited to the programme were **white males aged 16-17**.
- The highest rates of take up of Targeted Pathways were in **South West Scotland** local authority areas.

2.7 Low Carbon Skills Fund

2.7.1 Opportunities

The table below provides an overview of the number of training opportunities that were approved through the Low Carbon Skills Fund over the two years to the end of March 2012. Over **1,400 opportunities** were approved over the period, 84% of which were in Lowland & Uplands with the remainder in Highlands & Islands.

Table 10: Low Carbon Skills Fund (thousands)		
	Total 2010-12	% of Total
Lowland & Uplands Total (LUPS)	1,180	84
Highlands & Islands Total (H&I)	230	16
Grand Total	1,410	100

2.7.2 Claims

The programme allows businesses to claim back up to 50% of their employee training costs up to a maximum of £500 per training episode. Following approval, the training must be delivered and paid in full before companies are able to submit a claim. This can result in a considerable time lag between companies receiving approval for funding and making a claim.

The next table shows claims submitted by the end of March 2012. It should be noted that these figures refer to claims made, as opposed to the full cost of the training.

- The vast majority of claims were made in **Year 2** of the programme, reflecting the time lag between applications being approved and claims being submitted; and
- **Lowlands & Uplands** accounted for 92% of the total value of claims made over the period, with Highlands & Islands accounting for the rest.

Table 11: Claims		
	Total 2010-12	% of Total
Lowland & Uplands Total (LUPS)	328,900	92%
Highlands & Islands Total (H&I)	26,800	8%
Grand Total	355,600	100%

Of those claims submitted by the end of March 2012, the average claim per training episode was £440, which was considerably higher than the equivalent figure of £260 for FTOs.

2.4.2 Applications

A total of **410 applications** to the Low Carbon Skills Fund were approved over the two years to the end of March 2012. This amounted to an average of 3.4 training opportunities per application.

The table below provides an overview of the companies taking up the Low Carbon Skills Fund by employee size band. More than half (59%) of applications approved were from companies employing fewer than 10 people, with a further 27% from companies with 10-49 employees. Around one in every seven firms applying for funding had more than 50 employees.

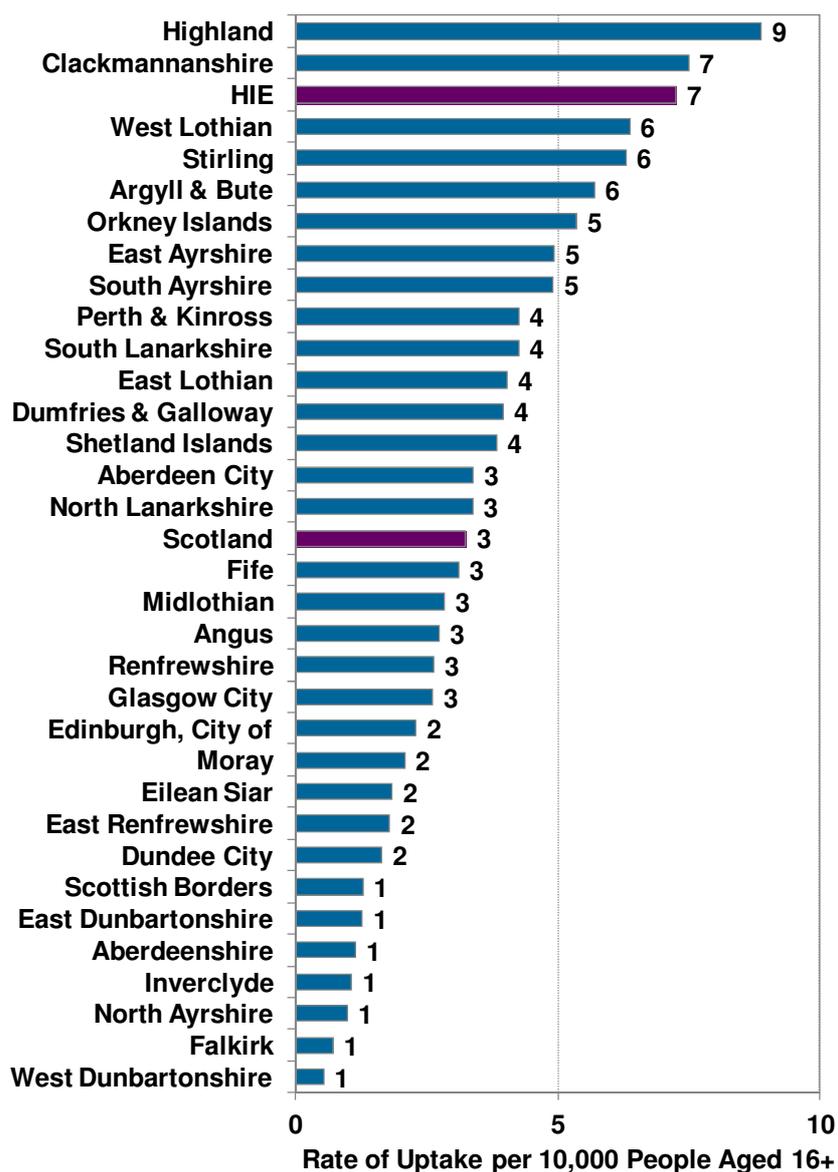
Table 6: Company Size		
	Number	% of Total
0-9 employees	240	59%
10-49 employees	110	27%
50-150 employees	40	10%
Over 150 employees	20	5%
Total	410	100%

2.4.3 Uptake by Local Authority

The chart on the next page shows take up of the Low Carbon Skills Fund by local authority area. It shows that:

- Highland has had the highest rate of uptake at **9 per 10,000** people aged over 16,
- The other areas with the highest levels of uptake were **predominantly rural and island** authorities,
- Across Scotland as a whole, the rate of uptake was **3 per 10,000** aged over 16.

Uptake of LCSF by Local Authority



Summary – Low Carbon Skills Fund:

- Over **1,400 training opportunities** were approved through the Low Carbon Skills Fund over the two years to the end of March 2012.
- A total of **410 applications** were approved, resulting in an average of 3.4 opportunities per application.
- The value of claims submitted by the end of March 2012 was £355,600, averaging **£440 per training episode**.
- The rate of take up of the Low Carbon Skills Fund has been particularly high across **Highlands & Islands**.

3. Survey of FTO Employers

3.1 Introduction

An electronic survey was sent to all employers that successfully applied for Flexible Training Opportunities (FTOs) between August 2010 and the end of March 2012. The purpose of the survey was to gather:

- Feedback on **delivery** aspects of the programme and the training received; and
- Evidence of the **benefits and impact** this has had on participating businesses.

The survey was sent to 3,300 employers and **815 responses** were received – a response rate of 25%. A total of 350 responses were required in order for the findings to be statistically robust. We can therefore be confident that the findings are robust and reliable.

This chapter reports on the key findings from the survey and covers:

- Profile of FTO Employers
- Training
- Satisfaction & Benefits
- Impact on Turnover
- Recommendations

3.2 Profile of FTO Employers

Industry

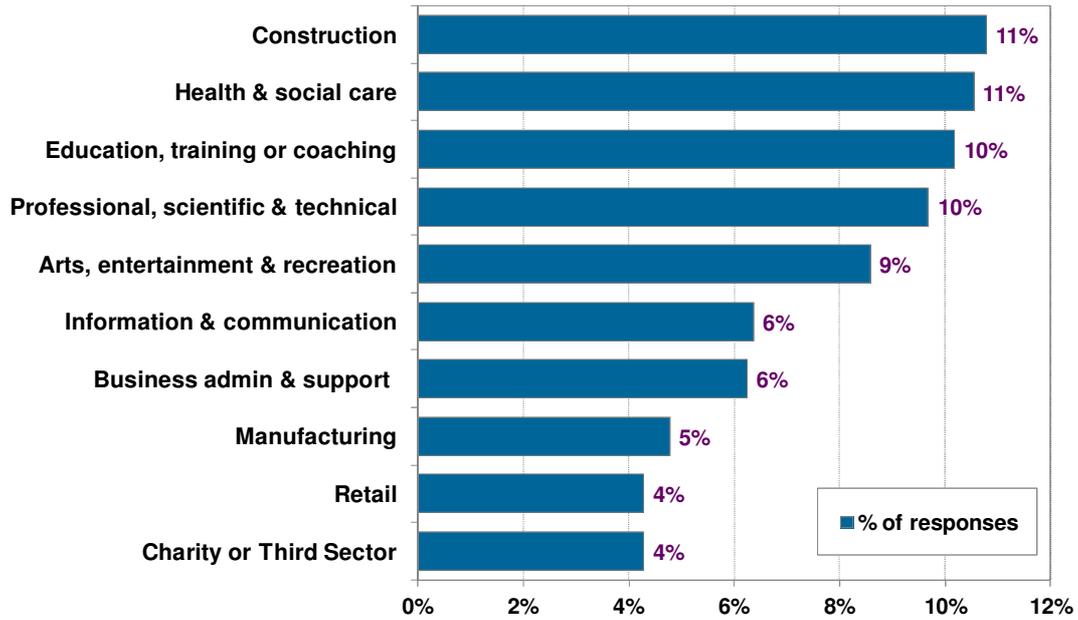
The graph on the next page shows the **Top 10 industries** of FTO employers. It shows that:

- One in every five employers applying for FTOs operate in the **construction or health & social care** sectors;
- **Education, training or coaching** is also well represented, accounting for 10% of all applicants – this includes nurseries, consultants, as well as private sector training providers;
- A further 10% of applications come from employers in **professional, scientific & technical** industries – this includes some life sciences firms;
- **Arts, entertainment & recreation**, which includes mainly employers working in Creative Industries, accounted for 9% of FTO applicants. This is much higher than the proportion of firms working in this sector across the economy as a whole (approximately 3%³).

This analysis shows that FTOs have been taken up by employers operating across a diverse range of industries with no single sector or group of sectors dominating.

³ Source: Scottish Government Business Statistics 2012

Which industry does your company operate in?



Size

Table 1 provides a breakdown of survey respondents by employee size band. It shows that:

- The vast majority (88%) were **small firms** employing fewer than 50 people;
- Of these, 57% were **micro-businesses** employing fewer than 10 people; and
- 25% were either **sole traders or had one employee**.

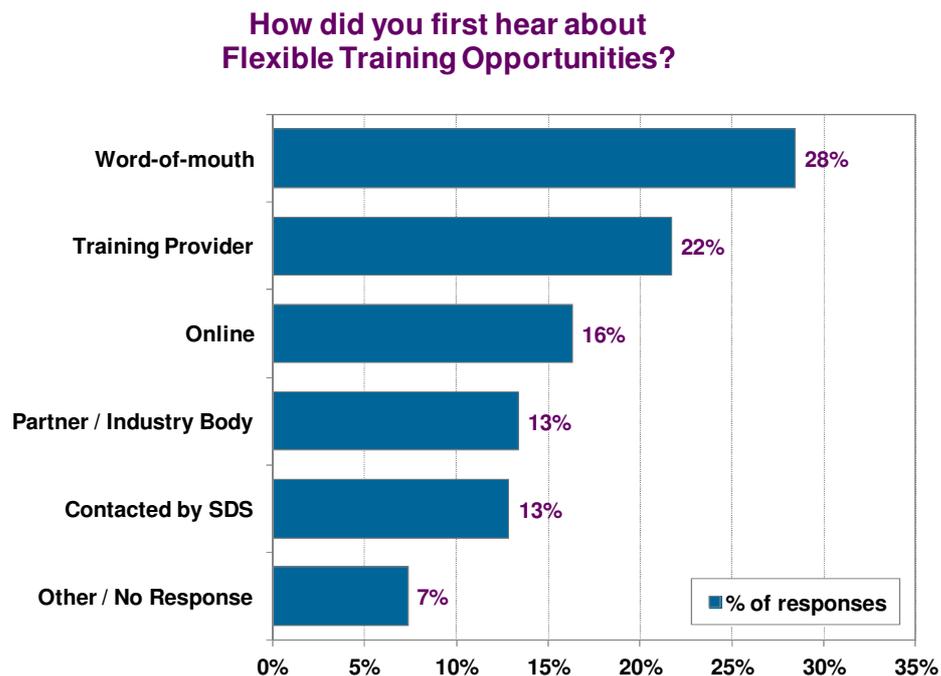
Table 1: How many staff does your company employ?		
	No	%
0-1	207	25
2-9	261	32
10-49	250	31
50-99	54	7
100+	29	4
No response	15	2
Total	816	100

Flexible Training Opportunities was initially designed to offer financial support to small businesses employing up to 50 people to train existing staff. The eligibility criteria was subsequently changed to allow larger firms with up to 150 employees to apply. **However, these figures show that FTOs have predominantly been taken up by small and micro businesses despite this broadening of the eligibility criteria.**

Engagement with the Programme

The chart below shows the means by which survey respondents first heard about Flexible Training Opportunities:

- The most common was **word of mouth**, with more than one in every four (28%) having heard about the programme in this way;
- Over a fifth (22%) were **contacted directly by a training provider**;
- The remainder found out about the programme **online, via SDS partners / industry bodies or through direct contact from SDS staff**.



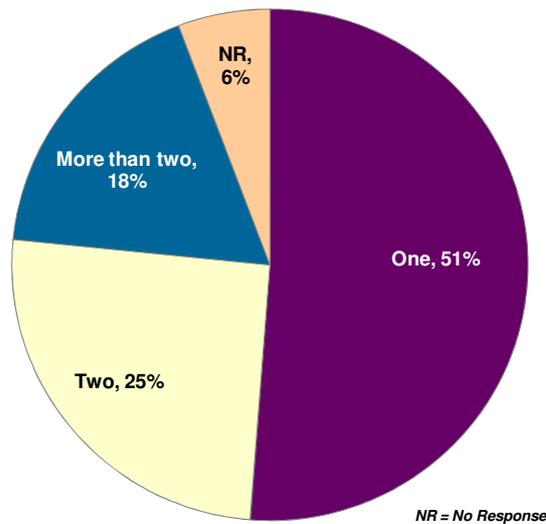
The approach taken to marketing FTOs has been relatively low key and this is reflected in these findings. The main promotional route has been through partners and industry bodies, such as Sector Skills Councils, the Federation of Small Businesses and the Scottish Chambers. **As a result, participating employers are predominantly finding out about the programme through existing networks and contacts.**

Applications

There is no limit to the number of **applications** that employers can make for FTOs. However, they can only apply to train a **maximum of 10 employees** within one financial year.

The chart on the next page shows that around half (51%) of employers surveyed had one application approved for Flexible Training Opportunities. A further 43% had two or more applications approved. **In other words, a substantial proportion of employers participating in the programme are repeat or multiple applicants.**

How many APPLICATIONS has your organisation had approved for Flexible Training Opportunities?



Learning Opportunities

Survey respondents were asked how many learning opportunities their organisation had had approved through Flexible Training Opportunities⁴. A total of 2,700 opportunities had been approved amongst the survey sample. This amounted to an **average of 3 opportunities per employer**.

Summary – Profile of FTO Employers:

- FTO employers operate across a diverse range of industries with **no single sector or group of sectors dominating**.
- Relative to the Scottish economy as a whole, there is particularly high representation from **training providers**, as well as businesses in the **arts, entertainment and recreation industry**.
- Employers are predominantly hearing about the programme through **existing networks and contacts**, suggesting that many have had some form of previous engagement with the skills system.
- There are many 'returners' to the programme, with a substantial proportion of participating employers making **repeat or multiple applications**.

⁴ 'Learning opportunities' can be defined as the number of employees receiving training through the programme. Businesses can apply to train a maximum of 10 employees per year.

3.3 Training

Completion of Training

Survey respondents were asked whether employees had received the training that was approved for funding through Flexible Training Opportunities and the responses are shown below.

	No	%
Yes - all of them	615	75
Yes - some of them	116	14
No	36	4
No response	49	6
Total	816	100

The majority (89%) of employers surveyed had completed **all or some of the training**. Of those that had not, the most common reasons given were:

- Waiting on course start date,
- Training underway,
- Training no longer available,
- Training no longer required / no longer a business priority, or
- Too busy.

A couple of respondents cited financial difficulties or a downturn in the industry as reasons for having not completed the training. However, these were relatively few in numbers with the main reasons tending to centre on **timing and availability of courses**.

Submission of Claims

Employers that said they had completed **all or some of the training** were asked whether or not they had submitted a claim to Skills Development Scotland for the funding. The vast majority (95%) reported to have done so.

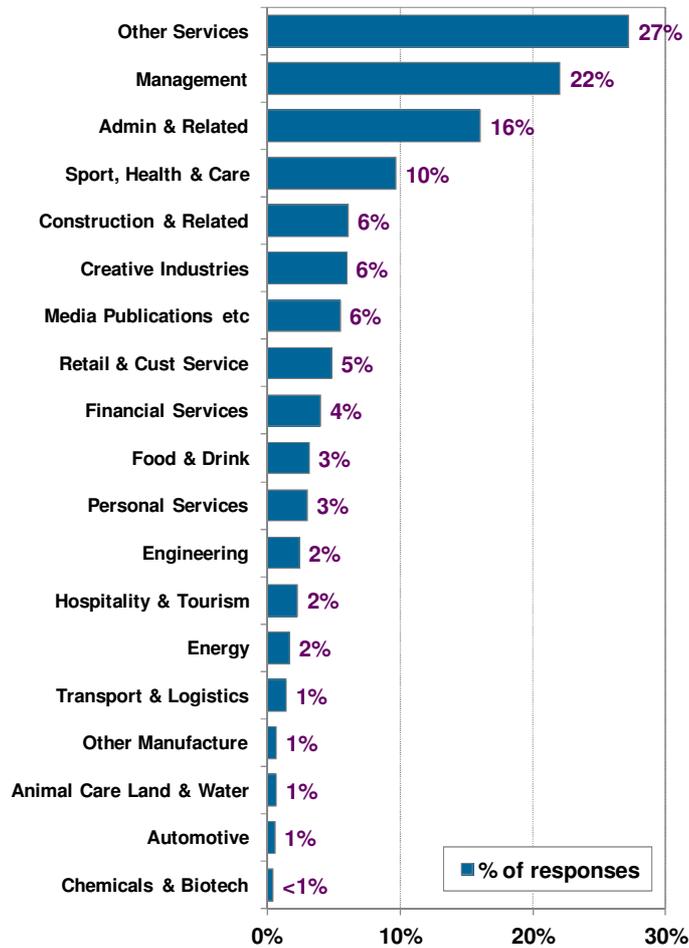
Most of the remaining 5% said that the claim was currently in process. A very small number were put off by the level of paperwork involved and so decided not to make a claim.

Type of training

The chart on the next page shows the type of training accessed by FTO employers. It shows that:

- **Other services** accounted for the largest share (27%) of responses. This is a catch-all category for a broad range of service related training;
- **Management and Admin & related** combined accounted for a further 38% of responses; and
- The remainder were spread across a **broad range of training types** with services tending to dominate over more technical training.

**What type of training was provided?
(tick all that apply)**



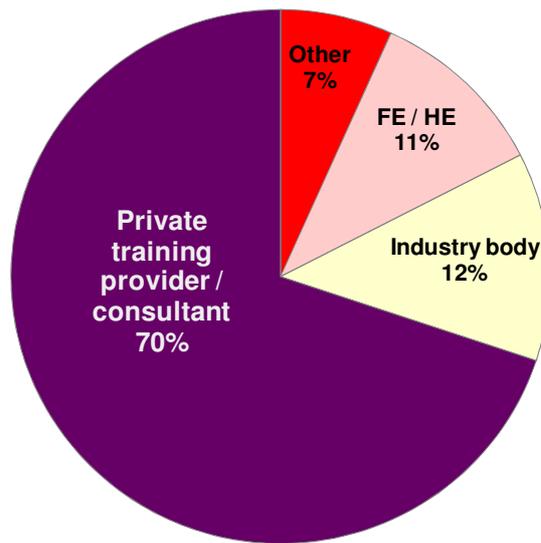
These findings show a **high level of diversity** in relation to the type of training being supported through Flexible Training Opportunities. They also show that many employers are using the funding to access **general business management training** over more technical or job-specific courses.

Training Providers

The chart on the next page shows that the majority (70%) of the training supported through FTOs is delivered by **private training providers / consultants**.

A further 23% is delivered through a combination of industry bodies, which includes some Sector Skills Councils, or HE / FE institutions. The remaining 7% is provided by 'other' organisations mainly operating in the voluntary sector.

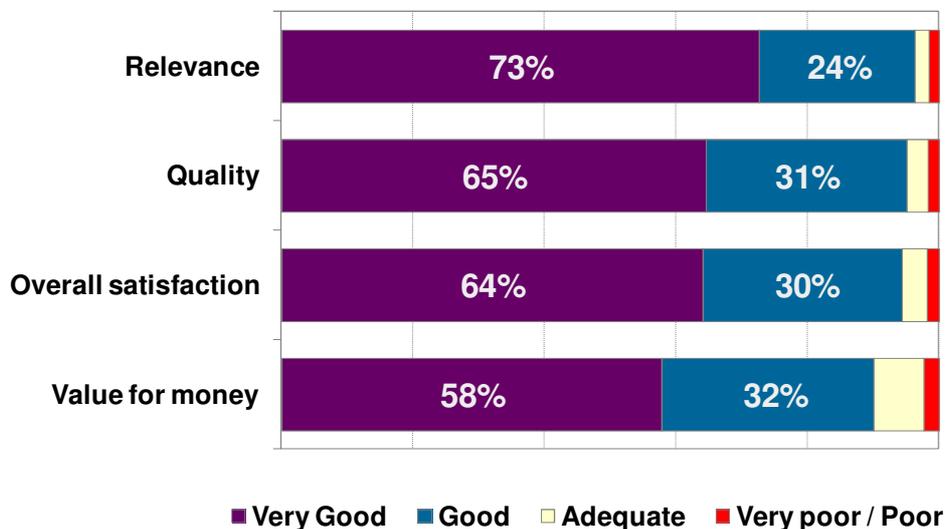
Who provided this training?



Quality of training

Respondents were asked to rate the training supported through the programme across a range of measures and the results are shown in the chart below⁵.

How would you rate this training in terms of:



Overall, the training appears to have been **very well received** by employers. Over 90% of survey respondents rated it 'Good' or 'Very Good' in terms of relevance, quality and overall satisfaction.

Value for money achieved the lowest overall rating, which is perhaps surprising given that employers were only required to pay 50% of the costs. However, the training was still rated as Good or Very Good on this measure by the vast majority (90%) of respondents.

⁵ Response options to this question were on an evenly balanced 5-point scale. However, 'Poor' and 'Very Poor' have been combined in the chart for ease of presentation.

Summary – Training:

- Most of training approved for funding through the programme had been completed by the time of the survey. In cases where it had not, the reasons cited mainly related to **timing or availability of courses**.
- Many employers are using the programme to fund **general business management and administration** training over more technical or job-specific courses.
- The majority of training has been delivered by **private sector training providers / consultants**.
- The training was **very highly rated** amongst survey respondents in terms of quality, relevance, value for money and overall satisfaction.

3.4 Satisfaction & Benefits

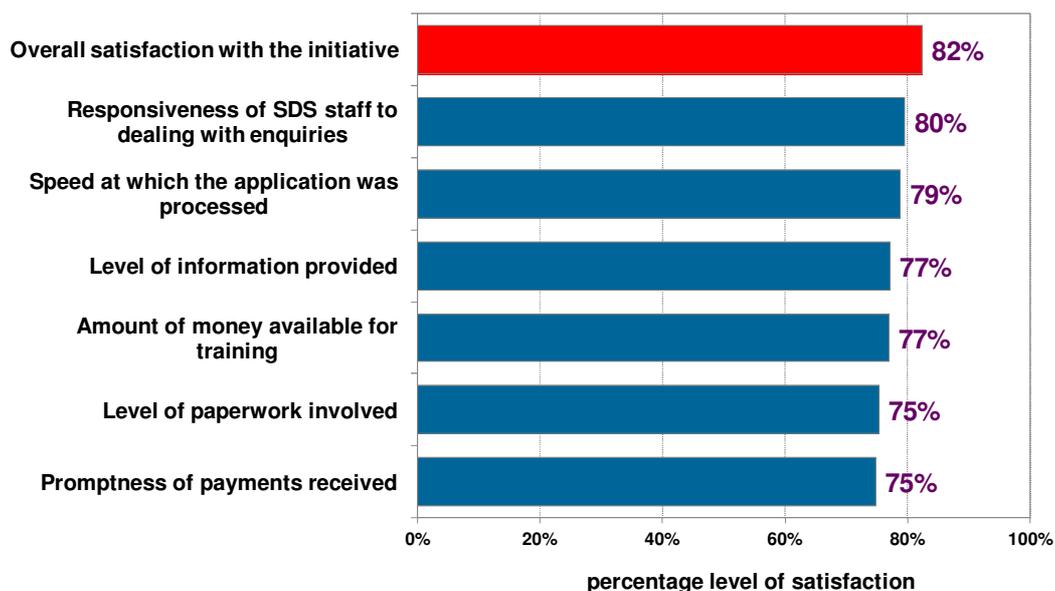
Satisfaction

Employers were asked to rate how satisfied they were with various delivery aspects of Flexible Training Opportunities. The responses were given on a 5-point scale ranging from 'Very Unsatisfied' to 'Very Satisfied'. These were then coded in order to calculate a percentage level of satisfaction with each and the results are shown in the chart below⁶.

The key messages from this analysis are that:

- Participating employers reported **high levels of satisfaction** with each of the main delivery aspects of the programme;
- The **responsiveness of SDS staff and speed of the application process** were particularly highly rated; and
- The lowest levels of satisfaction were for **promptness of payments received and level of paperwork involved**, suggesting potential scope for improvement in these areas.

How satisfied were you with each of the following aspects of Flexible Training Opportunities?

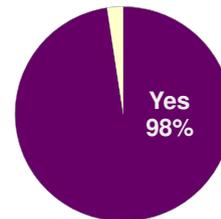


Interestingly, employers rated **overall satisfaction with the programme** slightly higher than each of the delivery aspects. This suggests that, whilst there is scope for improvement and streamlining of the various delivery processes, employers are broadly satisfied with initiative as a whole.

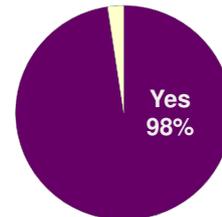
⁶ A full description of the methodology used to calculate the percentage levels of satisfaction can be found in Appendix C

In addition to these standard measures of satisfaction, the survey also asked whether employers would consider arranging training through an initiative like this in future and the extent to which they would recommend it to others – the results are shown below.

Would you consider arranging training for staff through an initiative like this in the future?



Would you recommend Flexible Training Opportunities to other employers?

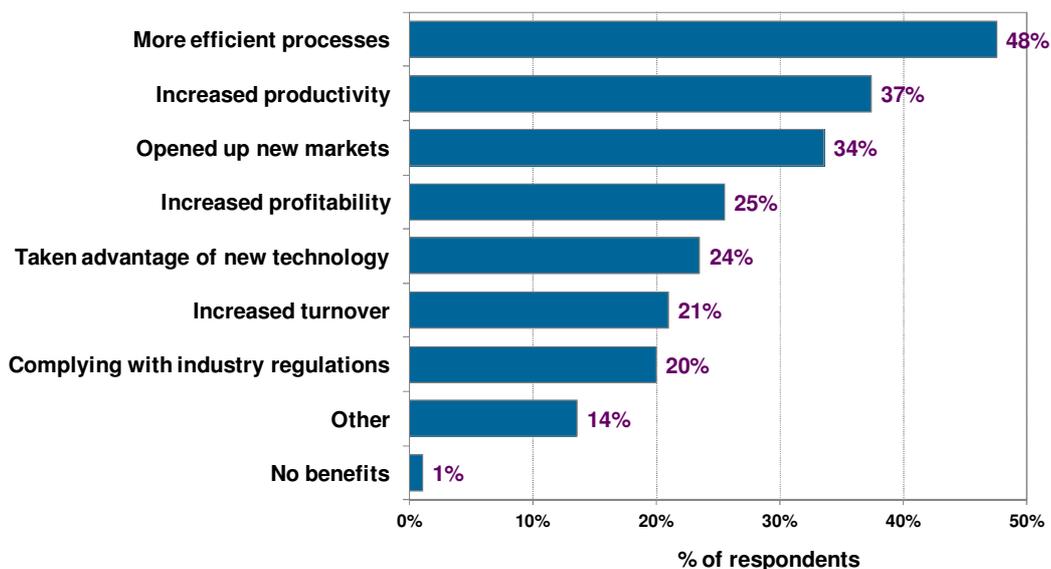


These results could be considered a **strong endorsement** of the programme by participating employers. Almost all of those surveyed said they would consider training like this in future and would also recommend Flexible Training ~~Opportunities~~Opportunities to others.

Benefits to employers

In terms of evaluation, it is important to note that satisfaction and willingness to recommend the programme are only part of the story. The survey also sought to gather information on the **actual benefits to employers** from taking up FTOs and the results are shown below.

What have been the main benefits to your ORGANISATION from participating in Flexible Training Opportunities? (tick all that apply)



This analysis shows:

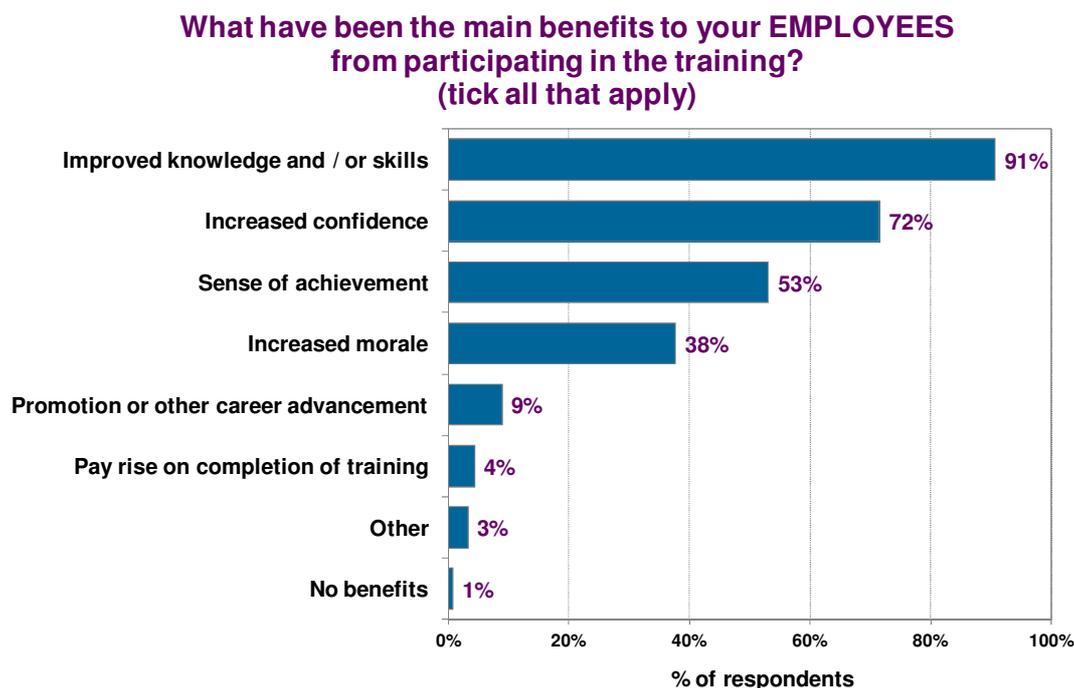
- Evidence of **efficiency and productivity gains** amongst many employers taking up FTOs,
- One in every three employers gaining **access to new markets** as a result of the training,
- Many employers reporting increases in **turnover and profitability**, and
- **Very few respondents reporting no benefits** from participating in the programme.

These are positive results and provide evidence of the types of benefits that would be expected from a skills intervention such as Flexible Training Opportunities.

Benefits to employees

Employers were also asked what they thought had been the main benefits to employees from participating in the training and the results are shown below.

- As might be expected, **improved knowledge and / or skills** was the top response,
- Increased **confidence, morale and sense of achievement** also scored highly, and
- The results provide some evidence of **career advancement and pay increases** amongst employers receiving the training.



Negative impacts

Employers were asked if there had been any negative impacts on their organisation or employees from participating in Flexible Training Opportunities.

There were 400 responses to this question and 370 of these (92%) were to the effect that there had been **no negative impacts** from participating in the programme.

The remaining 30 comments focused on:

- **Time** – this seems to be a particular issue for small firms who perhaps have limited capacity to provide cover for employees to attend training.
- **Costs** – participating firms still have to pay employees for attending training, even though they are losing money by having them ‘off the job’.
- **Paperwork** – some employers cited the level of paperwork required for a relatively small value of grant as having a negative impact.
- **Lack of clarity** – confusion around the type of training that was eligible for funding led to some claims being refused, leaving some employers out of pocket.
- **Poor quality training** – a couple of respondents reported being disappointed by the quality of training received and the refusal of the training provider to provide certificates.

Whilst these issues are important and highlight scope for improvement in relation to some delivery aspects of the programme, it is important to keep them in perspective. They represent the views of a **very small proportion** of the overall survey sample of over 800 businesses.

Summary – Satisfaction & Benefits:

- Employers taking up Flexible Training Opportunities report **very high levels of satisfaction** with how the programme has been delivered.
- Almost all employers surveyed reported that they **would arrange training like this in future and would recommend the programme to others**.
- The survey provides evidence of **productivity and efficiency gains** amongst employers as a result of participation in the programme.
- In terms of the individuals receiving the training, the main benefits cited by employers were **improved knowledge, skills and confidence**.
- Very few employers reported negative impacts from participating in the programme. Those that did focussed mainly on the **time and costs** associated with taking employees off the job to participate in training.

3.5 Recommendations

Finally, employers were asked if there were any aspects of Flexible Training Opportunities that they thought could be **further developed or improved**.

There were over 340 responses to this question, but more than half of these were to the effect that **no changes were required**. In fact, many respondents used this as an opportunity to say how satisfied they had been with the programme, how grateful they were for the support and how keen they were for it to continue. A couple of example quotes include:

"I think it's one of the few really good schemes around which help businesses to flourish. There is a huge amount of support for start-up, and for high growth, but very little for the middle-of-the-road ones which are established and just want modest growth."

"It is a great programme and it means that I can invest in training and development that I could not otherwise afford as a tiny company. This development has led to new contracts through being able to offer new services and reach new markets."

"This is the single most helpful support I have had from the public sector since I started this business."

The remaining responses highlighted areas potential improvement and these are summarised below.

More Flexibility

Several respondents said that they would appreciate greater flexibility in relation to the programme rules. This related mainly to:

- **Eligibility criteria** – company size and type of training in particular were cited as being restrictive, with recent changes having left some participating firms no longer eligible.
- **Time limit** – competing business priorities, as well as course availability, made it difficult for some companies to complete the training within the required timescales.
- **Money** – perhaps unsurprisingly, several employers said that they would like more money, or a higher proportion of the training costs, to be made available through the programme.
- **Provision for travel costs** – some companies, particularly those based in rural areas, said they would appreciate additional funding to be made available to cover travel costs.
- **VAT** – the exclusion of VAT from the payments was highlighted as having a negative impact on small businesses or charities that are not VAT registered.

More Streamlined Process

Many of the improvements suggested related to the procedures for making applications and claims. These included:

- **Paperwork** – this was highlighted as a burden, particularly for small firms that do not have a dedicated administrative or accounts resource.
- **Applications** – the general consensus was that this process could be streamlined. For example, it was felt that repeat applicants shouldn't have to resubmit basic company and employee information.

- **Claims** – the process for submitting claims was described as overly complex and time consuming by some respondents.
- **Online system** – many employers highlighted scope for improvement in relation to the online forms. The problems cited were mainly presentational (e.g. formatting, spacing, font sizes) and could therefore be remedied fairly quickly and easily.

Better Communication & Marketing

Some respondents felt that there was a need for better communication and marketing of the programme. The issues highlighted were:

- **Lack of clarity** – some employers were not sure about what type of training could be funded, which led to some claims being refused. A couple of respondents said that a list of approved training courses would save time and also help them to identify suitable courses.
- **Limited marketing / promotion** – many employers were conscious that they had only found out about the programme by chance. They felt that more could be done to raise awareness of the support available amongst the wider business community.

Increased Responsiveness

Finally, some employers felt that queries relating to their application could have been handled more efficiently. They suggested:

- **A dedicated advisor** – having a dedicated person to liaise with throughout would have made the process much easier.
- **Faster responses** – some employers expressed frustration with the speed at which some queries were dealt with. They reported having to chase up initial requests in order to get a response.

Summary – Recommendations:

- When asked for recommendations for improvement, many employers took the opportunity to say how satisfied they had been with the programme, how grateful they were for the support and **how keen they were for it to continue.**
- The recommendations that were given focussed on:
 - Increased **flexibility** around programme rules,
 - More **streamlined processes**,
 - Better **communication and marketing**, and
 - Increased **responsiveness.**

APPENDIX A – Programme Descriptions

Additional MAs for 16-19 Year Olds

The ESF funds will support a substantial increase in the total number of Modern Apprenticeship places available in the 2010/11 financial year. The rationale behind this is to increase the opportunities available for what is estimated to be a ‘summer spike’ of school leavers in 2010⁷.

Additional MAs for Key Sectors (all ages)

An additional 5,000 Modern Apprenticeships will be made available to people of any age. These will be targeted towards those occupational frameworks that support the key sectors identified within the Government Economic Strategy for Scotland⁸. The rationale behind this is to help contribute to improved productivity and skills supply within the key sectors.

Flexible Training Opportunities

The aim of this initiative is to provide support to small businesses to invest in training for existing employees. Initially, it was only open to Scottish businesses with 1-50 employees, but the eligibility criteria has since been broadened to include all firms with up to 150 employees. It offers companies the opportunity to have up to 50% of their employee training costs paid up to a maximum of £500 per training episode. The focus is on training that will contribute to productivity and eligible courses include those based on national occupational standards, industry recognised qualifications, first line supervisory management and workshops. In order to maximise the added value associated with the initiative, the funding does not cover legislative or statutory training.

Employer Recruitment Incentive

This programme involves providing recruitment incentives of £1,000 to companies offering Modern Apprenticeship places to young people aged 16-19. Initially, the incentive was only available to employers recruiting from key priority groups including ex offenders, care leavers or those progressing from Get Ready for Work. However, the eligibility criteria have now been extended to include other employability programmes.

Targeted Pathways

This programme will offer training to young unemployed people on the SDS register to develop their career planning and vocational skills with the aim of moving them into employment or a Modern Apprenticeship. It is targeted at 16-19 year olds that are qualified to Standard Grade General Level or above and therefore capable of undertaking a Modern Apprenticeship framework. It will involve identifying the capacity of local training providers to offer additional vocational training within a training centre environment or via other appropriate delivery models.

Low Carbon Fund

Finally, the Workforce Development Fund will provide financial support to market test new skills enhancement programmes. It is based on the same model as the Flexible Training Opportunities where employers will be offered up to 50% of their employee training costs. It will initially be ~~foeussed~~focused on the Low Carbon Economy.

⁷ See Appendix D for further details

⁸ See Appendix E for further details

APPENDIX B – Key Sectors & Supporting MA Frameworks

Key Sector	Supported MA frameworks
Financial Services	Providing Financial Services Retail Financial Services Customer Service Management
Hospitality & Tourism	Hospitality Management
Food and Drink	Food Manufacture Agriculture Aquaculture BITS Management Customer Service (Spirit Industry)
Energy	Energy Customer Service Management
Life Sciences	Life Sciences Management
Creative Industries	Creative Management
Construction	Construction Electrical Plumbing Gas Water Industries Heat & Vent Extractive and Mineral processing Management/Supervisory
Automotive	Vehicle Maintenance & Repair Automotive Glazing Fast Fit Vehicle Parts Operations Management
Engineering	Engineering Land Based Engineering BITS Management
Transport & Logistics	Driving Goods Vehicles Storage and Warehousing Traffic Office Management

APPENDIX C – Calculating Percentage Level of Satisfaction

1. Respondents were asked to rate the extent to which they were satisfied with each aspect of the programme using the 5-point scale shown in the table below. The table also shows the number of points allocated to each response. The higher the level of satisfaction, the higher the number of points allocated and vice versa.

Response	Points allocated
Very Unsatisfied	0
Unsatisfied	1
Neither Satisfied nor Unsatisfied	2
Satisfied	3
Very Satisfied	4

The numbers of points received were then added to give a total score for each statement.

2. The maximum number of possible points was calculated by multiplying the total number of responses by 4. This would have been the score had everyone said that they were 'Very Satisfied'.
3. The number of actual points received for each statement was then divided by the total number of possible points to calculate the percentage level of agreement.

On the basis of this methodology, if everyone had said they were 'Very Satisfied' with a particular element, it would receive a percentage level of satisfaction of 100%. Conversely, if all respondents had said they were 'Very Unsatisfied', it would receive a percentage score of 0%.