



Research Report



Evaluation of Women and Work Sector Pathways Initiative – Phase 2

Prepared for: UK Commission for Employment and Skills



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1 Executive summary

This is the summary report for the Phase 2 Evaluation of Women and Work Sector Pathways Initiative (WWSPI) commissioned by the UK Commission for Employment and Skills (hereafter referred to as the UK Commission).

This first chapter highlights the key findings from this evaluation. Chapter 2 provides an introduction and background to the WWSPI and the survey methodology used to evaluate the programme (which comprised of telephone and online surveys during December 2009 and January 2010). Chapter 3 summarises the hard outcomes, in terms of qualification and employment benefits achieved by Phase 2 participants. Chapter 4 then reviews the policy considerations of the evaluation findings. Chapters 5 to 11 take us through the detailed findings from the Phase 2 quantitative evaluation, amongst 323 employers and 916 participants. In Chapter 12 findings from 100 follow-up interviews with participants from Phase 1 of the initiative are reported and summarised, although the key hard outcomes are also summarised here.

The Sector Skills Councils (SSCs) have been funded to lead on the WWSPI which is intended to test new recruitment and career pathways for women in sectors, sub-sectors or occupations where they are under-represented and where there are skills shortages.

The initial WWSPI pilot (Phase 1) was completed in March 2008 and the quantitative and qualitative evaluations revealed that this first phase achieved its targets (almost 8,000 women beneficiaries); that satisfaction levels were high (96% amongst employers and 90% amongst participants); eight in 10 participants had gained a positive outcome in terms of changes in job role, increased pay or gaining a qualification; that the free/subsidised training had helped women to overcome a key barrier to training and provided training opportunities that would not otherwise have been available (additionality); and that the majority of stakeholders in the skills and training infrastructure talked enthusiastically about the WWSPI as an exceedingly valuable demand-led intervention.

Phase 2 of the WWSPI ran from April 2008 to March 2009, starting at a time when the UK entered recession and there were fears that employers would cut training to save costs. The Government's response was to encourage employers to invest in training to help survive the recession. The findings emerging from the Phase 2 evaluation suggest that the WWSPI has continued to encourage employers to invest in training and that the programme has met its objectives to varying degrees.

Overall the results of the quantitative surveys on Phase 2 of the WWSPI reveal a very successful training programme that employers and participants are very satisfied with, and that they have gained significantly from in terms of the hard employment progression and qualification outcomes achieved by participants, as well as improved skills and abilities, and attitudes towards their job, employer, industry, career progression and training in general.

Both Phase 1 and Phase 2 evaluations provide evidence that the WWSPI is a key means of taking the equalities agenda forward with employers in a practical way. It is seen as a refreshing change from the normative approach. The WWSPI is recognised as a 'tool', service or solution which can assist employers to raise their game. It provides the opportunity to fund specific interventions that are not part of mainstream provision. Policy measures to encourage women to undertake training in the workplace tend to be rare and in this way the WWSPI can be seen to make a unique contribution to both encouraging learning and narrowing the pay gap in a way which supports improved business performance and in this way makes a contribution to realising competitiveness advancements which will benefit the economy as we move out of recession.

1.1 Who the initiative has reached

- Out of a target of 4,803 for Phase 2, the programme reached 4,251 participants (89% of the target).
- The programme has successfully reached employers that have a lower than average representation of women (36% compared with an average of 48% in England).
- The initiative has also reached a high proportion of employers that have not received any other funding for training or development in the last two years, other than that provided by the WWSPI (65%).
- A high proportion of employers have not previously engaged with their SSC (51%). The WWSPI has, therefore, provided an opportunity for SSCs to engage with businesses they have not previously reached.
- Phase 2 of the initiative has been successful in attracting greater representation of smaller businesses than Phase 1, although the proportion of smaller businesses (56% with 1-49 employees) is still below the actual proportion they account for in the business population (98%).
- Reiterating comments made in Phase 1 of the programme, the high representation of medium and large businesses has in turn meant they are more predisposed towards training already. Two-thirds have a training plan or budget, three-quarters conduct training needs assessments and eight in 10 conduct staff appraisals. Over half have systems in place to monitor their workforce profile, their recruitment or pay levels with respect to gender.
- In terms of participants, a significant proportion of women who would not normally receive training have been reached. Two-fifths of Phase 2 participants have never received other off-the-job training from their employer (40%).
- The programme has also been successful at reaching a high proportion of women without qualifications. A quarter of Phase 2 held no qualifications prior to the initiative (23% compared with 12% in Phase 1).
- The initiative appears to have reached occupations where there is less flexibility in terms of working hours than in industry in general. The level of part-time working amongst Phase 2 participants, as in Phase 1, is well below the rate in England generally (21% compared with 40% in England).

- In terms of occupations, females in managerial and senior official occupations and associate professional and technical occupations are well represented on the programme, compared with their profile in England as a whole. However, women in personal service occupations and elementary occupations are somewhat under-represented in the programme, compared with the volume of female workers they account for nationally.
- The initiative has also done well to reach employers and participants that already held quite strong concerns about the role and progression of women within their organisation and industry:
 - At least half of employers held concerns at the time they started the initiative about:
 - the ability of their organisation to attract women employees (50%);
 - a clustering of women in particular low paid occupations (53%);
 - a low proportion of women in senior management (57%);
 - the rate of progression of women within their organisation (60%).
 - Amongst participants, at least half believed at the time they started on the WWSPI that within their organisation:
 - women were less likely than men to progress (48%);
 - there was a low proportion of women in senior management (61%);
 - there was a clustering of women in particular low paid jobs (58%).
 - Thinking about their industry, two-thirds of Phase 2 participants believe it is harder for women to progress to senior roles than men (68%), and over half believe there is a lack of flexibility that makes it difficult to balance work with non-work responsibilities (52%) and there are few successful female role models within the industry (61%).
- A significant proportion of participants also held concerns about their own role within their company, with nearly a third agreeing that their job was traditionally low paid (32%) and had no history of women progressing to more senior roles (33%), and nearly a quarter who felt their job offered poor job security (23%).

Becoming involved with the initiative

- Virtually all employers found it easy to recruit participants to the programme.
- Employers were particularly motivated to participate in the training programme because it was subsidised (84%) and it focused on their particular industry (81%). The focus on female employees was also an important factor in their decision to take part (65%).
- As in Phase 1 increasing confidence (80%) and developing new technical skills (76%) were the top two 'major' objectives that employers had in mind when deciding to participate.
- For participants the same two objectives of gaining new skills (79%) and feeling more confident about their abilities (66%) were most likely to be their major objectives. A significant proportion also hoped for a qualification (72% considered this an objective) and promotion (an objective for 61%).

- Participants were very positive about taking part in the initiative and even more so than in Phase 1. More than eight in 10 said they were enthusiastic about participating (85%) and that they saw it as an opportunity to progress (87%). Fewer participants in Phase 2 were unsure of how the programme would help them than in Phase 1 (40% compared with 47% in Phase 1) and fewer also said their employer wanted them to do it but they were not keen (11% compared with 17% in Phase 1).
- Very few employers or participants had any initial concerns about the WWSPI when they first started (around 1 in 10 in each case), and the majority, looking back on their experience, now consider these concerns to have been no issue at all or only minor issues that had a small negative impact.

1.2 Views on the training received

- Both employers and participants are very positive towards the training received. The WWSPI is an initiative that employers are keen to continue to be involved with, and one that a high proportion of both employers and participants are likely to recommend to others. This is evidenced by:
 - nearly nine in 10 employers likely to continue on the programme if it were to continue beyond March (88%), including six in 10 that are very likely to;
 - more than nine in 10 are also positive about working with their SSC again on other training and development initiatives (93%);
 - More than 9 in 10 employers are positive about recommending the WWSPI to other employers (93%), including half that would proactively recommend (55%);
 - nearly nine in 10 participants are positive about recommending the programme to others (88%), including over half that would be very positive (55%);
 - more than nine in 10 employers (93%) and 9 in 10 participants (87%) are satisfied with the training programme overall.
- Employers are also generally satisfied with the flexibility of the programme, with at least six in 10 considering the content and the delivery of the programme to have been flexible in Phase 2.
- Just 11% considered that the company's involvement in the initiative had involved a great deal of work.
- Nearly nine in 10 employers agree that the initiative demonstrated an excellent understanding of the key skills requirements in their sector (88%), and an excellent understanding of working patterns in their sector and the way training or development can best be organised to meet their needs (86%).
- Amongst participants there is a high degree of satisfaction with each element of the training they received, with at least eight in 10 considering each element they were involved in to be useful. Satisfaction with mentors is extremely high, with 92% of those that have received a mentor being satisfied in Phase 2, compared with 86% in Phase 1.
- Participants are also very satisfied with the level of support provided on the training programme. Consistent with Phase 1, nearly four out of five participants in Phase 2 felt very or quite supported during their training programme (79%).

- Developing within their job role, learning new skills, the opportunity to undertake training, and a confidence boost are the benefits most likely to have been achieved by participants in Phase 2 of the programme.

1.3 Outcomes and impact

- The WWSPI has again been very successful at achieving employers' objectives. Virtually all employers consider the programme to have been successful at increasing the confidence of participants (97% compared with 98% in Phase 1), which was the objective most likely to be considered a 'major objective' by employers. In addition the vast majority of employers consider the programme a success in the following ways:
 - developing new technical skills for participants to enable them to do their job better (93%);
 - meeting previously identified skills gaps (93%);
 - increasing motivation (93%);
 - raising career aspirations (82%);
 - increasing the likelihood of retaining female staff (79%).
- At least half of employers say that as a result of the WWSPI they are now more likely to monitor the progression of women in their organisation (53%); take action to ensure a greater proportion of women reach management (50%); and invest in training specifically aimed at women (56%).
- For participants the gains have also been considerable:
 - more than nine in 10 participants have achieved a concrete outcome in terms of improving their skills or confidence in at least one area (93%);
 - an increase in participants' confidence (78%), followed by an increase in technical skills (68%) have been the greatest skills areas improved;
 - Two-thirds are now more likely to stay at their organisation (64%) and more than seven in 10 have improved their attitude towards their job or employer in some way (71%);
 - nearly nine in 10 participants have achieved a positive shift in their attitudes towards training and development (89%) and career progression (87%), with more than half now more likely to aim for more senior positions (57%);
 - for nearly three in 10 (29%) the initiative has led to a positive change in terms of the opportunities they believe are available for women in their industry or industry in general, and of all those in employment when they started their initiative, for more than one in five the WWSPI has resulted in a positive shift, in terms of the opportunities they believe are available for women within their organisation (21%);
 - as a result of taking part in the WWSPI nearly half say they would now be more likely to recommend working in their industry to other women (49%), with nearly a quarter being a lot more likely to do so (24%).

- In terms of the hard outcomes achieved from the WWSPI, nine in 10 employers state their participants have gained at least one hard outcome in terms of employment or qualification gains as a result of their participation in the programme (90%). This includes:
 - nearly half who have achieved a full qualification (48%) and a further 9% who have achieved a partial qualification;
 - more than a quarter who have accessed other training not leading to a qualification that they would not otherwise have been eligible for (27%);
 - more than a fifth who have received a promotion (21%);
 - nearly two-thirds who have improved their career prospects (65%);
 - more than a quarter who have received a pay rise (26%).
- Amongst participants nearly three-quarters of all participants (74%) have achieved at least one hard outcome, in terms of progressing in their job or achieving qualification outcomes and over half have achieved more than one hard outcome (53%). This includes:
 - nearly two-fifths who have achieved a full or partial qualification (39%);
 - nearly a quarter working towards a qualification (23%);
 - two-fifths who have gained more responsibility in their job (40%);
 - nearly one in eight have achieved a promotion (12%);
 - nearly one in seven participants (14%) have received an increase in their salary which they believe is at least in part due to their involvement in Women and Work.
- Most of those who are currently working are working for the same employer they were when they started the training (95%). Thus, retention is high a year on from when this phase of the initiative completed, with just 5% now working for a different employer (compared with an average employee turnover rate of 15.7% across the UK in 2009)¹.
- Virtually all employers (97%) and participants (93%) that have contributed in some way to the training consider their investment to have been good value for money.
- Re-interviewing participants from Phase 1, as an additional element to this evaluation (at least two years since Phase 1 finished), reveals the benefits and outcomes achieved as a result of the WWSPI are long-lasting and even greater as time elapses:
 - in all cases the attitudes of Phase 1 follow-up participants towards their job/employer, career progression, training, and their skills and confidence have increased even more so than amongst Phase 2 participants;
 - 82% of Phase 1 participants who were in work at the time they started on the initiative have remained with the same employer. Given it is at least two years since they started on the initiative, this retention rate again compares well with national statistics for the UK which suggest an annual employee turnover rate of 15.7% and that just 24% of employees remain in the same job for at least five years²;

¹ CIPD (2009). *Recruitment Retention and Turnover Survey 2009*.

² *ibid*.

- nearly half have gained more responsibility in their job (47%) and over quarter have received a promotion (27%);
- more than two-fifths have now gained a full or partial qualification (44%) and a third are working towards one (33%);
- more than a third have received a pay rise (34%), with half attributing this increase in some way to the initiative.
- Compared with when they were last interviewed, nearly half of Phase 1 participants are now more positive about recommending the initiative to other women (45%).

1.4 Additionality and further learning

- The WWSPI has continued its success in reaching employers and participants that would *not* have engaged in such training for women had this initiative not been available:
 - more than two-fifths of employers had either never thought of providing this type of training before or had considered it but dismissed the idea (41%). Less than two-fifths had any definite plans to provide this type of training (37%);
 - even where this type of training was already planned to some degree, the programme has enabled the training to be made available to a greater number of women within the organisation in over a quarter of cases (28%), and in half of cases it has brought forward the decision for this training to be undertaken (50%);
 - two-thirds of employers would not have taken any steps in their organisation to increase employment and prospects for women if they had not become involved with the WWSPI (66%) and nearly half believe the initiative has accelerated progress in terms of female employment and improving prospects for women within their organisation (48%);
 - for a total of six in 10 participants the WWSPI has provided training opportunities that were either not available at all (32%) or has enabled them to train sooner than they would otherwise have been able to do (29%).
- The WSSPI has also been a driving force in creating further learning opportunities for participants:
 - more than a quarter of participants have gone on to register or undertake further learning since the training initiative (26%), and where they have not done so already two-thirds of participants say they are likely to (62%);
 - over half of participants believe that the WWSPI has made it easier for them to undertake further learning (56%) and nearly two-thirds feel it has given them more confidence (65%) and increased their interest in doing so (66%);
 - nearly a third of participants are clear that they would not be considering any further learning had it not been for the WWSPI (30%), and this proportion increases to half amongst participants who held no qualifications when they started on the initiative (48%);
 - overall, a staggering 96% of participants have increased their likelihood of undertaking further learning as a result of their involvement in the initiative.

2 Introduction

This report summarises the findings of quantitative research to evaluate Phase 2 of the WWSPI.

This chapter first provides an overview of the development of the WWSPI which emerged from the Government's response to the Women and Work Commission which reported in 2006. It identifies the objectives of the programme and the SSCs involved in the development and delivery of the programme. It outlines the phased implementation of the WWSPI and draws attention to the key findings emerging from the Phase 1 evaluation.

The chapter then outlines the methodology used to evaluate the programme's success and provides some notes on the structure of the report.

2.1 Context: Women and work

In the summer of 2004 Baroness Prosser was asked to chair an independent review (the Women and Work Commission) to examine the causes of the gender pay and opportunities gap and to find practical ideas to close it within a generation. In February 2006, the Women and Work Commission published their review and made recommendations in the report *Shaping a Fairer Future* (WWC, 2006). The review drew attention to the many advances in women's position in society and at work made in the 30 years since the Equal Pay Act, with more women in employment and occupying senior positions than ever before. However, in spite of recent progress a pay and opportunity gap for women remains and the review highlighted the need for a change in culture to maximise the potential contribution of women in our society. The Women and Work Commission set out a wide ranging and challenging agenda making forty recommendations aimed at bringing about culture change and maximising the potential of women in the workforce.

Responding to these recommendations, the Government Action Plan, published in September 2006 put forward a range of proposals, one of which was the WWSPI. This led to the development of a £10 million (matched by employers) pilot project to support SSCs in developing projects providing women with the skills, confidence and mentoring support to progress or move into male-dominated occupations. SSCs, working with others, have a key role to play promoting what works for employers in terms of diversity, while also influencing the development of a demand-led skills system. They can make the case for diversity, support targeted training and embed diversity strategically through Occupational Standards, qualifications frameworks and labour market intelligence.

SSCs were funded to lead on the WWSPI which is intended to test new recruitment and career pathways for women in sectors, sub-sectors or occupations where they are under-represented and where there are skills shortages. Within this broad aim there are a number of longer-term objectives to be achieved:

- Increasing the entry and retention levels of women into sectors, sub-sectors or occupations where they are currently under-represented and there are specific skills gaps and shortages.
- Increasing instances of career progression by women in sectors, sub-sectors and occupations where they are currently under-represented and there are specific skills gaps and shortages.
- Increasing the short term and long term earning potential for women in sectors, sub-sectors and occupations where they are currently under-represented and there are specific skills gaps and shortages.
- Engaging employers in overcoming barriers faced by women in the labour market whilst meeting skill needs.
- Encouraging a learning culture of long-term training with employers and participants.

2.2 Programme implementation

The initial WWSPI pilot was completed in March 2008 and due to its success, further funding was made available for subsequent phases to 2011 (see Table 1 for an implementation timeline).

Table 1: WWSPI implementation timeline

Phase	Timeline
Initial pilot (Phase 1)	October 2006 – March 2008
Phase 2	April 2008 – March 2009
Phase 3	April 2009 – March 2010
Phase 4	April 2010 – March 2011

The WWSPI has developed and evolved over several phases with some SSCs leaving the programme and others joining it. The programme sought to develop innovative approaches to policy intervention and new delivery projects have been developed to reflect the needs of specific sectors. Several projects have run over consecutive phases of the programme and have evolved as the SSCs have identified further opportunities and/or incorporated the learning and experience associated with implementation of the programme.

Table 2: SSCs involved in the WWSPI (Phases 1 and 2)

SSC	Phase 1	Phase 2
Asset Skills	1,638	928
Automotive Skills	1,114	740
Construction Skills	2,291	688
EU Skills	141	240
Financial Services		
GoSkills		22
Improve	229	
Lantra	995	745
People 1st		
Semta	188	142
Skillfast UK	871	680
Skills for Justice		66
Skills for Logistics	101	
Total	7,568	4,251

The first phase evaluation reports provide an indication of the outcomes associated with the WWSPI and the performance of the programme. The quantitative evaluation (IFF, 2008) was based on surveys completed by 357 employers and 717 women who participated in the WWSPI. The qualitative evaluation was based on 138 face-to-face or telephone interviews with stakeholders in government departments, SSCs, the TUC, delivery agencies and participating employers (PRI, 2009).

The first phase of the programme achieved its targets (almost 8,000 women beneficiaries) by March 2008. The majority of stakeholders in the skills and training infrastructure contributing to the qualitative evaluation research talked enthusiastically about the WWSPI as an exceedingly valuable demand-led intervention. Key findings emerging from the Phase 1 evaluation include:

- 96% of employers and 90% of individual beneficiaries were 'quite' or 'very' satisfied with their involvement in the WWSPI;
- 79% of the women participating in the initiative obtained a positive outcome in terms of changes in job role, increased pay or gaining a qualification;
- access to free/subsidised training helped to overcome a key barrier to training faced by many women in the workforce.

There was some evidence of additionality in terms of, for example, reaching women who would not normally receive training (only 30% of beneficiaries had received training in the last 12 months compared with 63% on average across the country as a whole) and encouraging employers to provide training for women in their workforce (55% of employers reported that the WWSPI training and development activity represented something that they had never thought of doing for their female employees or had considered in the past and decided against).

The survey evidence provides an indication of the performance of the first phase of the WWSPI. Headline indicators in terms of achieving the objectives associated with the WWSPI include:

Objective A: Increasing the entry and retention levels of women into sectors, sub-sectors or occupations where they are currently under-represented and there are specific skills gaps and shortages

- 70% of individual participants stated that they are more likely to remain with the employer as a result of having taken part in the WWSPI.
- 62% of employers report that the WWSPI has been very successful in meeting previously identified skills gaps.

Objective B: Increasing instances of career progression by women in sectors, sub-sectors and occupations where they are currently under-represented and there are specific skills gaps and shortages

- 15% had received a promotion (and a further 23% felt that this was more likely to happen as a result of their involvement) and 13% had secured a job that they wanted in another organisation.

Objective C: Increasing the short-term and long-term earning potential for women in sectors, sub-sectors and occupations where they are currently under-represented and there are specific skills gaps and shortages

- 17% had achieved a pay increase (and a further 21% felt that this was more likely to happen in the future).

Objective D: Engaging employers in overcoming barriers faced by women in the labour market whilst meeting skill needs

- 24% of employers reported that they are much more likely to take action to ensure that a greater proportion of women reach management positions.

Objective E: Encouraging a learning culture of long-term training with employers and participants

- 49% of employers reported that their involvement has had a longer-term impact on attitudes towards the employment and progression of women in their organisation.
- 24% stated that they are much more likely to monitor the progression of women within the organisation.
- 55% of employers had either never thought of providing this type of training before or had considered it but dismissed the idea.

The first phase evaluations identified a number of policy challenges including:

- Engaging employers – the first phase of the WWSPI tended to engage with larger employers (not smaller employers where market failure is most pronounced), although three-quarters of employers had not received funding from other external sources in the past two years.
- ‘Lifelong learning’ – the qualitative research highlights the potential for progression in terms of individual learning engendered by the WWSPI and the funding flexibilities required to support this over successive phases of the programme.
- In common with subsidised training interventions more generally, there is an element of deadweight associated with WWSPI interventions.

This report presents the findings of quantitative surveys amongst employers and participants involved in Phase 2 of the WWSPI providing further evidence of the progress and impact of the programme.

The table in Annex 1 summarises the strands involved in delivery of the WWSPI in each SSC in Phase 2.

2.3 Methodology

Fieldwork for the survey was conducted in December 2009 and January 2010.

In order to provide a balanced evaluation, both employers and participants were surveyed.

Participants were surveyed by means of a two-prong approach: they were asked to complete the survey online and only telephoned for an interview using computer-aided telephone interviewing (CATI) if they did not take or have the opportunity to do so. Employers were interviewed by telephone (CATI).

Amongst participants, 917 interviews were conducted in total; 416 online and 501 by telephone. Amongst employers, 323 interviews were conducted.

An additional part of this evaluation was follow up telephone interviews with 100 participants from the Phase 1 evaluation who had agreed to be contacted for further research. The sample of follow-up interviews achieved was representative of the profile of Phase 1 participants by SSC. A table summarising the achieved sample profile can be found in Annex 2.

2.4 Sample structure

The samples for this survey were designed using data from the UK Commission's database of participants and employers taking part in Phase 2. The sample frame was obtained from the UK Commission.

2.4.1 Amongst employers

The survey amongst employers was enterprise-based and data and questioning were based on responses from employers based on all their sites in England.

Quotas were set based on the sector in which the employer, and the organisation employing the participant, operates. This was expressed as SSC footprint. Amongst both employers and participants it was effectively a case of maximising the number of interviews achieved within each SSC footprint. This census approach echoed the approach used when the evaluation of Phase 1 was conducted.

The data was weighted by SSC footprint, using the profile supplied by the Women and Work Commission's database. This was to ensure that the resulting data was based on a representative population profile.

Table 1 in Annex 2 provides population figures by SSC footprint for employers and these are the figures on which the weighting factors for the employer data have been based.

All employers were sent a letter prior to the start of the telephone survey, forewarning them of the evaluation and offering them the opportunity to opt out of the survey via a BMG freephone helpline or by email.

2.4.2 Amongst participants

Table 2 in Annex 2 also provides population figures by SSC footprint for participants and these are the figures on which the weighting factors for the participants data have been based. It also presents the number of interviews achieved.

Participants received a letter informing them of the evaluation and inviting them to take part in an online survey. The letter also offered them the opportunity to opt out of the survey by contacting BMG on a freephone helpline.

2.5 Statistical reliability

The number of interviews conducted with a group is a key indication of the statistical reliability of findings for that group. Annex 2 shows base sizes for each of the survey samples and across the sectors.

As with all quantitative research, the sample size is subject to a level of statistical reliability at various levels. Furthermore, when the population is relatively small, it is also subject to a 'finite population correction' which takes into account the proportion of the population interviewed and reduces the size of the sample error if the population size is very small.

Statistical reliability also increases, the nearer the statistic measured is to 0% or 100%. It is at its greatest for a statistic of 50% (where the sample is effectively divided in its opinions).

To give an indication, a finding of 50% on a base size of 323 interviews has a confidence interval of $\pm 5.5\%$ at the 95% level. That is to say that if the survey returns a finding of 50% for a particular question there is a 95% probability that the "true" figure (amongst all those employers in the population, not just those interviewed) will lie within $\pm 5.5\%$ (i.e. between 44.5% and 55.5%) of that finding. Taking into account the fact that the population is just 990 overall (removing those that report not taking part in the initiative) reduces the size of the sample error on a statistic of 50% at a 95% confidence level to $\pm 5.0\%$.

2.6 Report contents

Chapters 5 to 11 present the detailed findings from the Phase 2 evaluation. In order to make it clear which findings related to employers and which to participants, in each of these chapters the findings amongst employers are presented first, followed by the findings amongst participants.

It should be noted that charts and tables presenting the employer data by each SSC are restricted to just four of the SSCs that took part in Phase 2, as the base sizes for analysis are too small for the remaining SSCs.

Chapter 12 provides a summary of the findings from the additional element of this evaluation which involved re-interviewing 100 participants who also took part in the Phase 1 evaluation.

3 Hard outcomes achieved in Phase 2

3.1 Employers

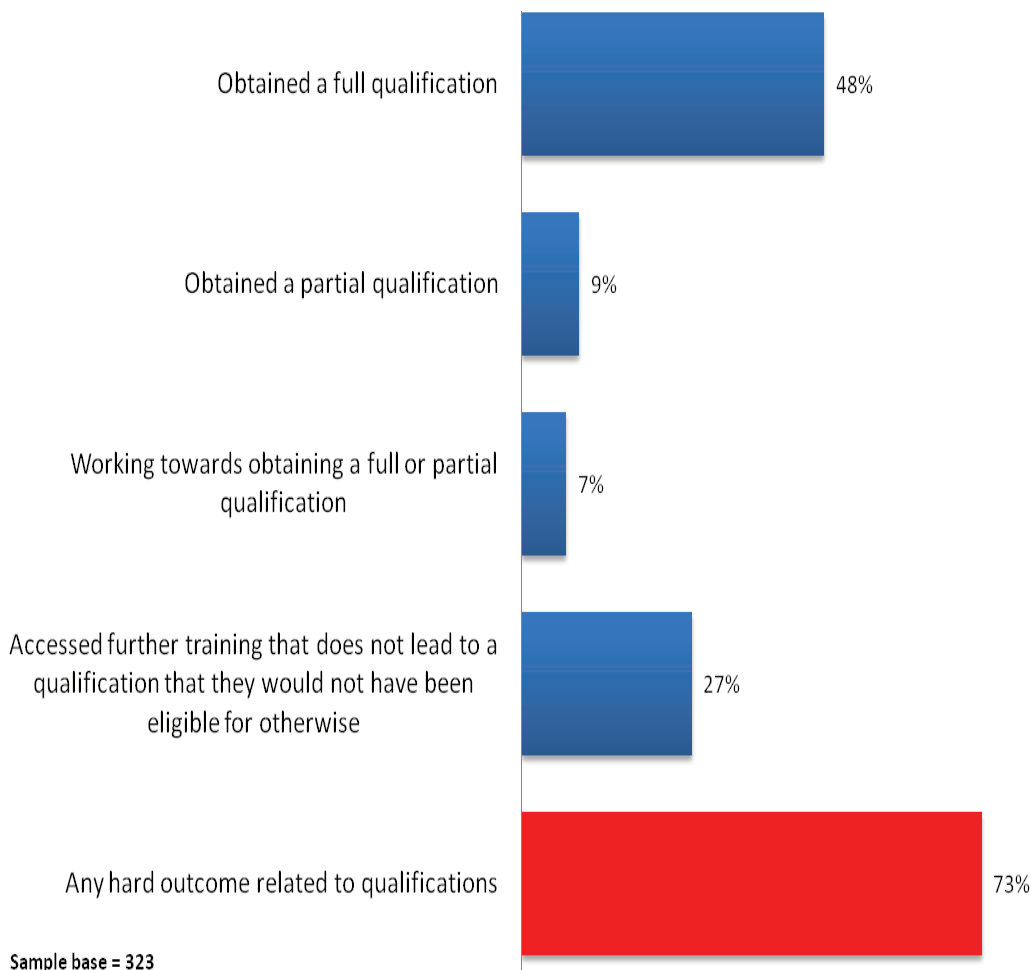
3.1.1 Qualification outcomes achieved

According to employers from Phase 2 half of participants within their organisation who have completed the programme have achieved a full qualification (50%) and a further 9% have achieved a partial qualification. In addition, 8% of their participants have started working towards a qualification and more than a quarter have accessed further training that does not lead to a qualification that they would not otherwise have been eligible for (28%).

Based on the participants of these employers, this equates to 21% of participants achieving a full qualification, 13% achieving a partial qualification and a further 10% either working towards a qualification or having accessed further training that does not lead to a qualification.

Taking into account the views of all employers including the few where their participants have not yet completed the WWSPI, nearly three-quarters of employers believe their participants have achieved a hard outcome relating to qualifications (73%).

Figure 1: Summary of hard outcomes relating to qualifications achieved by participants (all employers)



Employers that have participants who achieved full or partial qualifications were asked how important it was in their decision to participate that the training lead to qualifications. In nearly eight in 10 cases the obtaining of a qualification was an important factor in their decision to participate (79%), and in nearly half of cases it was considered very important (47%).

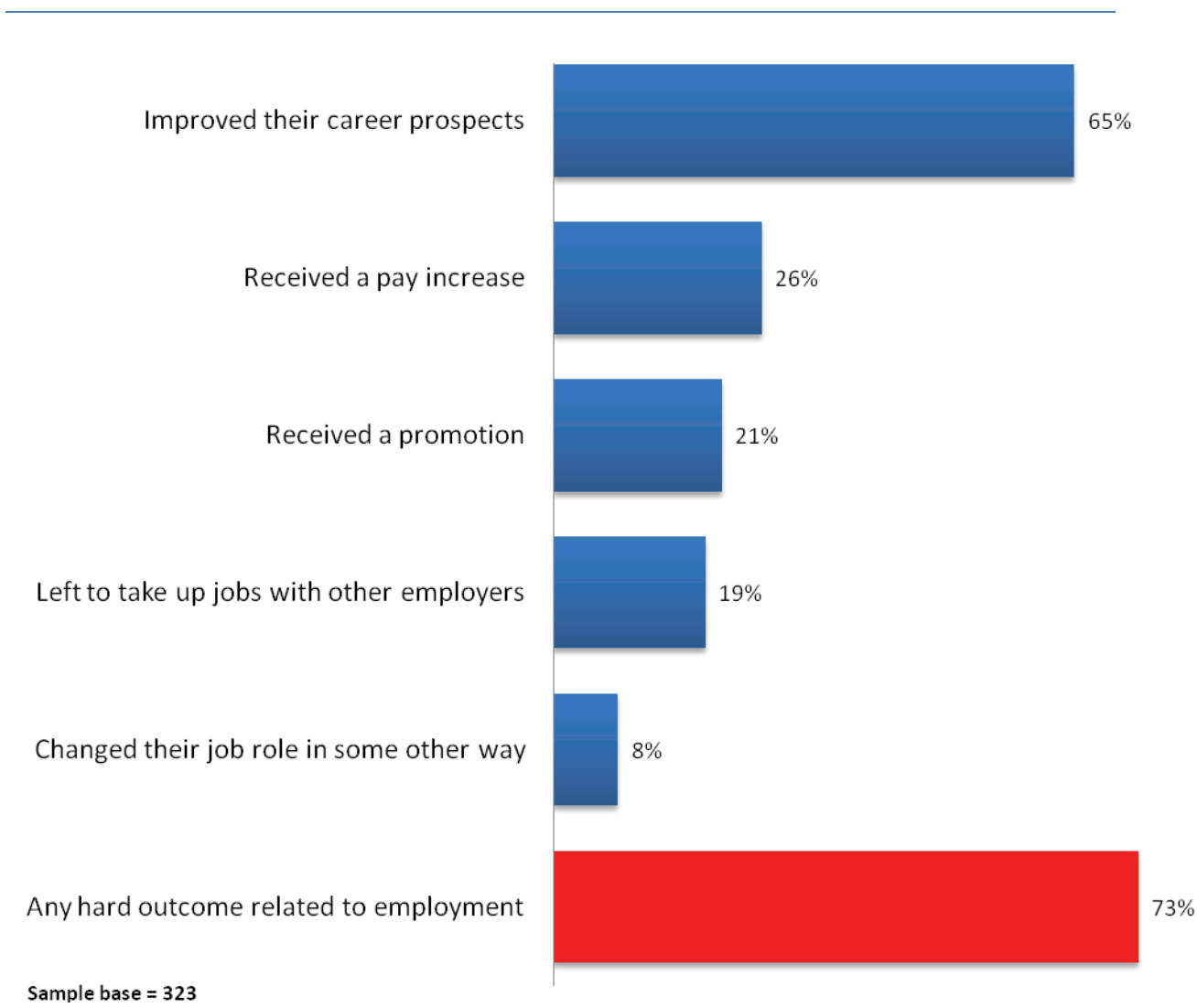
3.1.2 Employment outcomes achieved

From the employers' perspective where they have participants that have completed the programme seven in 10 employers believe that as a result of their participants taking part in the WWSPI they have improved their career prospects (68%), more than a quarter have received a pay rise (27%) and more than a fifth have received a promotion (22%). In a fifth of cases employers say that their participants have now left the organisation to take up a job with another employer (19%).

Based on the number of participants each employer had on the programme this equates to 68% of participants improving their career prospects, 33% receiving a pay increase, 7% receiving a promotion and 4% leaving to take up a job with another employer.

Overall, including employers that have participants who have not yet completed the programme nearly three-quarters of all employers consider their participants to have achieve a hard outcome relating to their employment (73%), as Figure 2 summarises.

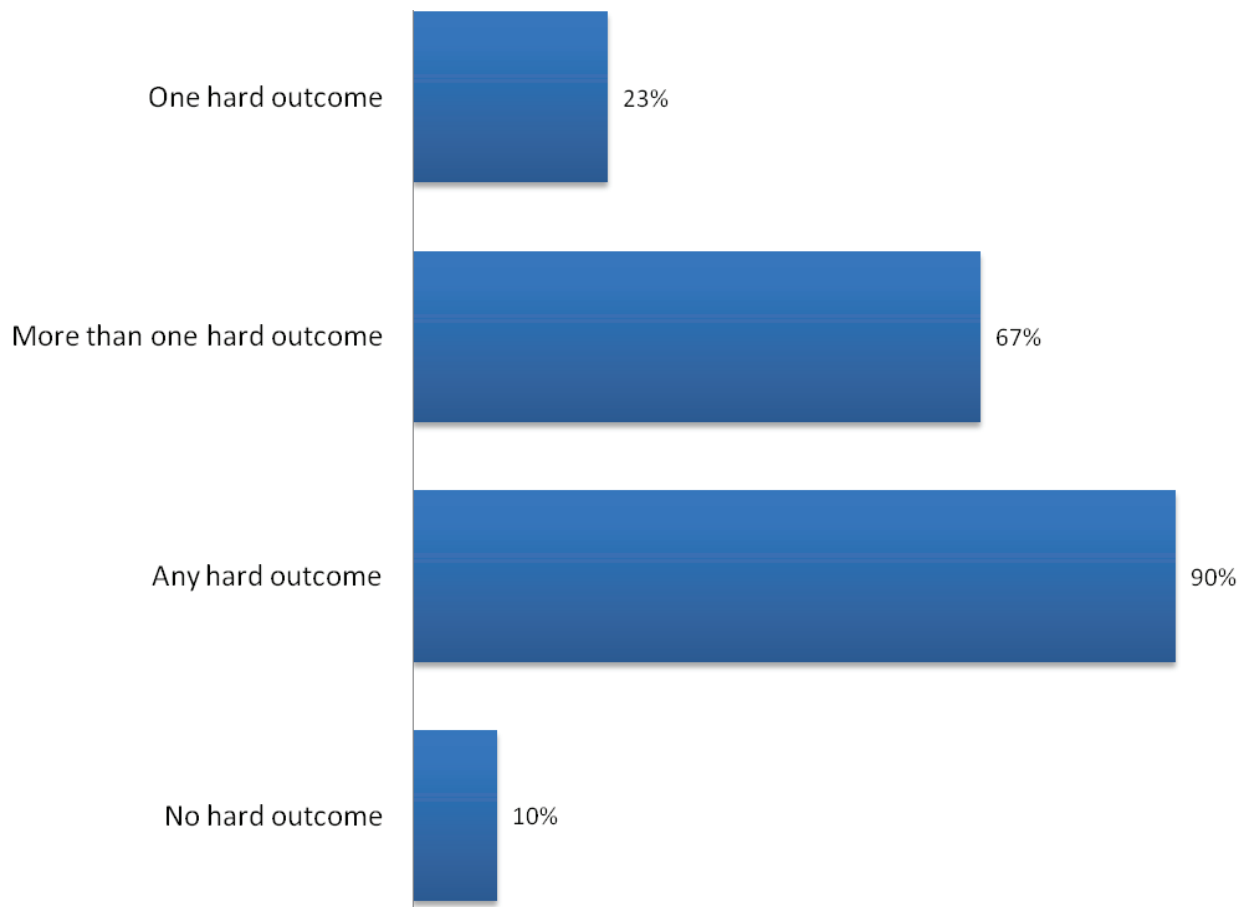
Figure 2: Summary of hard outcomes relating to employment achieved by participants (all employers)



3.1.3 Summary of hard outcomes

A high proportion of employers in Phase 2 cite the achievement of hard outcomes by their participants. Employers state that a total of nine in 10 participants have achieved any hard outcomes in terms of qualification or employment gains, and two-thirds of employers state that their participants have achieved more than one hard outcome.

Figure 3: Summary of any hard outcomes achieved by participants according to employers (all employers)

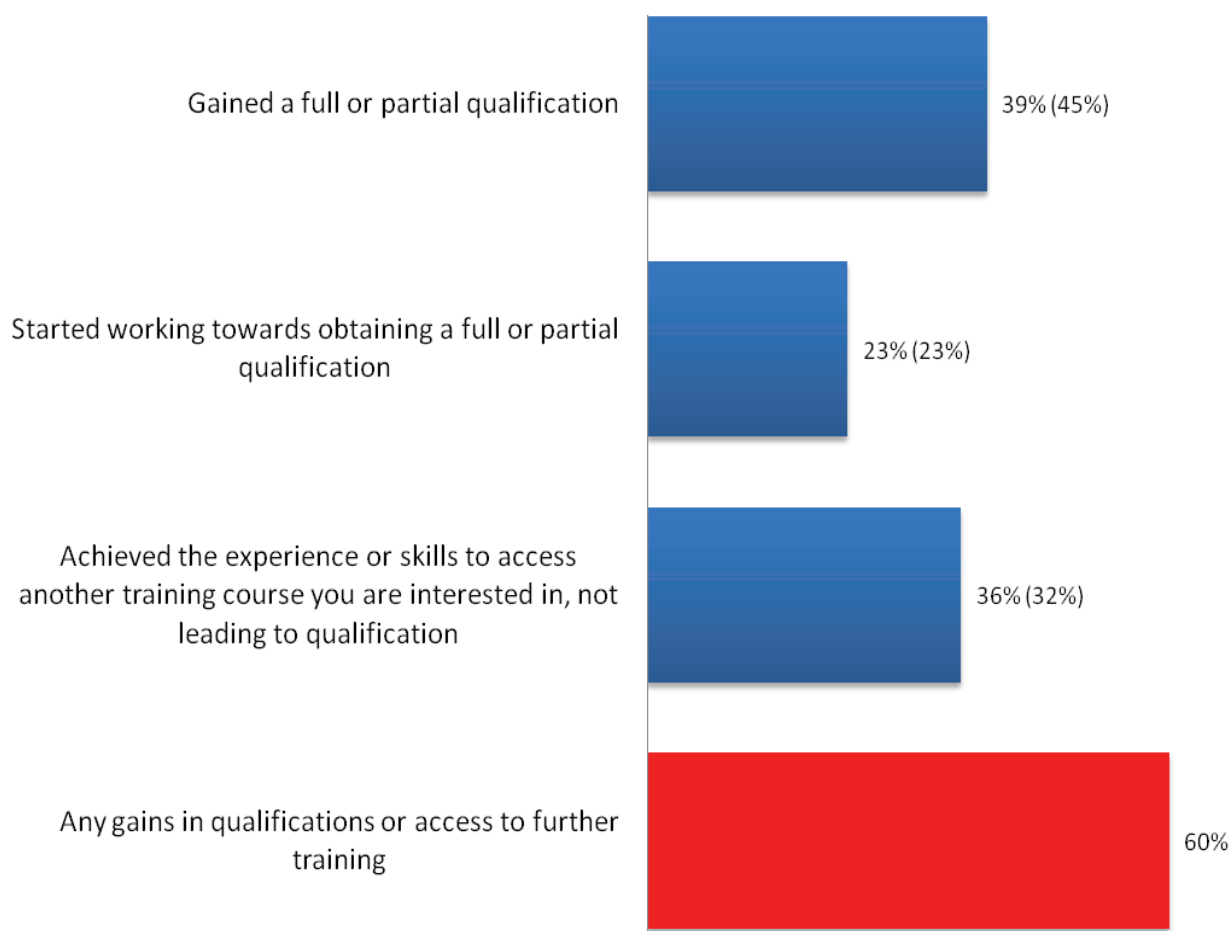


3.2 Participants

3.2.1 Qualification outcomes achieved

According to the participants themselves the WWSPI has benefited six in 10 participants in terms of qualification gains or providing access to further training (60%). This includes nearly two-fifths who have gained a full or partial qualification (39%), nearly a quarter who are working towards a qualification (23%) and over a third who have achieved the experience or skills to access another training course they are interested in (36%). These achievements are in line with those reported for Phase 1, which are shown in brackets in Figure 4.

Figure 4: Summary of the qualification and access to training benefits as a result of participation in the initiative (all Phase 2 participants)



Base: 916 Figures in brackets are from Phase 1

Asset Skills (54%) and Lantra (56%) participants are the most likely out of the SSCs to have gained a full or partial qualification as a result of the training initiative.

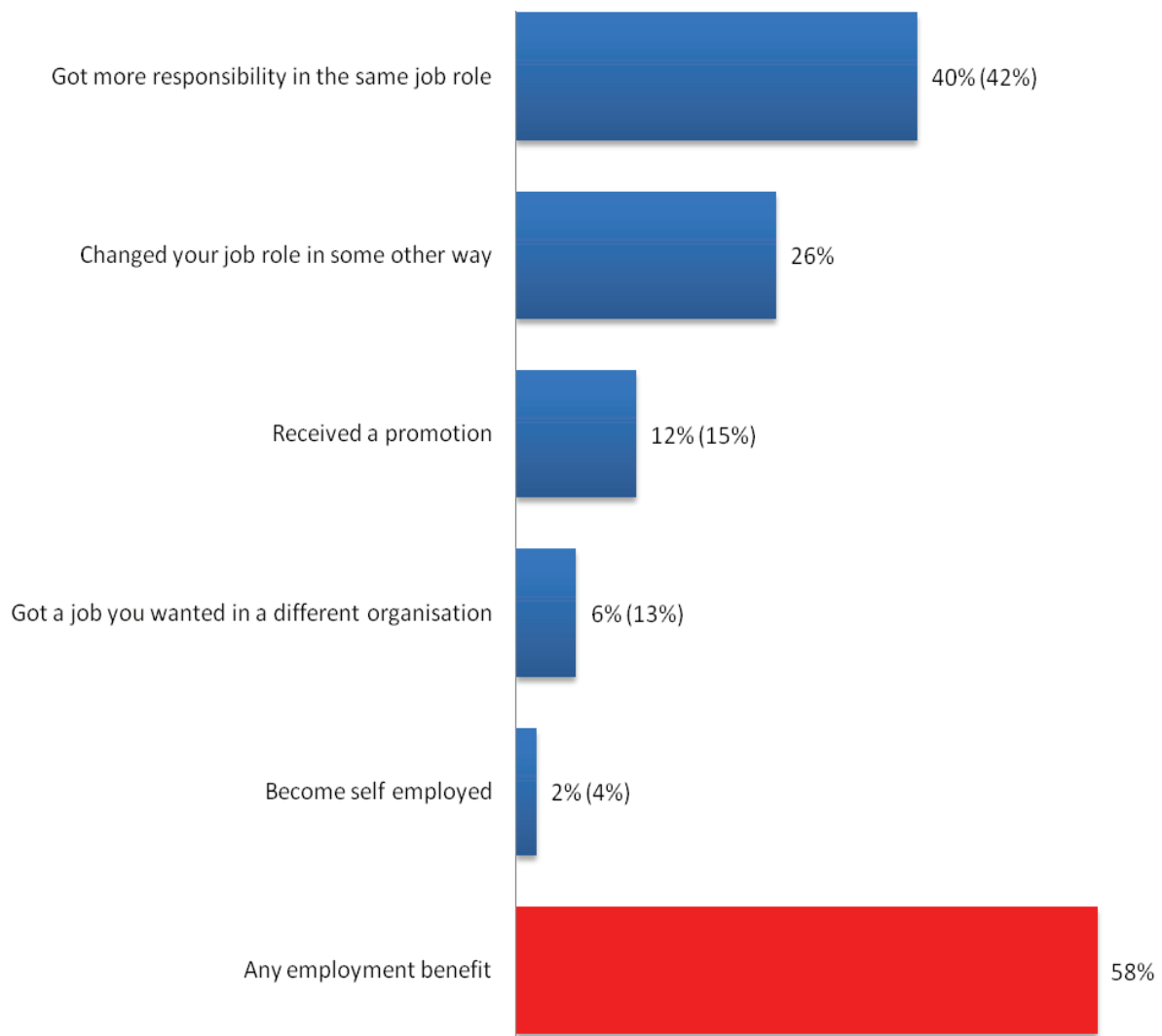
Of those who have not yet achieved each of the qualification/access to training benefits yet, nearly one-fifth say participation in the initiative has made them more likely to gain a full or partial qualification as a result of their participation (17%), more than a quarter say it has made them more likely to start working towards a qualification (27%) and a similar proportion say they are now more likely to achieve the skills and experience to access another training course that they are interested in, but which will not lead to a qualification (23%).

Of those who have already gained a qualification (39% of all Phase 2 participants) in the majority of cases this has been a full qualification (63%) rather than a partial qualification (25%), although some are unsure (12%). In nearly a third of cases the qualification was gained in a new skill area, for nearly a fifth it involved skills or experience they already had (17%), while for nearly half the qualification involved a combination of new and existing skills (46%).

3.2.2 Employment outcomes achieved

Six in 10 Phase 2 participants have achieved at least one form of employment benefit as a result of their participation in the WWSPI (58%), with two-fifths gaining more responsibility in the same job role (40%), nearly one in eight gaining a promotion (12%) and more than a quarter changing their job role in some other way (26%). Once again these findings are consistent with Phase 1, with these figures shown in brackets in Figure 5.

Figure 5: Summary of the employment benefits as a result of participation in the initiative (all Phase 2 participants)



The youngest participants on the WWSPI are most likely to have achieved employment benefits, with 82% of 16-24 year olds having experienced some form of employment gain. Participants within Lantra's footprint are more likely than participants from other SSCs to have achieved employment gains (76% compared with 58% on average).

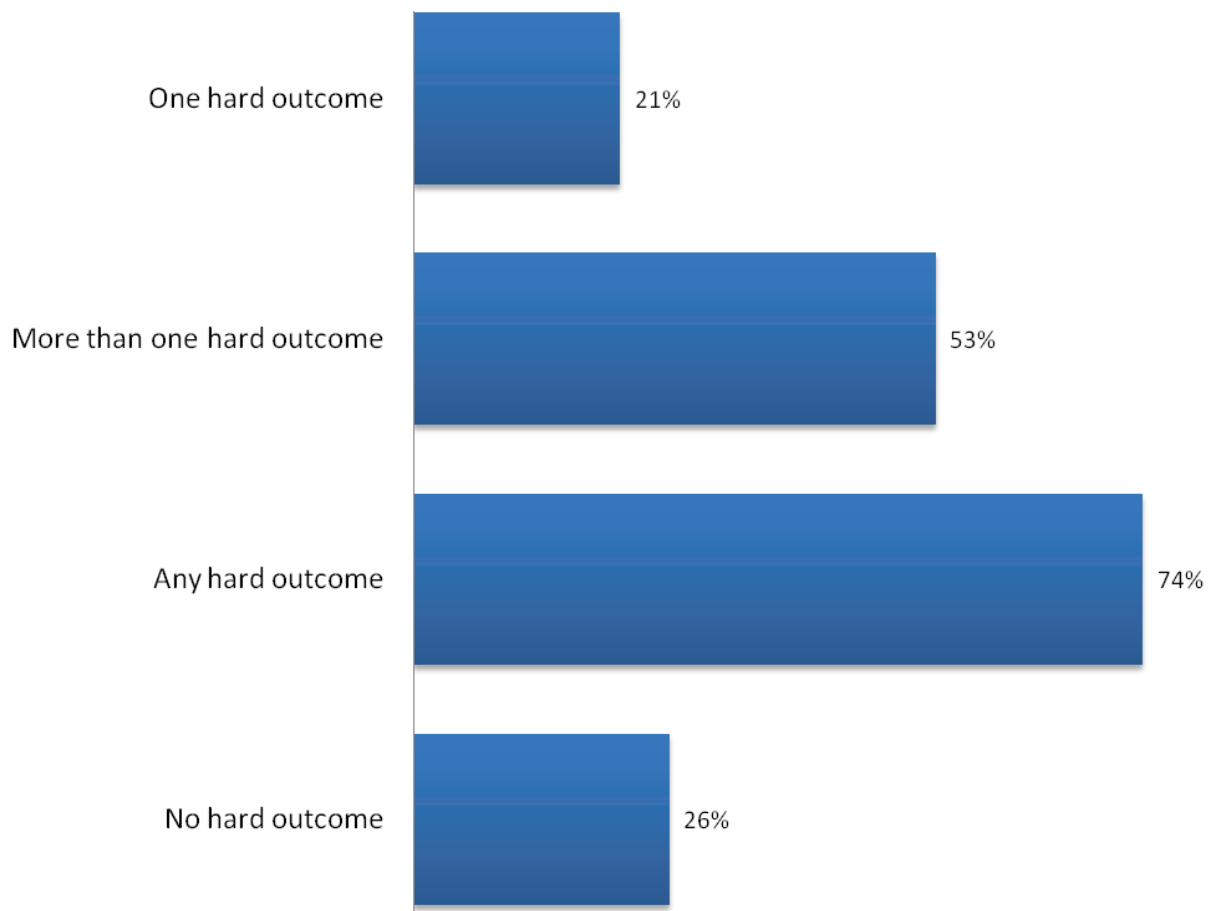
Where each of the employment gains has not yet been experienced by participants nearly a third say the initiative has made them more likely to receive a promotion (31%) or get a job they want in a different organisation (34%) and around one-fifth agree it has increased their likelihood of getting more responsibility in their current job role (20%) or that it will change their job role in some other way (18%).

Focusing on the financial gains from the initiative, just over a quarter of all participants say their personal income has increased since starting on the initiative (28%). Around half of those who have received a pay rise believe that their involvement in the WWSPI in some way contributed to this reward (52%), with nearly one in 10 that say the increase would not have happened without their involvement (8%) and more than two-fifths that say the initiative contributed to some extent (44%). This equates to 14% of all participants believing that the initiative has contributed in some way to them receiving a pay rise.

3.2.3 Summary of hard outcomes

Taking into account both the qualification and the employment benefits that participants might have gained from undertaking the WWSPI, nearly three-quarters of all Phase 2 participants have achieved at least one hard outcome (74%), with over half achieving more than one hard outcome (53%). These findings are again in line with Phase 1 when the same proportion (53%) achieved more than one hard outcome and a similar proportion achieved any hard outcome (79% in Phase 1 compared with 74% in Phase 2).

**Figure 6: Summary of any hard outcomes achieved by participants
(all Phase 2 participants)**



Base: 916

Participants within Lantra are most likely to have achieved any hard outcomes from the training initiative (86%), while younger participants are more likely to have done so than older participants (84% of 16-24 year olds, compared with 67% of participants aged 45 and over).

4 Policy considerations

In this chapter we use the survey findings to inform an assessment of programme performance with respect to the objectives established for the WWSPI. We select key indicators and provide a comparison with the Phase 1 findings to inform a judgement of the programme over time. We place the results in a wider policy context and identify the impact of the WWSPI on key aspects of the skills system including employability, employer engagement, skills utilisation and high-performance working.

The chapter reviews some of the challenges WWSPI faces and key policy statements which influenced the development of the programme as it moved towards Phase 3 implementation. It concludes by identifying the unique role that the WWSPI plays within the wider skills landscape and its contribution to taking forward both the equality and competitiveness agendas.

4.1 Some implications for policy

The WWSPI was initiated at a time of relative prosperity and full employment with a view to addressing horizontal and vertical segregation in the labour market and improving the pay and opportunity gap for women. The second phase of the WWSPI started at the time the UK entered recession and there were fears that employers would cut training to save costs. The Government's response was to encourage employers to invest in training to help survive the recession and to build workforce talent and gain competitive advantage for the recovery. Changes to mainstream programmes were introduced with, for example, Train to Gain, the Government's flagship programme being given greater flexibilities in terms of participant eligibility and the nature of training that it could fund.

Recent labour market intelligence suggests that this approach has met with some success and that employers have continued to invest in training in this period. The most recent National Employer Skills Survey (UK Commission, 2010) suggests that the percentage of employers providing training has stayed stable (at about two-thirds of all employers) although they are training fewer people.

It is within an uncertain and changing economic and political context that Phase 2 of the WWSPI was implemented. During Phase 2, over 4,828 women were supported by the WWSPI (over 98% of the target outcome of 4,917 participants). The findings emerging from the Phase 2 evaluation suggest that the WWSPI has continued to encourage employers to invest in training and met its objectives to varying degrees.

4.2 Towards an assessment of programme performance

The findings emerging from the Phase 2 surveys continue to provide evidence of the value and positive impact of the WWSPI on both employers and individual participants. The vast majority of employers express overall satisfaction (87%) and the realisation of at least one hard outcome (90%) as a result of their participation in the programme. Individual participants report similarly high levels of overall satisfaction and three-

quarters have either progressed in their job or achieved a qualification (or part-qualification).

A number of short- and medium-term objectives were established for the WWSPI. The short-term objectives relate to the employability of individuals and the engagement of employers. The medium-term objectives relate to the recruitment of women participants and their learning outputs or outcomes. The survey evidence suggests that the WWSPI continues to realise a high degree of success in the extent to which it meets its short- and medium-term objectives. Table 3 summarises the evidence available through the Phase 2 surveys (alongside the results from Phase 1).

4.2.1 Short-term objectives

With reference to the short-term objectives for the programme, the majority of participants report an increase in key employability skills associated with confidence, communication skills (66%) and problem solving skills (67%). At the same time nearly all employers report an increase in the confidence of the women participating in the WWSPI. These employability skills are crucially important for career development in both internal (and external) labour markets.

Table 3: Short-term objectives

Short-term objectives ³	Indicators	Phase 1	Phase 2
Increase soft skills for participants, including increased self confidence and self esteem	Percentage of participants' reporting increase in confidence (to some extent or greatly)	83	78
	Percentage of employers reporting increased confidence of the participants	98	97
Engage employers	Percentage of employers who had not received external funds for training in the previous year	57	65
	Percentage of employers who (a) perceived the WWSPI to involve hardly any or no work at all (b) some work		(a) 50 (b) 39
	Percentage of employers reporting difficulties in recruiting participants		10
	Percentage of employers reporting that the WWSPI demonstrated (a) an excellent understanding of the key skills requirements of the sector and (b) the way in which training or development can best be organised to meet their needs	(a) 91 (b) 88	(a) 88 (b) 86

³ Other data required for the remaining short-term objectives associated with encouraging continuation of supportive networking and developing appropriate strategies for delivery.

Almost 50% of employers engaged with SSCs for the first time in Phase 2 of the programme and almost two-thirds had not received any external funding for training in the previous year. This provides an indication of the contribution that the WWSPI has made to developing the market for publicly funded skills related interventions through expanding SSC coverage and engaging employers not already accessing funding for skills development. In addition to engaging employers in the delivery of the WWSPI, the qualitative research undertaken in Phase 1 identified the importance of engaging employers for the first time; and the opportunity that this provides to get employers involved in a strategic dialogue about skills and to encourage them to make further connections with other mainstream programmes such as apprenticeships and national occupational standards.

A longstanding policy challenge is associated with the simplification of the skills system as this is seen as a key element in engaging employers and unlocking potential demand for training (UK Commission, 2008). The SSCs have invested considerable time and effort in designing intervention processes which minimised the impact on the employer and were consistent with the policy imperative of simplification and *'hiding the wiring'* (UK Commission, 2009). The vast majority of employers (90%) reported that the WWSPI involved some, little or no work to take forward. In contrast to some work-based learning interventions, only a small minority of employers reported difficulties recruiting participants. The extent to which the intervention met employer needs is evidenced by the vast majority of employers reporting that the WWSPI demonstrated an excellent understanding of the key skills requirements of the sector and the way in which training or development can best be organised to meet their needs. The attention to minimising the bureaucracy associated with the WWSPI alongside the benefits associated with the design of the intervention to meet the skills requirements of the sector undoubtedly contributes to the employer satisfaction with the intervention and their willingness to remain involved in the initiative. Almost nine in 10 employers (88%) suggest that they are very or fairly likely to engage with the WWSPI in the future. The research findings related to employer engagement suggest that the WWSPI provides a good example of a demand-led intervention which places employer interests at the heart of policy design and implementation.

4.2.2 Medium-term objectives

The medium-term objectives associated with the programme are summarised in Table 4.

Table 4: Objectives for the medium-term

Medium-term objectives	Indicator	Phase 1	Phase 2
Number of women (8,000 in Phase 1, 4,803 in Phase 2)	Percentage of target achieved	97	89
Qualifications or unit of learning achieved	Percentage of participants gaining a full or partial qualification	45	39
Completed mentoring activities	Percentage of participants on mentor scheme	26	19

Three medium-term objectives have been established for the programme and their attainment is contingent upon the specific design of individual strands funded through the WWSPI. The programme consisted of several projects each specifically designed to meet the needs of employers in specific sectors of the economy and further the Women and Work agenda. It reflects a highly differentiated approach to programme design and delivery. The UK Commission regularly reviewed progress and through active management of the programme, reallocated outputs from some projects that were struggling to achieve their original targets to those which were overachieving. Whilst the WWSPI was close to achieving the target outputs set for the programme – 8,000 women participants in Phase 1 and 4,803 in Phase 2 – the programme fell short by a small margin in each phase (432 (5.4%) women in Phase 1 and 552 (11%) in Phase 2).

Almost half of participants (45%) cited gaining a qualification as a major reason for participating in the WWSPI. The survey findings suggest that almost four in 10 participants achieve a full or partial qualification as a result of the WWSPI in Phase 2. The proportion of participants reporting attainment is slightly lower than in Phase 1 of the programme, however the proportion of participants leaving courses is lower than in Phase 1 (2% did not complete, 8% did not finish the course at the time of the Phase 2 survey interview).

The WWSPI has led to the development of interventions (e.g. bite size learning and coaching and mentoring for example) in tune with the trajectory of policy in terms of, for example, qualifications reform and approaches to delivery. Almost one in five participants were on a mentor scheme in Phase 2 of the programme, a slightly lower proportion than in Phase 1. High levels of satisfaction are reported by women on mentoring schemes with 92% (86% in Phase 1) of participants stating that they are very or quite satisfied with their mentor.

4.2.3 Programme objectives

The survey also provides some evidence of the performance of the programme in relation to key indicators associated with the ultimate objectives of the WWSPI (Table 5). The programme is targeted at sectors, sub-sectors or occupations where women are currently under-represented and there are specific skills gaps and shortages. By targeting sectors where there are specific skills gaps and shortages, the WWSPI contributes to improvements in productivity and competitiveness whilst at the same time furthering the Women and Work Commission agenda. A general finding is that the vast majority of employers (90%) report that the WWSPI has been successful in developing new technical skills for participants to enable them to do their job better and the same proportion note its success in meeting previously identified skills gaps.

Table 5: WWSPI objectives

Programme objectives		Phase 1	Phase 2
Objective A: Increasing the entry and retention levels of women	Percentage of women stating that they are more likely to remain with the employer as a result of having taken part in the WWSPI	70	64
	Percentage of employers reporting that the WWSPI has been very successful in meeting previously identified skills gaps	62	65
Objective B: Increase the instances of career progression	Percentage of women who had received a promotion	15	12
Objective C: Increase the short-term and long-term earning potential of women	Percentage of women who had achieved a pay increase	17	28
Objective D: Engaging employers in overcoming barriers faced by women in the labour market	Percentage of employers reporting that they are much more likely to take action to ensure that a greater proportion of women reach management positions	24	27
Objective E: Long-term cultural change	Percentage of employers reporting that their involvement has had a longer term impact on attitudes towards the employment and progression of women in their organisation	49	34
	Percentage of employers stating that they are much more likely to monitor the progression of women within the organisation	24	28

Objective A: Increasing the entry and retention levels of women into targeted sectors and occupations and addressing skills gaps is one of the objectives established for the programme and is nearest to the original emphasis of the Budget announcement in 2006 providing the foundation for the WWSPI. The research findings emerging through the evaluation identifies that the majority of women participating in the programme are already in work. The evaluation of Phase 1 of the programme found that several projects with a recruitment strand struggled to engage sufficient women but had met with some success in supporting employers to provide training for newly recruited women and in this way the WWSPI makes an important contribution to their retention. The findings emerging through this Phase 2 evaluation continue to suggest that the emphasis of the WWSPI remains on those women already in employment the majority of who (64%) report that they are more likely to remain with their current employer as a result of having taken part in the WWSPI. There is also evidence of improved connection with employer interests (and inter alia with productivity and competitiveness more generally) with the majority of employers (65% – up from 62% in Phase 1) reporting that the WWSPI has been very successful in helping to meet identified skills gaps.

Objective B of the WWSPI is to increase instances of career progression by women in targeted sectors and this has emerged as a central focus for the WWSPI. The consultation research conducted after the end of Phase 2 (PRI, 2009a) identified the programme focus on progression (as opposed to entry) as a key differentiating factor which minimised the opportunity for overlap with a range of existing initiatives aimed at encouraging women returning to work or leaving education. The evidence suggests that a minority of women (12% – 15% in Phase 1) realise tangible benefits in terms of promotion within each phase of the WWSPI programme. It is important, however, to recognise that training and the development of skills whilst important, are not the only factors which influence the career development of an individual.

Another objective (Objective C) of the programme is to increase the short- and long-term earning potential for women. The survey evidence suggests that this is, at least to some degree, an objective for women participating in the programme. 28% of participants identify it as a major objective with a further 32% identifying it as a minor objective. The research findings suggest that there is a gap between expectation and reality for some women participants. The survey suggests that over a quarter (28%) had realised an increase in pay. Whilst some of the gap may be explained in terms of a time lag between completing the training and realising the benefits of the programme in terms of improved pay, further exploration of the reasons for the gap may be a fruitful line of enquiry in the future.

Engaging employers in overcoming barriers faced by women in the labour market whilst meeting skill needs (Objective D) is a key priority for the programme. The WWSPI is generally seen as a training intervention aimed at women (as opposed to an intervention focused on the equality agenda). In this way it is used as a 'hook' to engage employers who might otherwise resist involvement in public sector sponsored intervention that seeks to take the equality agenda forward. There is some evidence of positive impact on the equality agenda in that for example almost half the employers (up from 25% last year) report that their involvement has led to them being much more likely to take action to ensure that a greater proportion of women reach management positions.

The WWSPI has supported progress towards the longer-term objective of culture change (Objective E) in a practical way by engaging both employers and individual women in skills development activity to improve employment prospects and meet skills shortages and gaps. There is mixed evidence associated with the extent to which the WWSPI has changed employer attitudes with, for example, over a quarter of employers (28%) in Phase 2 (up from 24% in Phase 1) reporting that they were much more likely to monitor the progression of women within the organisation and one in three employers (down from 49% in Phase 1) reporting that their involvement in the WWSPI has had a longer-term impact on attitudes towards employment and progression of women in the organisation.

4.3 Towards Phase 3 of the programme and beyond

The WWSPI provides an opportunity to work with employers to explore career pathways and encourage succession planning which are important organisational conditions to support progression. It provides individual women with an input to support skills acquisition and appears to have engendered or reignited a willingness to learn amongst some participating women. However, without further publicly funded support this foundation for longer-term development is at risk of being undermined as there is some evidence that neither individual women nor employers will be willing to fund further investment in skills without some level of public support (PRI, 2009a).

The WWSPI sits within a framework where a range of policies and regulatory developments seek to further the equality agenda. These include, for example: several measures to support better work life balance, improved affordable quality and access to childcare services, equal pay legislation and training and awareness campaigns. A review of the recommendations of the Women and Work Commission (WWC, 2009) highlighted the contribution of the package of measures to support women in raising their skills including the WWSPI, adult apprenticeships and Train to Gain. It highlighted the success of the WWSPI and the large numbers of women (almost 12,000) who have benefited from the support of this initiative in the first two phases of implementation. The consultation after the end of Phase 2 concluded that the majority of stakeholders directly involved in the development and implementation of the WWSPI continued to talk enthusiastically about the programme and its benefits. However, some stakeholders not directly involved in the programme drew attention to wider concerns associated with the programme (PRI, 2009a). These concerns relate to four key issues which are discussed briefly below:

- Achievement of targets – Whilst the WWSPI was close to achieving the target outputs set for the programme, it fell short by a small margin in both Phase 1 and Phase 2. This is seen by some to signal an under-performance of the programme whilst others see it as a reflection of the innovative, time-bound and demand-led nature of the programme (where employers and their interests influence demand and the pace of delivery).
- The scale of the programme – The WWSPI funds relatively small-scale project-based interventions and whilst these appear to be beneficial to individual women and individual employers, they are unlikely, in the short term, to have a wider impact on the sector as a whole. The implications of this are contested with, for example, some arguing for the discontinuation of the programme and the majority arguing for continuation and, in the event of a different spending climate, an expansion of the programme.
- The impact of the programme on organisations – There is little evidence of the effect of the programme on organisational culture. The surveys of employers do however provide some evidence of impact on the policies and practices of employers. For example, two-thirds of employers would not have taken any steps in their organisation to increase employment prospects for women if they had not become involved with the WWSPI. However, questions associated with wider impact and value for money require further investigation and policy discussion.

- There is little evidence of impact of the programme on key issues such as women's pay (and the gender pay gap). The survey does provide some evidence of improvements to women's pay, however, whether the scale and scope of this impact is sufficient to overcome the gender pay gap in society more generally is contested. For some the WWSPI is recognised as a useful 'stepping stone' towards the change desired by the Women and Work Commission, for others it is a 'drop in the ocean'. A recent review of pay gaps (Metcalf, 2009) suggested that research into the impact of policies and the gender pay gap is scarce and an information gap exists. Further analysis and research is required to strengthen the evidence base associated with the provision of on-the-job training and its relationship with the nature and extent of the gender pay gap.

As the WWSPI has moved into its third phase of implementation, the policy environment has continued to develop and evolve. In April 2009, the Government set out a strategy for being prepared for a sustained economic upturn (HM Government, 2009). Driving the *New Industry New Jobs* strategy is the recognition that the structure of the economy will be different in the future. It identifies four immediate priority areas for action and reform, one of which is skills, and provides a steer towards the opportunity to train women for jobs of the future (as opposed to work in traditional sectors where they are currently under-represented). Soon after, in its first annual review of progress published in May, the UK Commission outlined the challenge for the employment and skills system:

'we need to build a system to match the high-skill, people driven economy of the future – a system that responds well to business need while opening opportunity for all people. We must transform the way that employers invest in their workforce and use the skills of their employees' (Ambition 2020, UK Commission, 2009a p4)

This means that in order to build an internationally competitive economy, the future employment and skills system will need to invest as much in raising employer ambition and in stimulating demand as it does in enhancing skills supply activity. The recent White Paper *Skills for Growth – the national skills strategy*, was published in November (Department for Business, Innovation and Skills (BIS), 2009) and outlines a skills system defined not simply by targets based on achieved qualifications but by 'real world' outcomes. The strategy sets out the approach of the Government to address the weakness of the skills base particularly in terms of intermediate skills and in the development of a demand-led system which is able to anticipate future skills needs. *Skills for Growth* recognises the large number of women working below their potential. It identifies that the UK Commission for Employment and Skills will review the potential of high performance working practices to address this. It also highlights support to companies accessing business support schemes to develop policies for making effective use of skills already in their workforce, noting the importance of this to ensure that the potential of women in the workplace is fully realised. The findings emerging through the WWSPI surveys which identify changes to employer human resource development policies and practices (some of which may be attributable to the WWSPI), may provide evidence to inform this policy dialogue.

The Minister for Women and the Government Equalities Office along with other influential agencies including the Women and Work Commission, has ensured that issues associated with gender and pay remain high amongst Government priorities. The WWSPI is a key means of taking the equalities agenda forward with employers in a practical way. It is seen as a refreshing change from the normative approach often adopted in this agenda based on *'telling business that they should be doing something different'*. The WWSPI is recognised as a 'tool', service or solution which can assist employers to raise their game. It combines the needs of the sector (articulated in the Sector Skills Agreement) with the specific needs of the employer (through interaction with an intermediary) and the individual (through WWSPI intervention). It provides the opportunity to fund specific interventions that are not part of mainstream provision which are directly related to taking the organisations forward and meeting the interests of both the employer and the individual. Policy measures to encourage women to undertake training in the workplace tend to be rare and in this way, the WWSPI can be seen to make a unique contribution to both encouraging learning and narrowing the pay gap in a way which supports improved business performance and makes a contribution to realising competitiveness advancements which will benefit the economy as we move out of recession.

5 Profile of Phase 2 participants

In this chapter we look at who the WWSPI reached in Phase 2, in terms of the profile of employers that were involved in the initiative and then the profile of the female participants who took part.

5.1 Employers

5.1.1 Size

Compared with Phase 1 of the WWSPI, employers that took part in Phase 2 are generally smaller, with over half employing between one and 49 employees, compared with nearer two-fifths in Phase 1 (56% compared with 44%), and around one in eight employing 250 or more employees, compared with a third in Phase 1 (16% compared with 35%). Despite the increased representation of smaller businesses (1-49 employees) they are still under-represented in the programme compared with the proportion they account for in the actual business population (98% of private enterprises in England have 1-49 employees)⁴.

Figure 7: Size of participating employers compared with all private enterprises in England (all employers)

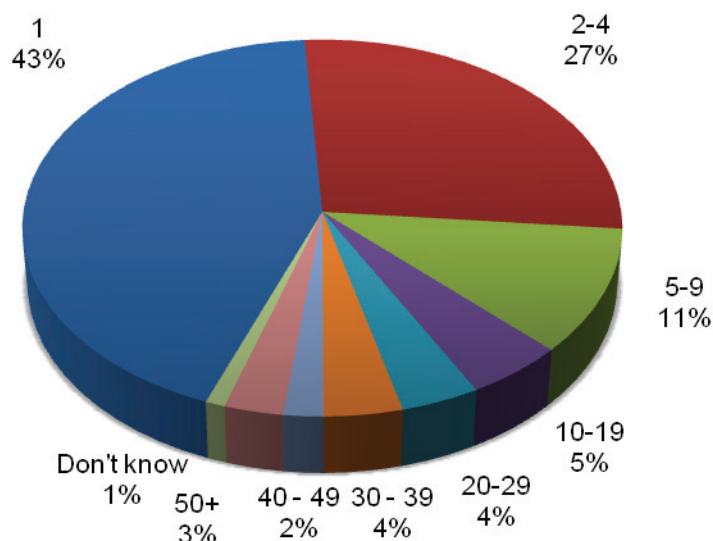


⁴ SME Statistics 2008, BIS website (<http://stats.bis.gov.uk/ed/sme/>).

The majority of employers participating in Phase 2 of the programme have only one site in England (78%), with just over one-fifth having more than one (22%). Just 11% of employers had participants involved in the initiative who were spread across more than one site in England.

Most often, and in just over two-fifths of cases, employers involved in Phase 2 of the WWSPI had just one female employee participating in the initiative (44% compared with 42% in Phase 1), a further two-fifths had between two and nine employees participating (39%), with around one in 10 that had 10-29 participants and the same proportion with 30+ participants. This is illustrated in Figure 8.

Figure 8: Number of participants per employer (all employers)



On average, across employers of all sizes 10 employees participated in Phase 2 of the WWSPI, which equates to an average of 2% of employers' total workforce. In smaller organisations, as you'd expect, the proportion is higher, at 34% for employers with 10 or fewer employees.

Of their total female workforce, an average of 6% has undertaken the initiative in Phase 2. This proportion increases to 60% amongst employers with 10 or fewer employees, compared with 31% amongst those with 11-49 employees, 22% amongst those with 50-249 employees and just 4% where 250+ are employed.

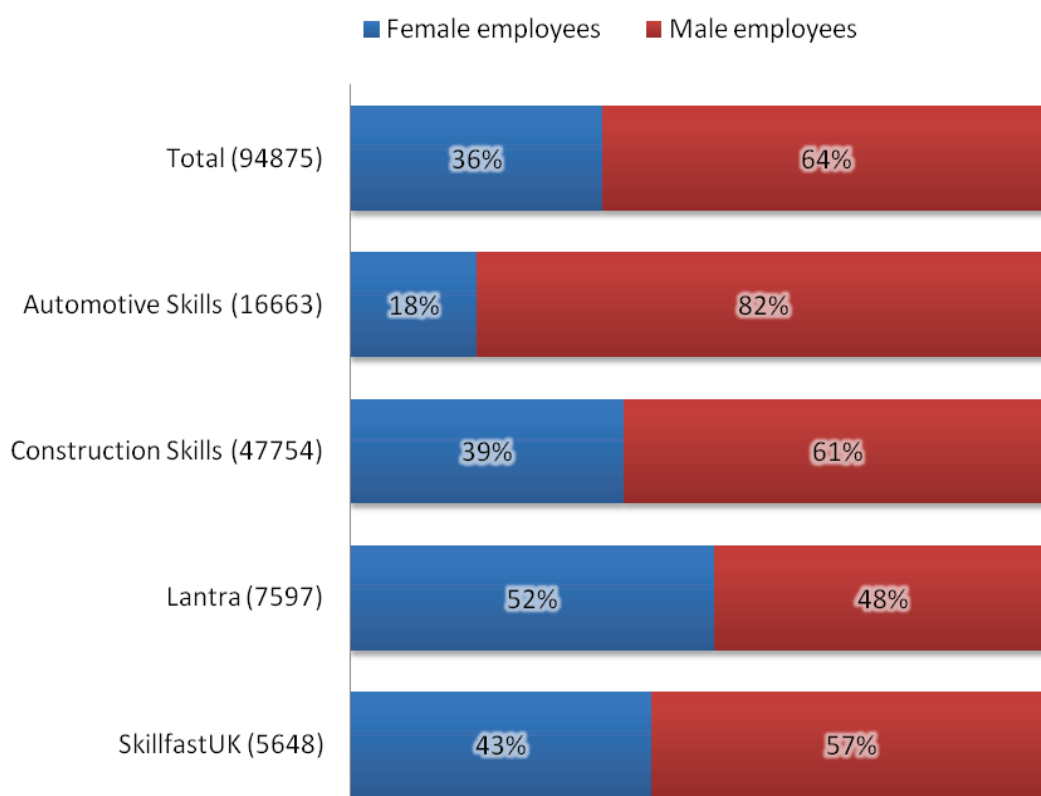
5.1.2 Workforce structure

On average, across all employers participating in Phase 2 just over a third of their workforce are female (36%). This proportion is higher than in Phase 1, when an average of 28% of employers' workforces was female. However, compared with England overall, where 48% of working age employees are female⁵, for the employers participating in this second phase of the WWSPI, females are still largely under-represented in their workforces.

In smaller organisations the proportion of females is higher, at 57% amongst employers with 10 or fewer staff.

Amongst the SSCs that have large enough base sizes for analysis, Lantra seems to have the largest proportion of female workers, at 52% and therefore, much more similar to the England average of 48% mentioned above.

Figure 9: Breakdown of workforce by gender – in total and for the four SSCs with large enough base sizes for analysis (based on the total workforce of each)



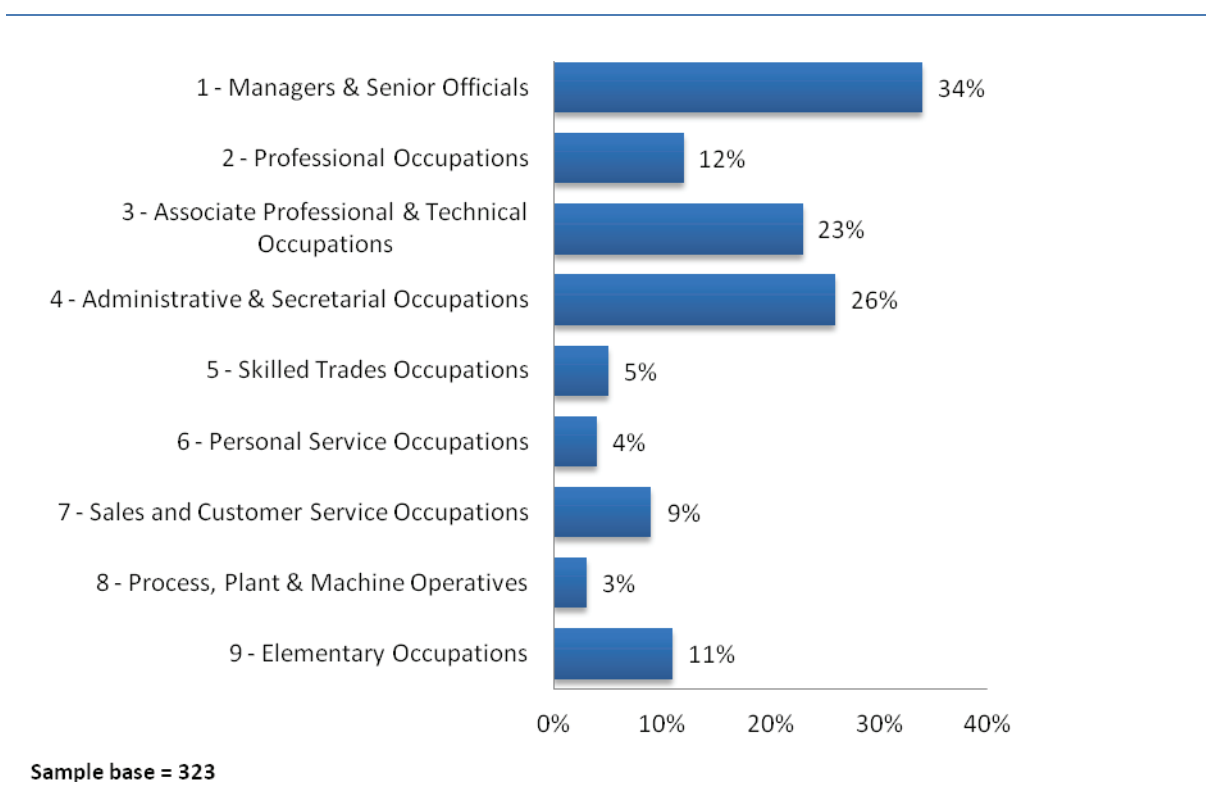
⁵ Annual Population Survey July 2008-June 2009 (from Nomis, March 2010).

Of the total workforce of Phase 2 employers around one in four employees are in management positions (26%). This is higher than the average across England, where 18% of staff are in managerial occupations⁶. Amongst the total female workforce the average number in managerial occupations is lower, at one in five (20%).

5.1.3 Occupations participating

The occupational profile of the female employees that took part in Phase 2 of the initiative is very similar to the Phase 1 profile. For the highest proportion of employers the employees they sponsored on the initiative were in managerial and senior official occupations when they started on the initiative (34%), with the second highest proportion in administrative and secretarial occupations (26%).

Figure 10: Occupations in which employers had at least one participant (all employers)



5.1.4 Training plans/procedures and working practices

A high proportion of employers involved in Phase 2 of the initiative have formal plans or procedures in place to monitor the skills needs of their employees. This was also the case in Phase 1 of the initiative, as Table 6 summarises.

⁶ National Employers Skills Survey 2007.

Table 6: Training plans and policies in place (all employers in total and for the four SSCs that have large enough bases sizes for analysis)

	Phase 1 Total	Phase 2 Total	SSC			
			Automotive Skills	Constructio n Skills	Lantra	Skillfast UK
Conduct staff appraisals (formal or informal)	83%	85%	91%	94%	76%	60%
Conduct training or development needs assessments	77%	76%	85%	87%	62%	67%
Have a training or development plan that specified in advance the level and type of training or development your employees would need in the coming year	67%	68%	70%	72%	55%	50%
Have a budget for training or development expenditure	57%	68%	83%	76%	59%	51%
None of these	9%	8%	3%	2%	16%	18%
Unweighted bases	357	323	36	54	141	63

Overall more than eight in 10 employers involved in Phase 2 of the initiative conduct staff appraisals; three-quarters conduct training or development needs assessment; and around two-thirds have a training or development plan that specifies in advance the level and type of training or development their employees would need over the coming year; or a budget for training and development expenditure. The levels vary according to SSC, however overall, compared to the national average, employers involved in the WWSPI are more likely to have a training budget (68% compared with 35% on average⁷) and a training plan (68% compared with 48% on average⁸).

Overall, just 8% of employers have none of these plans or policies in place, although this proportion increases significantly amongst the smallest organisations employing 10 or fewer staff (21%).

In terms of benefits or arrangements offered to staff, of those asked about, the largest proportion (eight in 10 employers) offer part-time working opportunities, followed by flexi-time, offered by nearly two-thirds. Just over half offer paternity benefits/pay or leave and just under half offer career breaks or non-statutory maternity pay. Nearly a third offer school term-time contracts.

⁷ National Employer Skills Survey 2007.

⁸ *ibid.*

Table 7: Benefits or working arrangements offered to employees (all Phase 2 employers in total and for the four SSCs that have large enough bases sizes for analysis)

	Total	SSC			
		Automotive Skills	Construction Skills	Lantra	Skillfast UK
Part-time working opportunities	81	87	72	79	80
Flexitime	63	53	52	74	56
Paternity benefits; pay and leave	54	45	52	45	43
Home-working opportunities	54	29	69	54	37
Career breaks	45	30	44	45	23
Non-statutory maternity pay	44	33	48	40	36
Shift patterns	41	40	22	40	54
Childcare vouchers	34	29	41	29	23
School term-time contracts	30	21	17	31	19
Financial assistance for childcare	26	26	31	23	12
None of these	7	3	7	11	7
Don't know	1	0	2	0	1
Unweighted bases	323	36	54	141	63

A range of these benefits are more likely to be offered by larger employers including career breaks and non-statutory maternity pay (75% and 87% respectively).

Just 7% of all employers offer none of the stated benefits or arrangements.

Of the employers that do offer any of the training plans or policies, or the benefits or arrangements mentioned above, 6% have introduced at least one of these since they've been involved with the initiative.

Out of all Phase 2 participating employers, one in five say they will be introducing some of these initiatives in the future (20%). The initiatives most likely to be introduced by these employers include flexitime (16%), school term-time contracts (14%), career breaks (14%), childcare vouchers (12%) and a budget for training and development expenditure (12%).

Of the employers that are considering offering new employment or training initiatives, two-fifths say their involvement in the WWSPI has influenced this decision either to a great or some extent (38%), and a further 10% say their involvement has been an influence to a small extent.

5.1.5 Prior investment in training

The survey asked employers about any off-the-job training that had been provided to participants who had worked for the company for at least 12 months, as well as training offered to other employees over the last 12 months.

Where employers have more than one participant on the programme and these participants have worked for the company for at least 12 months, in 61% of cases these participants have been offered other forms of off-the-job training in the last 12 months. Therefore, for two-fifths of participants within these organisations (39%) the WWSPI will have been the only form of off-the-job training received in the last 12 months.

Where employers have just one participant and this participant has worked for the company for longer than 12 months, in 54% of cases this participant has received other forms of off-the-job training in the last 12 months. For just under half of the participants from these organisations therefore, the only off-the-job training received in the last 12 months would have been via the WWSPI.

Thinking about other staff, i.e. those not participating in the initiative, on average, 72% of other staff working within participating organisations have received off-the-job training in the last 12 months.

Overall, considering staff who participated in the WWSPI and those who did not, 86% of employers have provided some form of other off-the-job training to their staff in the last 12 months. This level of training provision is high compared with the national average, where an average of 67% of employers have provided any training at all, and in just less than half of cases this has included off-the-job training (46%)⁹.

Out of all participating employers therefore, it leaves 14% where the only form of off-the-job training provided to any staff in the last 12 months has been via the WWSPI, and this proportion is significantly higher amongst the smallest organisations (37% amongst employers with 10 or fewer staff).

5.1.6 Monitoring for equal treatment

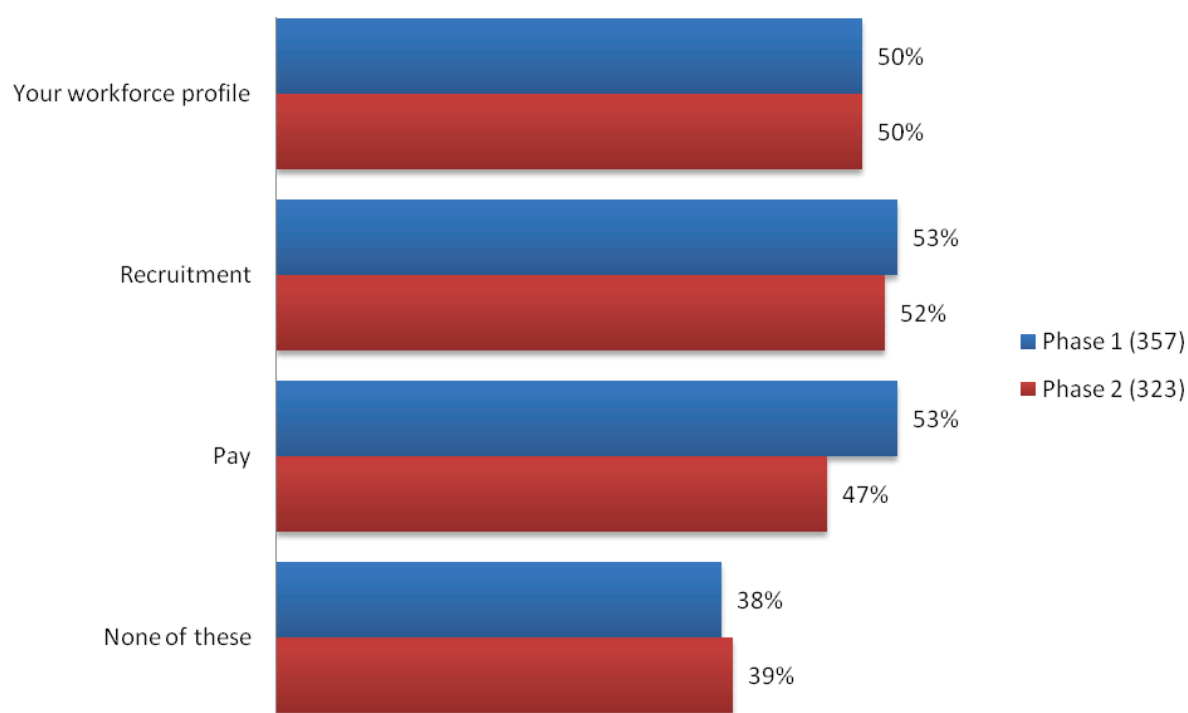
Due to the nature of the WWSPI it is interesting to note what procedures participating employers already have in place to monitor equality in their workplace.

The vast majority of employers have an equal opportunities policy or plan in place (84%), which was also the case in Phase 1 (88%). Of the SSCs with large enough base sizes for analysis, the proportion is highest amongst Construction Skills (93%) and lowest amongst Lantra (72%) and Skillfast UK employers (73%).

Around half of all employers monitor their workforce profile (50%), their recruitment (52%) or levels of pay (47%) with respect to gender. Two-fifths of all employers do not monitor any of these with respect to gender, and this is most likely to be the case in smaller organisations (57% amongst employers with 10 or fewer staff, compared with 12% of employers with 250+ employees). These levels of monitoring are very similar to those recorded amongst Phase 1 participants, as Figure 11 summarises.

⁹ National Employer Skills Survey 2007.

Figure 11: Factors monitored by employers with respect to gender (all employers)



Other than being involved with the WWSPI, 13% of employers have taken other positive actions to address the issue of having too few women within their workforce. In nearly half of cases employers say they have not because it has not been an issue (46%), while for nearly two-fifths they have not taken any other positive action other than involving themselves in the WWSPI (37%).

Where other positive action has been undertaken to address having too few women within their organisations, this has involved a mixture of diverting recruitment advertising towards women to encourage more women to apply for positions (43%) and providing more training opportunities for women within their organisation (55%).

Overall, just over half of all employers believe taking positive action to increase the number of women in the workforce and to encourage them to work at a more skilled and senior level would benefit their organisation (53%). The proportion increases significantly, to 94% amongst the organisations that have already undertaken further positive action.

The reasons given for such action being a benefit to their organisations include that they need to encourage more women into their industry/get a better balance (12%); that it provides diversity/an added dimension to the business (10%); that it benefits the company generally (9%); it encourages more women into management positions (7%); and gives women more career prospects/career progression (6%).

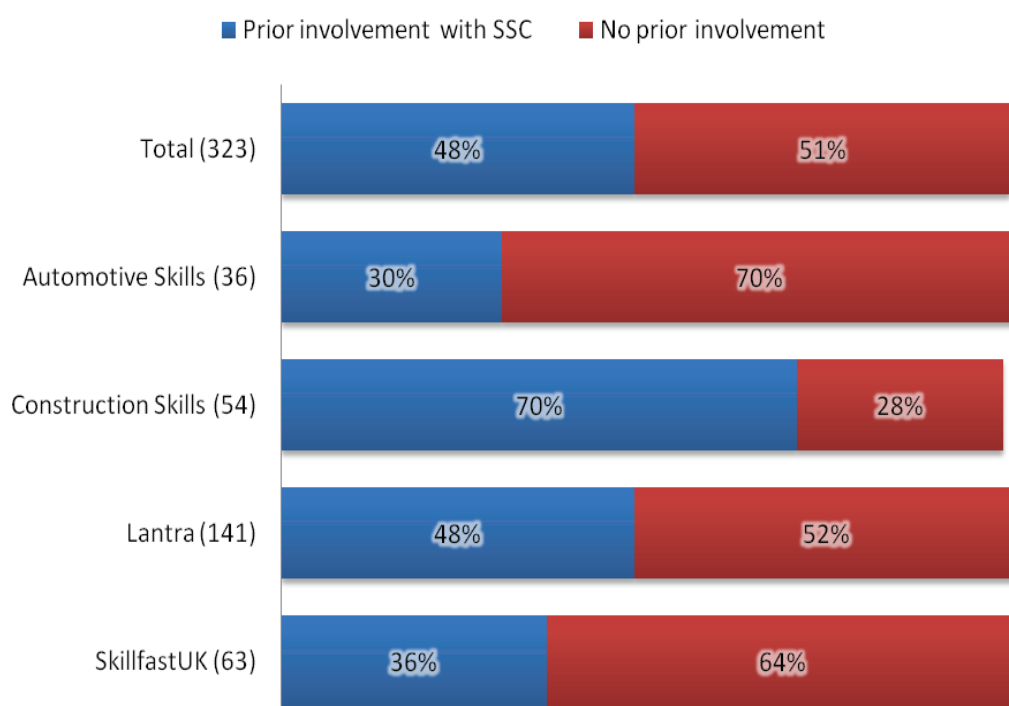
Employers that do not believe their organisation would benefit from taking positive action (47% of all employers) to increase the number of women in the workforce and to encourage them to work at a more skilled and senior level, say the main reasons for this are that they are an equal opportunities employer/they employ the best person for the job (20%); that many or most employees there are women (14%); or they already have a 50:50 split of gender (7%); or it is not an issue (7%); while some suggest the work is not suited to women/male-orientated (9%).

5.1.7 Prior involvement with SSC

Similar to Phase 1, just under half of employers indicated that they had dealt with their SSC previously, before becoming involved with the WWSPI (48% compared with 47% in Phase 1). For the remaining half therefore, the WWSPI was the first time employers had engaged with their SSC.

In the Construction Skills SSC this was less likely to be the case, with seven in 10 that had previous dealings.

Figure 12: Whether employers have had any prior involvement with their SSC (all employers in total and for the four SSCs that have large enough bases sizes for analysis)



5.1.8 Other funding accessed

Just over a third of employers say they have accessed other funding within the last two years for training or development from external organisations, other than that provided by the WWSPI (35%).

Previous access to funding is lower amongst Phase 2 employers than in Phase 1, when more than half had received funding for training and development from other external organisations over the previous two years (57%).

The source of the other external funding in Phase 2 is most likely to be Train to Gain (24%), CITB (14%), Construction Skills (14%), or the LSC (12%). Other sources mentioned include Business Link (4%), National Lottery (3%), Development agencies (3%) and Private Training Groups (3%).

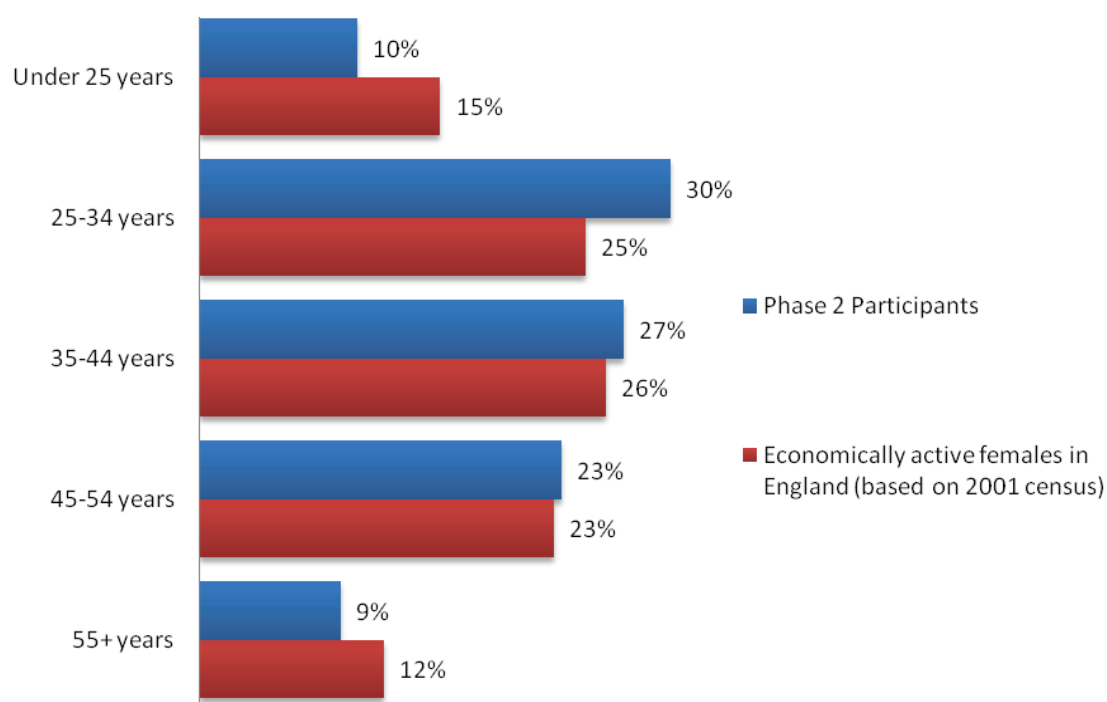
5.2 Participants

5.2.1 Demographics

Moving on to the employees or the actual participants of the WWSPI, this section of the report now focuses on their profile.

Based on those in the database who provided their age, one in 10 Phase 2 participants are under 25 years of age (10%), three in 10 are aged between 25 and 34 years (30%) and around a quarter are between the ages of 35 and 44 years (27%) or 45 to 54 years (23%), with fewer than one in 10 aged 55 or older.

Compared with the economically active female population of England it seems the youngest (under 25 years) and oldest (55+ years) age groups are under-represented as WWSPI participants, while 25-34 year old participants are over-represented (30% compared with 25% amongst economically active females). Figure 13 highlights the differences in profile between Phase 2 participants and the actual population according to the 2001 Census.

Figure 13: Age of participants compared with population (all Phase 2 participants)

Base = 916

Compared with Phase 1 there are fewer participants aged 55 and over in Phase 2 (9% compared with 17%).

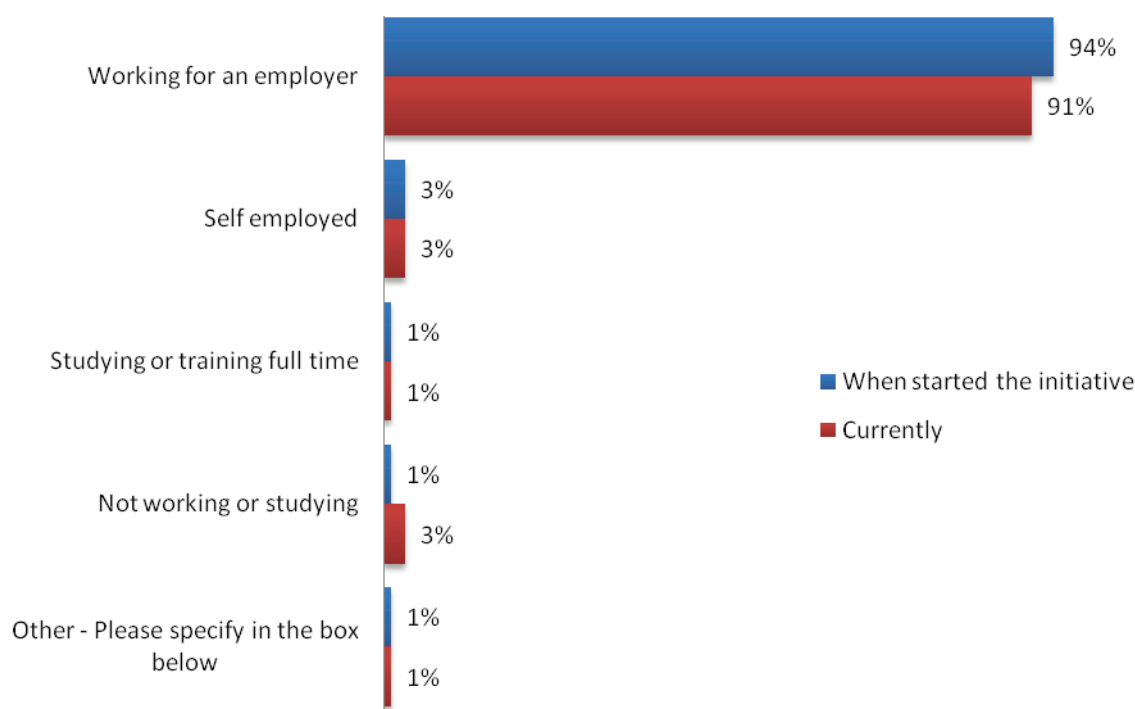
Similar to the profile of Phase 1 participants, 5% of Phase 2 participants have a disability and the majority report their ethnicity as white (94%). Just under two-fifths of participants have caring responsibilities (37%) and this is mainly to do with caring for children (32% of all participants), with fewer caring for elderly relatives (7%) or someone else – perhaps a spouse or sibling or someone who is not a relative (2%).

Two-thirds of participants are married or with a partner (48% are married; 20% are with a partner). Just under a quarter (23%) are single, while most of the remainder are divorced (5%) or widowed (2%). (A further 2% preferred not to say.)

5.2.2 Working status and occupation

Since the initiative is focused on encouraging employers to provide training to women in their workforce it is to be expected that the majority of initiative participants were in employment when they started the training. The actual proportion in Phase 2 is very similar to that reported in Phase 1 (97% compared with 95%).

Participants' current working status is very similar to when they started the initiative, as Figure 14 summarises.

Figure 14: Working status at start of training and currently (all Phase 2 participants)

Sample base = 916

Participants within Lantra's sector are significantly more likely than other sectors to have been self-employed, either when they started on the initiative (12%, compared with 3% on average) or currently (13% compared with 3% on average).

Most of those who are currently working are working for the same employer they were when they started the training (95%). Thus, just 5% are working for a different employer. Compared to national statistics which suggest that an average of 15.7% of employees leave their jobs each year this retention rate is high.¹⁰

Around one in five participants in work at the time they started their training (21%) worked part-time. The remainder (79%) worked full-time.

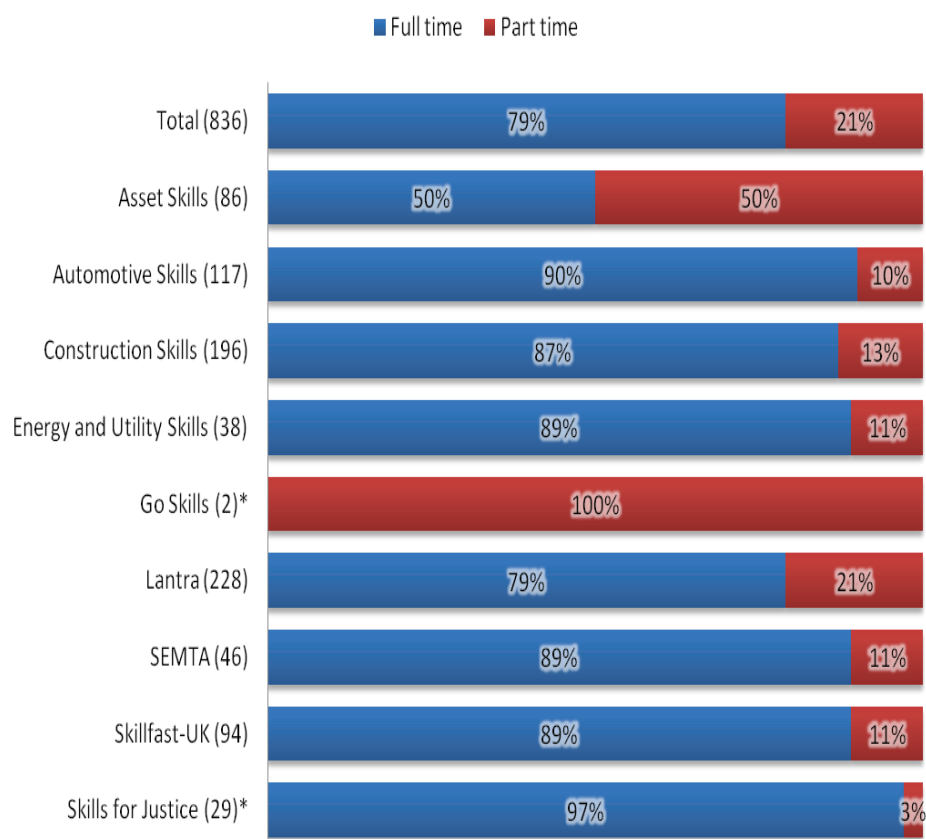
This pattern reflects that of Phase 1, when 18% of participants worked part-time when starting the training. Since the average rate of part-time working amongst women across the UK is 44%¹¹ (the rate in England according to the 2001 Census was 40%), part-time working is below average amongst initiative participants.

Participants working within the Asset Skills sector were significantly more likely than those in other SSCs to work part-time at the time they got involved in the WWSPI (50% compared with 21% on average). The level of part time working by each SSC is summarised in Figure 15.

¹⁰ CIPD (2009). *Recruitment Retention and Turnover Survey 2009*.

¹¹ Labour Market Trends, January 2004.

Figure 15: Level of full- and part-time working when they started the WWSPI (Phase 2 participants who were in employment when they started initiative – in total and by SSC)

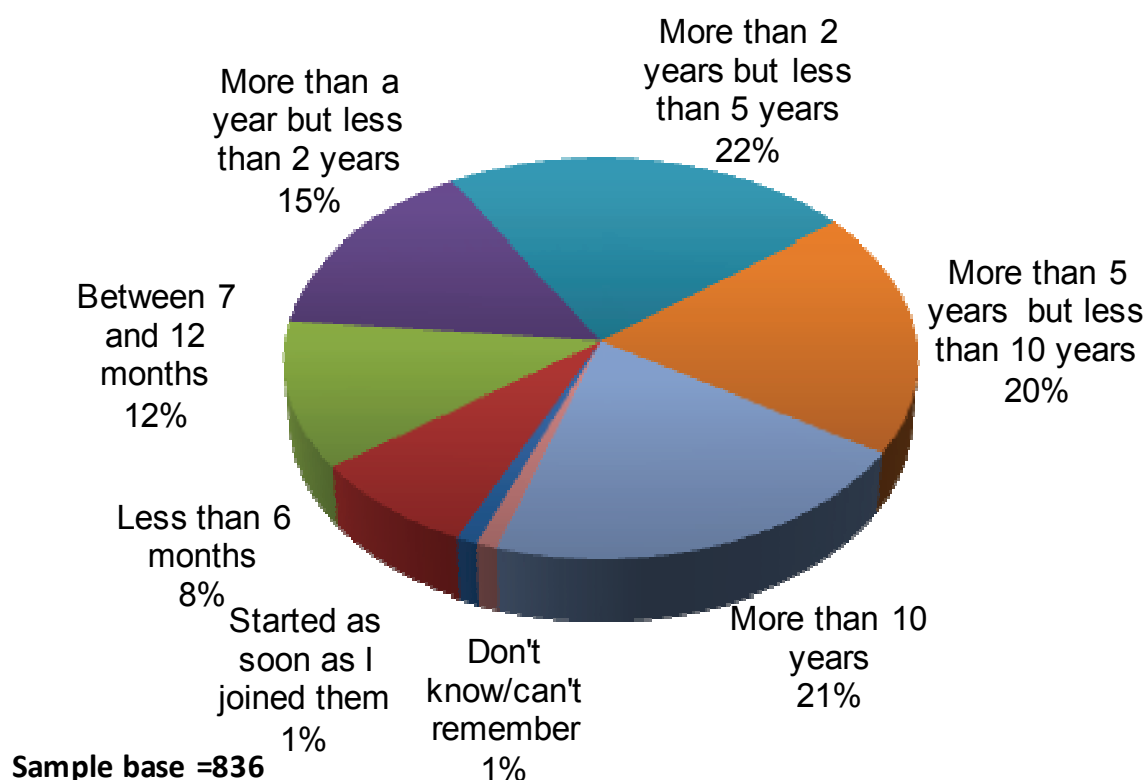


* Caution: low base sizes

Compared to when they started on the training (21%), a slightly higher proportion of participants now work part-time (23%).

Nearly two-thirds of participants from Phase 2 had been working for their employer for at least two years when they started their training (64% compared with 71% in Phase 1), while one in 10 had been with their employer for less than six months when their employer involved them in the WWSPI (9%).

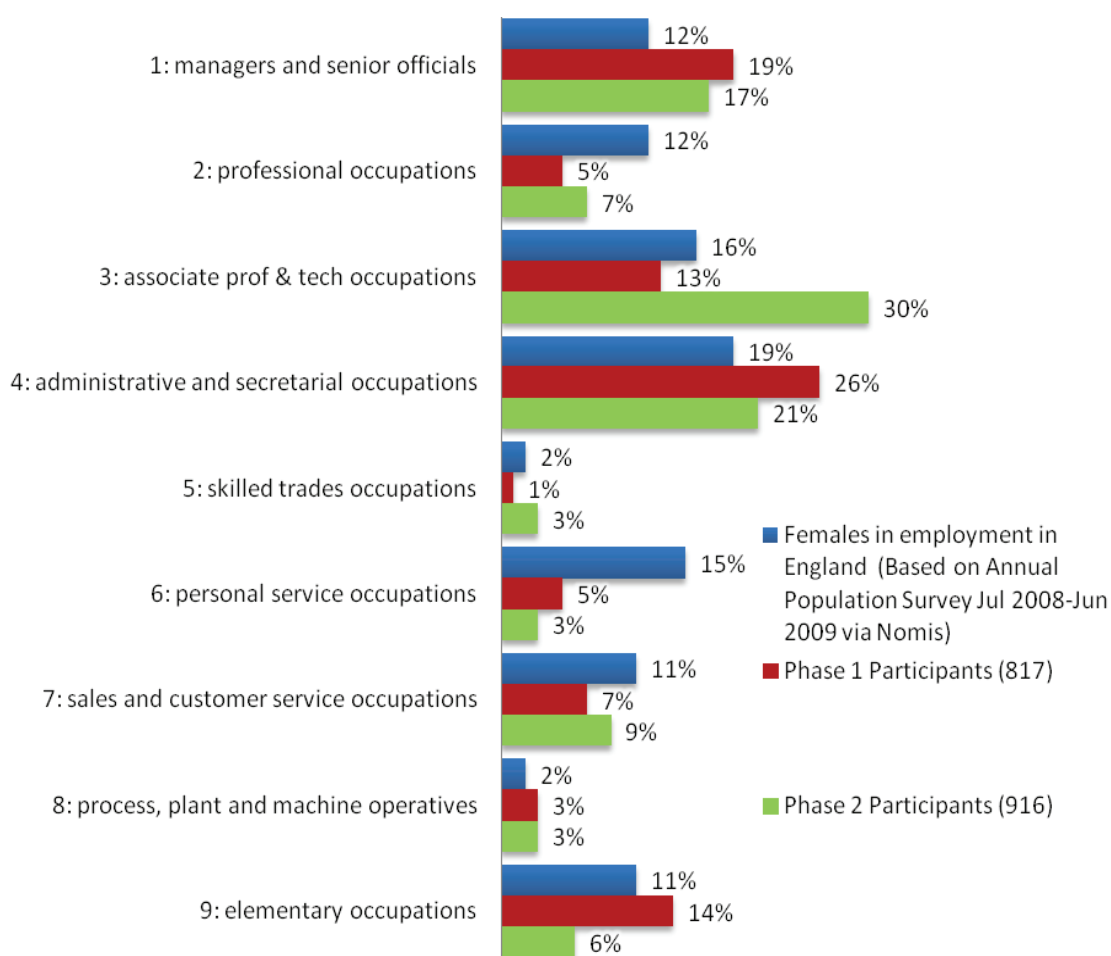
Figure 16: Length of time participants had been with employer when they started the WWSPI (Phase 2 participants who were in employment when they started initiative)



Participants within SEMTA's footprint are more likely to have worked for their employer for longer, with over half who had been with their employer for more than 10 years (57% compared with 21% on average).

In terms of occupations, compared with the national profile of females in employment in England it seems Phase 2 participants are over-represented in managerial and senior official positions (17% compared with 12% nationally) and associate, professional and technical occupations (30% compared with 16% of females in employment in England), while those in personal service occupations (3% compared with 15% nationally) and elementary occupations (6% compared with 11% nationally) are under-represented. This comparison is shown in Figure 17 which also shows that in general, the occupational profile of Phase 2 participants is similar to Phase 1, although there has been an increase in representation from associate, professional and technical occupations (up from 13% to 30%) and less representation from elementary occupations (from 14% down to 6%).

Figure 17: Participants' occupation when they started on the WWSPI compared to the national profile (all participants)

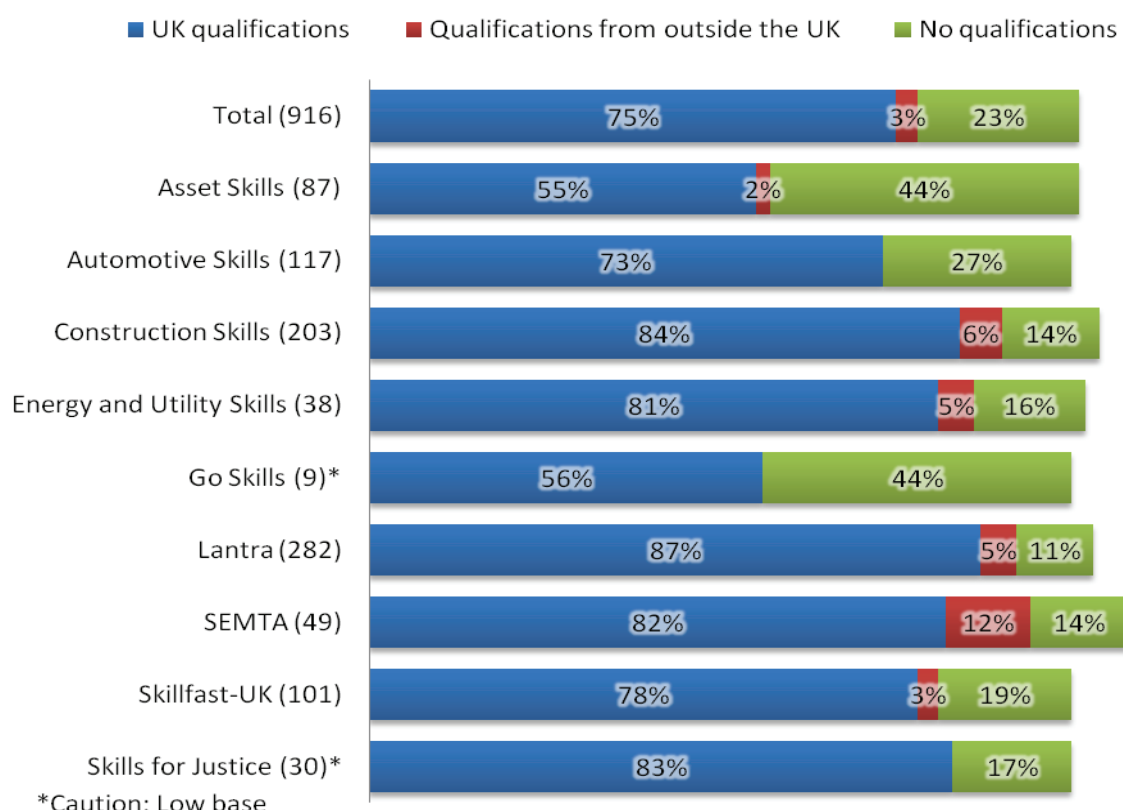


5.2.3 Previous qualifications and training

Three-quarters of Phase 2 participants had UK qualifications (75%) before they started on the WWSPI, and 3% held qualifications from outside the UK, leaving just under a quarter of Phase 2 participants with no qualifications (23%).

By SCC, participants from Asset Skills were significantly less likely to hold any qualifications prior to starting on the initiative (44% held none compared with 23% on average), as Figure 18 highlights.

Figure 18: Qualifications held before starting on the WWSPI (all Phase 2 participants in total and by SSC)



Phase 2 of the WWSPI has attracted a higher proportion of participants with no qualifications. Table 8 summarises the qualifications held by all Phase 2 participants and by SSC, and compares the results overall to Phase 1 participants and to working females in England generally. This shows that the proportion of Phase 2 participants with no qualifications is higher than in Phase 1, and compared with the national average for working females.

**Table 8: Qualifications held/NVQ equivalence before starting the initiative
(all participants in total and by SSC (except GoSkills due to low base))**

	National comparison ¹²	SSC									
		Phase 1 Total	Phase 2 Total	Asset Skills	Automotive Skills	Construction Skills	Energy and Utility Skills	Lantra	SEMTA	Skillfast UK	Skills for Justice
No qualifications	8%	12%	23%	44%	27%	14%	16%	11%	14%	19%	17%
No equivalence/ lower than level 1	7%	2%	1%	0%	2%	2%	0%	<0.5%	4%	0%	0%
Level 1	15%	21%	9%	11%	16%	7%	8%	5%	6%	5%	7%
Level 2	19%	14%	13%	20%	18%	9%	5%	7%	6%	15%	0%
Level 3	16%	12%	12%	10%	15%	11%	8%	15%	8%	10%	13%
Level 4+	35%	35%	42%	15%	22%	57%	63%	64%	59%	51%	64%
Unweighted bases		817	916	87	117	203	38	282	49	101	30

Participants within the Asset Skills sector are significantly more likely than those from other sectors to have held no qualifications when they started on the WWSPi (44% compared with 23% on average).

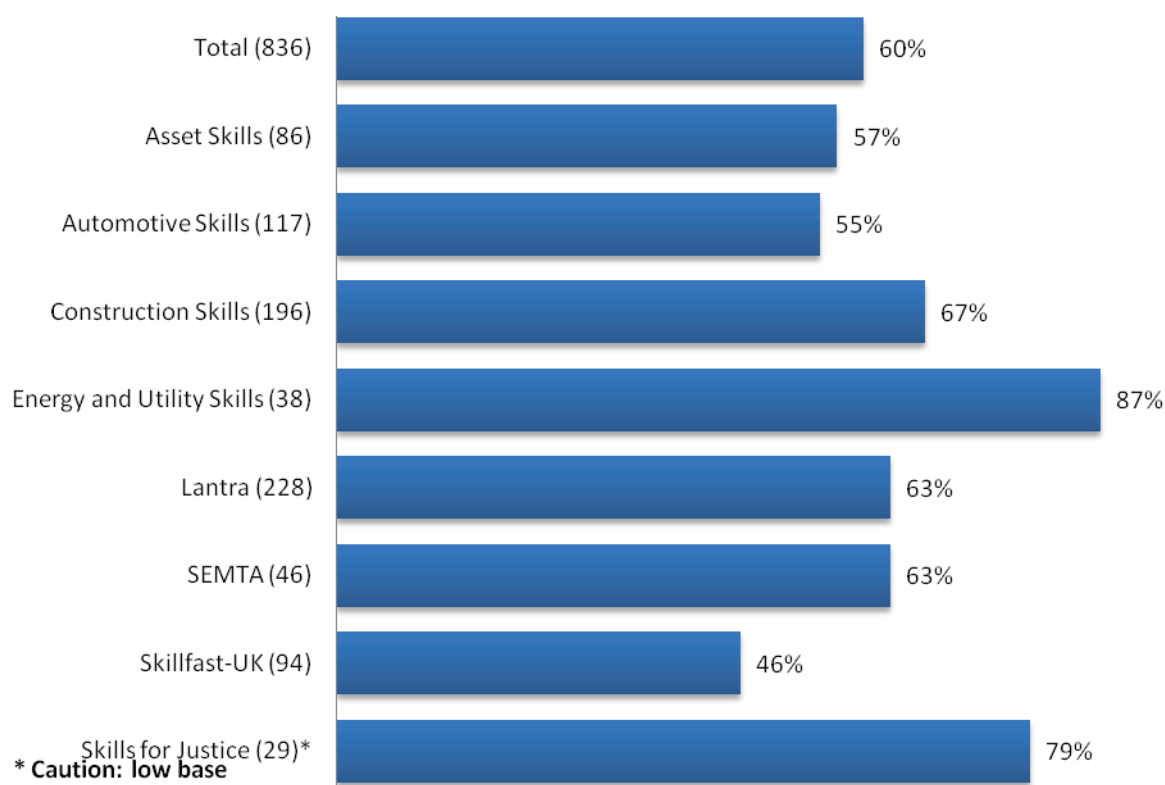
5.2.4 Prior involvement with training

Overall three-fifths of participants in employment had received some other form of off-the-job training before being involved in the WWSPi (60% compared with 49% in Phase 1), leaving two-fifths who had not previously received any off-the-job training from their employer, prior to that offered by the initiative (40% compared with 50% in Phase 1).

Amongst Skillfast UK participants the proportion that had not previously received training was higher (53%), whilst participants from Energy and Utility Skills were most likely to have received off-the-job training already (87%), as Figure 19 summarises.

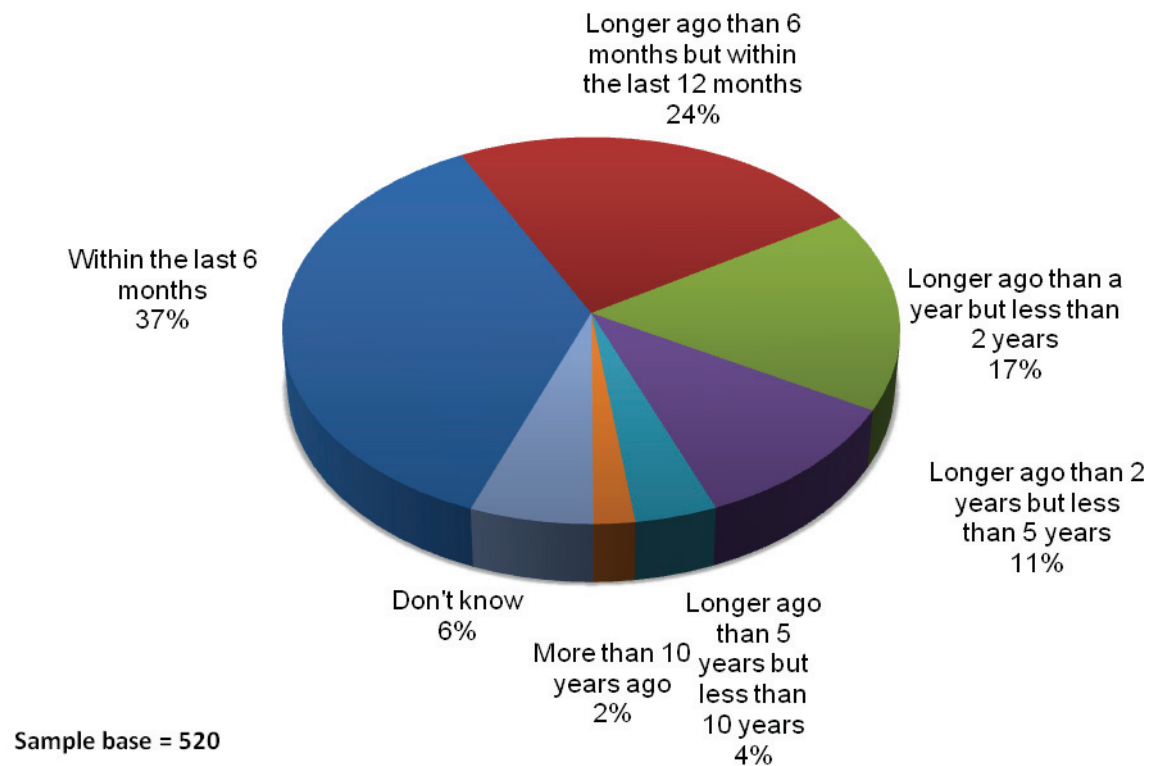
¹² ONS (2007). Annual Population Survey: percentage of working females in England.

Figure 19: Proportion of participants who have previously received off-the-job training (Phase 2 participants working for an employer when they started the initiative – in total and by SSC (except GoSkills due to the low base))



For the majority of those that had already received off-the-job training from their employer this had been within the last 12 months (61%), including nearly two-fifths who had been trained within the last six months (37%). Construction Skills participants were most likely to have received some training recently, with half having done so in the last six months (51% of those who had received off-the-job training previously).

Figure 20: Last time off-the-job training had been received (Phase 2 participants who had received training previously)



6 Getting involved with the initiative

This section of the report finds out from both employers and then participants how they first became involved with the WWSPI, what objectives they hoped to achieve and any initial concerns they may have first held about the programme. Employers' and participants' views on the role of women within their organisations and their industries in general are also investigated.

6.1 Employers

6.1.1 Finding out about the WWSPI

Employers in Phase 2 are most likely to have first heard about the initiative via a training provider (44%), while over a quarter were contacted by their SSC (28%). These were also the top two sources cited in Phase 1.

In one in 10 cases the employer was told about the initiative by one of their employees (10%), while a minority of employers mention other sources of awareness, including an advert or article in trade press (5%), receiving a leaflet or flyer (2%) or word-of-mouth/friend (2%).

6.1.2 Recruiting individuals to participate

To find women to take part in the WWSPI, employers were most likely to approach individuals who they felt would be appropriate (48% compared with 55% in Phase 1). One in 10 employers publicised the initiative and invited volunteers (10% compared with 17% in Phase 1), while nearly a third of employers combined both of these approaches in order to find participants (31% compared with 20% in Phase 1).

Smaller organisations were more likely than larger organisations to approach those who they felt would be appropriate (55% of those with 10 or fewer employees, and 61% of those with 11-49 employees), while larger organisations were more likely to combine approaching people and advertising for volunteers (45% of those with 50+ employees).

Virtually all participating employers found it easy to recruit participants, with only one in ten that had any difficulties finding women to take part in the WWSPI (10%). The main reasons for this were the individuals being too busy at work (38%) or them not being interested in progression or promotion (12%).

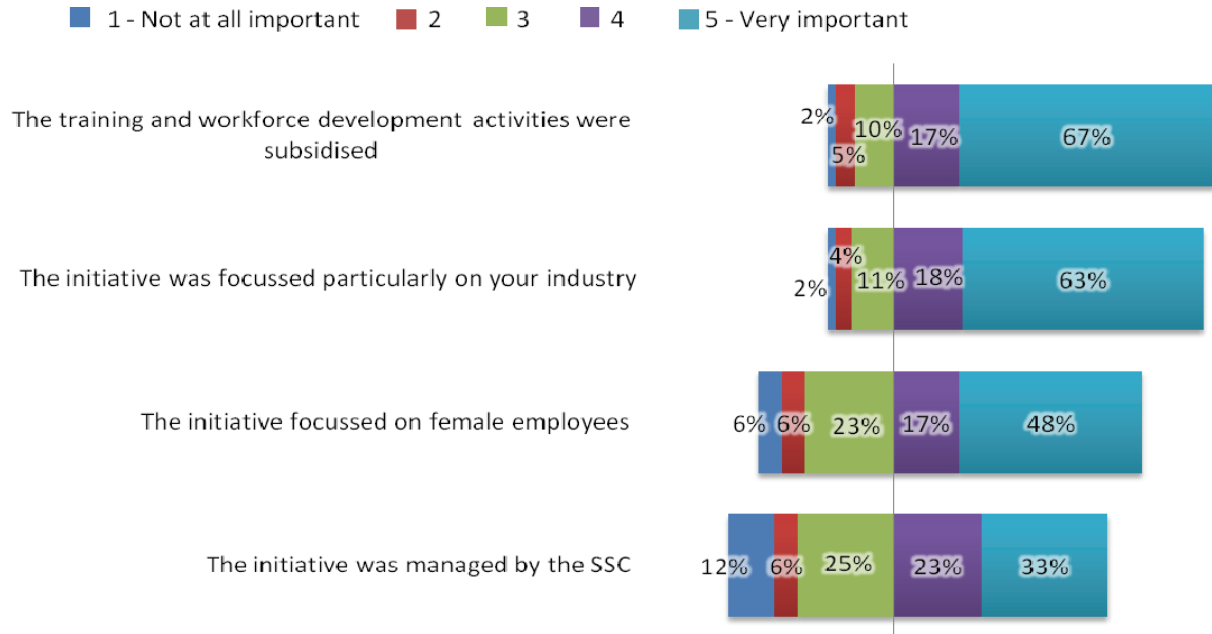
6.1.3 Objectives of participation

Employers were asked a series of questions about their decision to take part in the WWSPI and their objectives from the programmes.

For employers, the fact that the training and development was subsidised and that it was focused particularly on their industry were both very important factors in their decision to participate in the WWSPI. More than eight in 10 employers considered each of these factors important, with nearly two-thirds stating they were very important in their decision to take part.

In addition, nearly two-thirds of employers considered it important that the initiative was focused on women (65%), with half believing this was very important, and just over half were motivated by the fact that the programme was being managed by their SSC, with a third considering this a very important factor in their decision to participate.

Figure 21: Importance of factors in employers' decision to take part in the initiative (all employers)



Base: 323

A third of all employers suggested they had reasons for deciding to participate in the WWSPI other than those they were prompted with (31%). The most common of these additional reasons was that it would help improve their workforce/teach them new skills (28%); that it motivated women to take part in training (11%); that the training offered was relevant/met their training requirements (9%); it was in the company's interest (4%); it was generally a good opportunity/at the right time (4%); and it was good value for money/cheaper than elsewhere (4%).

All employers were asked about the outcomes they were hoping to achieve from being involved with the WWSPI. Of all the objectives suggested to employers, increasing the confidence of participants (80%) and developing new technical skills for the participants/to enable them to do their job better (76%) were most likely to be major objectives. Around two-thirds saw increased motivation and the meeting of previously identified skills gaps as major objectives. These objectives are very similar to those registered amongst Phase 1 employers, as Figure 22 illustrates.

Figure 22: Employers' objectives from participating (all employers)

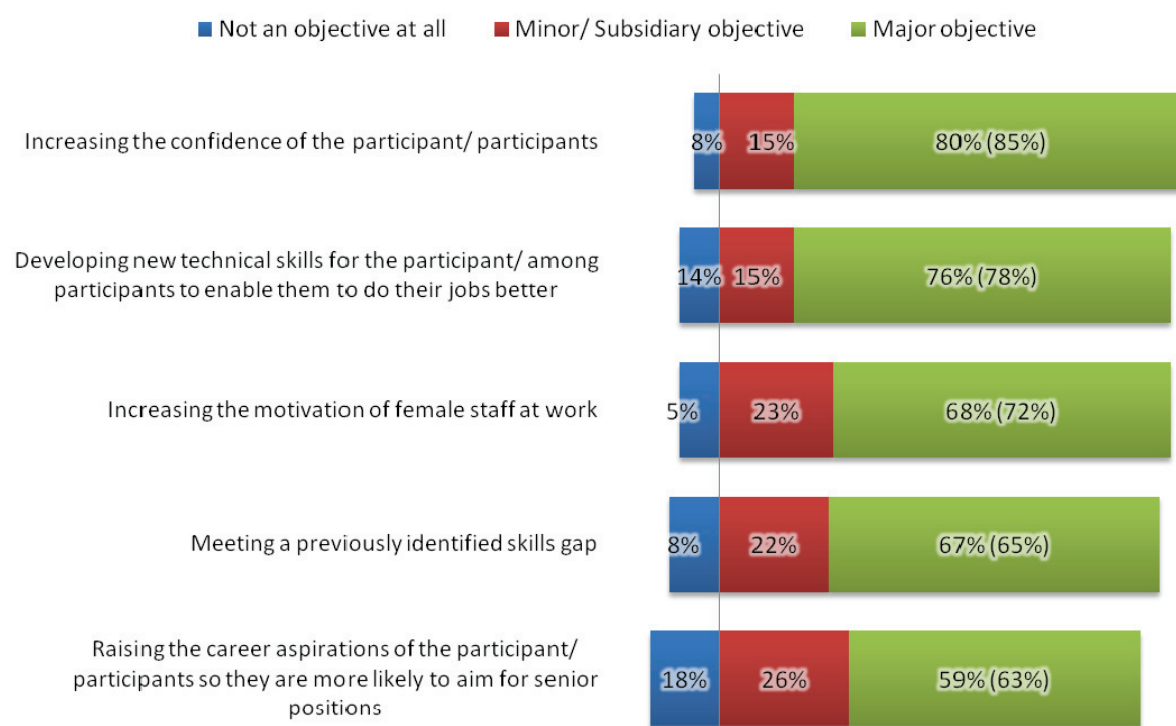


Figure in brackets are from Phase 1

6.1.4 Initial concerns about the programme

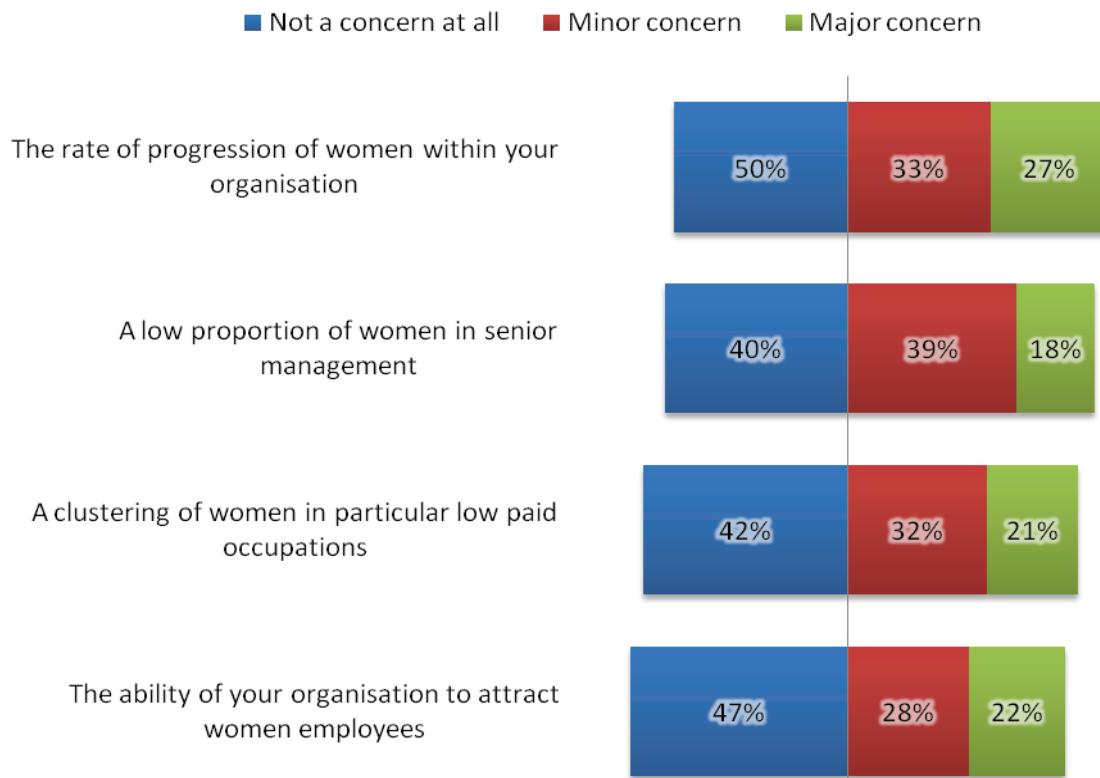
Just over one in 10 employers admitted that they did have some concerns about participating when they first got involved with the WWSPI (12%), which is almost the same proportion as in Phase 1 (11%). Amongst this minority of employers (38 respondents) their main concerns were: the time commitment required (29%); feeling uncomfortable that only female staff could participate (23%); that they did not have confidence in the training providers to be used (20%); and the red tape/paper work involved (20%).

Looking back on their experience however, over two-fifths of employers now believe these initial concerns were not an issue at all (43%), and just over a further two-fifths say they were only minor issues that had a small negative impact on their experience (41%).

6.1.5 The role and progression of women within their organisation

All employers were asked to think about their organisation at the time they first became involved with the WWSPI and rate how much of a concern issues to do with the role and progression of women within their organisations were. In general employers' concerns were quite mixed. Half of all employers were concerned about the ability of their organisation to attract women employees, while half were not concerned about this at all. Half of employers expressed at least a degree of concern about a clustering of women in particular low paid occupations, while for half this was not a concern at all. For around six in 10 employers there was concern about the rate of progression of women within their organisation, and a low proportion of women in senior roles, while two-fifths of employers in each case, were not concerned about either of these issues.

Figure 23: Employers' level of concern about the role and progression of women in their organisations when they first became involved with the initiative (all employers)



Base: 323

In larger organisations the rate of progression of women in their organisation was more of a concern, with 58% of organisations with 250 or more employees considering this a major issue, compared with 27% of employers overall.

6.2 Participants

6.2.1 Finding out about the WWSPI

Phase 2 participants are most likely to have found out about the WWSPI through their employer (73%). This was also the case amongst Phase 1 participants, although the proportion mentioning their employer in Phase 2 has increased further (from 60% in Phase 1).

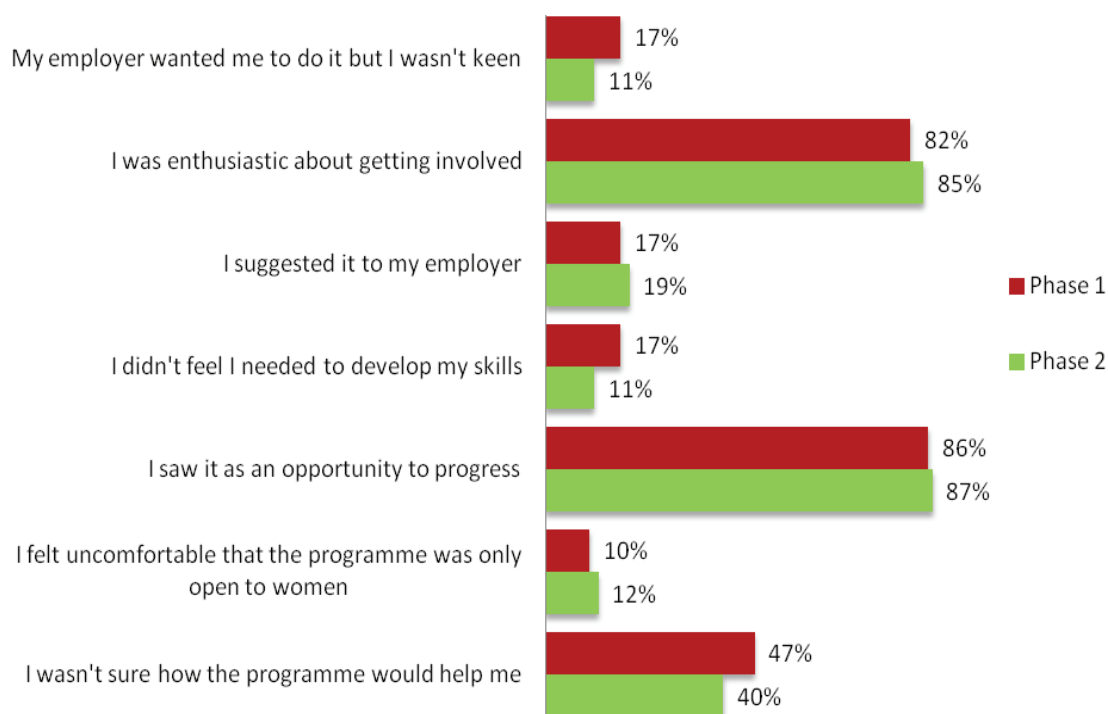
For a further 11% of Phase 2 participants a workmate or colleague was the source of awareness, while 7% became aware through a training provider and 5% were contacted by their SSC. Participants within Skills for Justice (17%) and Construction Skills (12%) sectors were most likely to have been contacted by their SSC.

Just 2% of participants found out about the initiative via a leaflet/flyer, while other sources were each mentioned by 1% or fewer, including a careers adviser, reading about it on an SSC's website or an article in trade press.

6.2.2 Initial objectives and concerns

All participants were asked whether a range of statements was true or false in terms of their feelings when they first became involved in the WWSPI. Figure 24 presents the proportion of participants from Phase 1 and 2 who considered each statement true.

Figure 24: The proportion of participants considering each statement, regarding their feelings when they first heard about the initiative, true (all participants)



Feelings are generally consistent between Phases 1 and 2, although where there have been changes they have been positive. Most participants were positive about the initiative when they first became aware, with nine in 10 seeing it as an opportunity to progress, and a similar proportion enthusiastic about getting involved (up 3% on Phase 1). The proportion unsure of how the programme would help them has decreased since Phase 1 (to 40% in Phase 2, from 47%), while fewer participants in Phase 2 now agree that they did not need to develop their skills and that their employer wanted them to do it but they were not keen (both down to 11% in Phase 2, from 17%).

Participants' feelings towards the initiative are also fairly consistently positive across the SSCs taking part. Table 9 highlights responses according to SSC in Phase 2, showing the proportion of participants who consider each statement true. Significant differences between the SSCs are highlighted in bold.

Table 9: The proportion of participants considering each statement, regarding their feelings when they first heard about the initiative, true (all Phase 2 participants in total and by SSC)

	Total	Asset Skills	Automotive Skills	Construction Skills	Energy and Utility Skills	Go Skills	Lantra	SEMTA	Skillfast UK	Skills for Justice
I saw it as an opportunity to progress	87%	84%	85%	83%	85%	100%	94%	86%	91%	83%
I was enthusiastic about getting involved	85%	76%	83%	89%	92%	89%	90%	88%	87%	93%
I wasn't sure how the programme would help me	40%	48%	42%	48%	31%	22%	27%	78%	28%	53%
I felt uncomfortable that the programme was only open to women	12%	17%	8%	7%	10%	0%	14%	20%	13%	3%
I suggested it to my employer	19%	16%	8%	31%	15%	0%	27%	39%	14%	41%
My employer wanted me to do it but I wasn't keen	11%	22%	9%	8%	3%	50%	7%	4%	9%	7%
I didn't feel I needed to develop my skills	11%	22%	11%	11%	5%	11%	3%	2%	10%	3%
Caution: low base	916	87	117	203	38	9	282	49	101	30

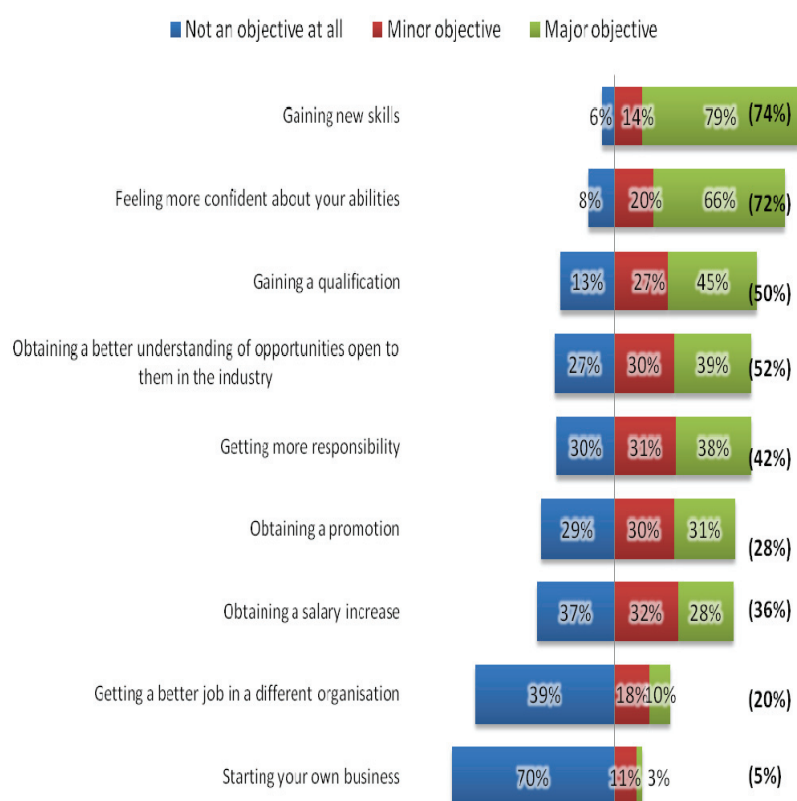
Generally, participants across all SSCs were enthusiastic about getting involved in the WWSPI, with the vast majority in all cases seeing the programme as an opportunity to progress. It seems, however, that Asset Skills participants were less enthusiastic about getting involved (76% compared with an average of 85%) and significantly more likely to say their employer wanted them to do it but they were not keen (22%) and that they did not feel their skills needed developing (also 22%).

SEMTA participants were most likely to suggest the initiative to their employer (39%) but also significantly more likely than those from other sectors to be unsure of how the programme would help them (78%).

In terms of the specific objectives that the WWSPI participants had in mind when they started the initiative gaining new skills was most likely to be the main objective in Phase 2, as it was in Phase 1. When asked to state whether each of a range of statements were a major objective, a minor objective or not an objective at all, eight in 10 mention this as a major objective.

Feeling more confident about their abilities was also a major objective for a significant proportion of Phase 2 participants (66%). Very few considered starting their own business or getting a better job in a different organisation as a main objective for participating in the WWSPI, as Figure 25 summarises. This figure also shows in brackets the proportion of Phase 1 participants who considered each aim a major objective, which highlights that in general the order of priorities/objectives is very similar in Phase 2 to Phase 1.

Figure 25: Importance of suggested objectives for participating (all Phase 2 participants)



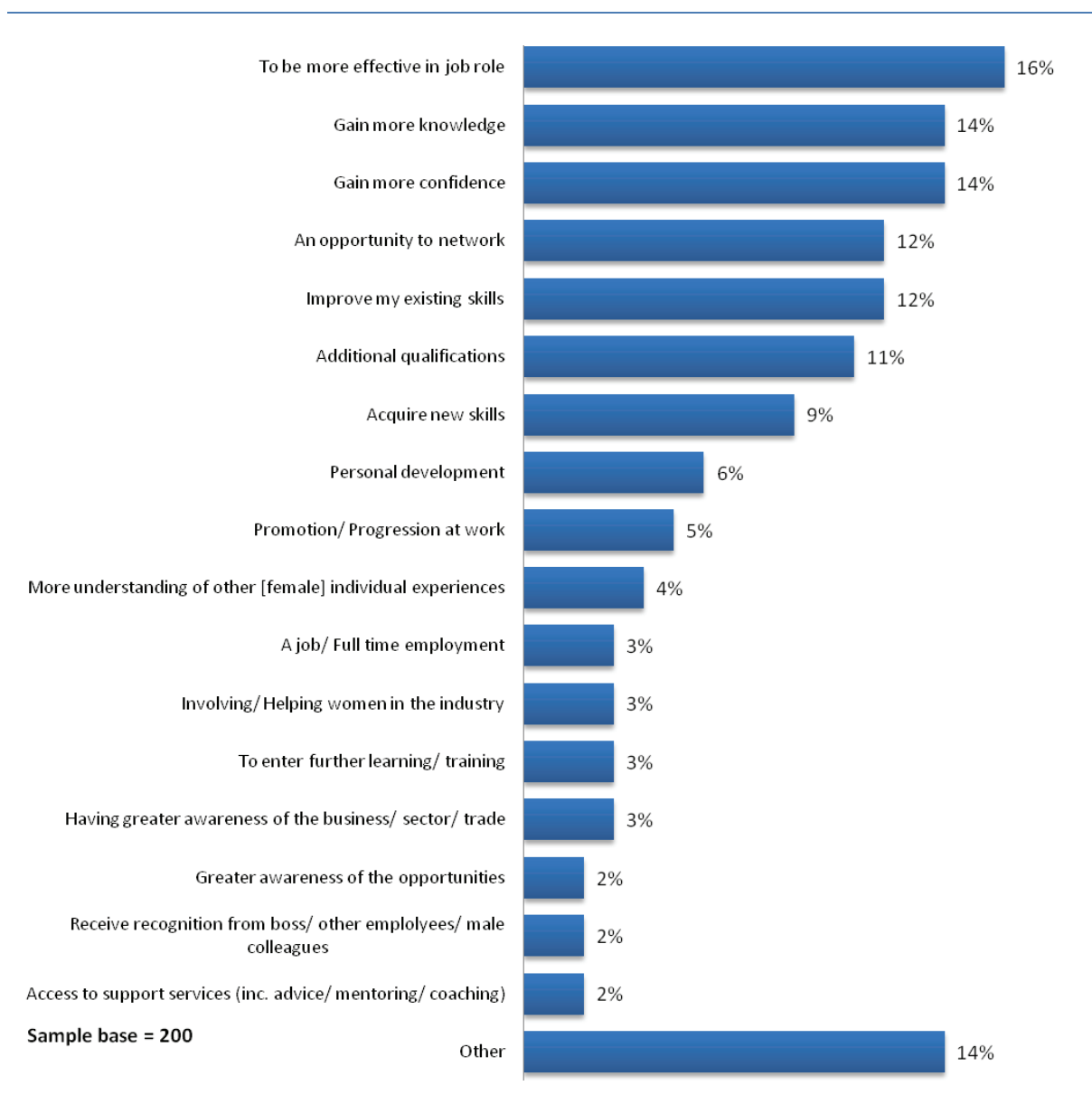
() = Proportion from Phase 1 that considered each a major objective

Looking at differences according to SSC reveals that gaining a qualification was considerably less likely to be an objective for participants within SEMTA's footprint, with 55% saying this was not an objective at all, compared with 27% of participants on average.

Analysis by age shows that the youngest aged group (16-24 year olds) were especially keen to gain a qualification (65% considered this a major objective, compared with 45% on average). A number of other reasons were also more likely to be major objectives for younger Phase 2 participants, including obtaining a salary increase or promotion (45% of 16-24 year olds considered obtaining a salary increase a major objective, compared with 23% of 45+ year olds, and 53% of 16-24 year olds considered obtaining a promotion as a major objective, compared with 22% of 45+ year olds).

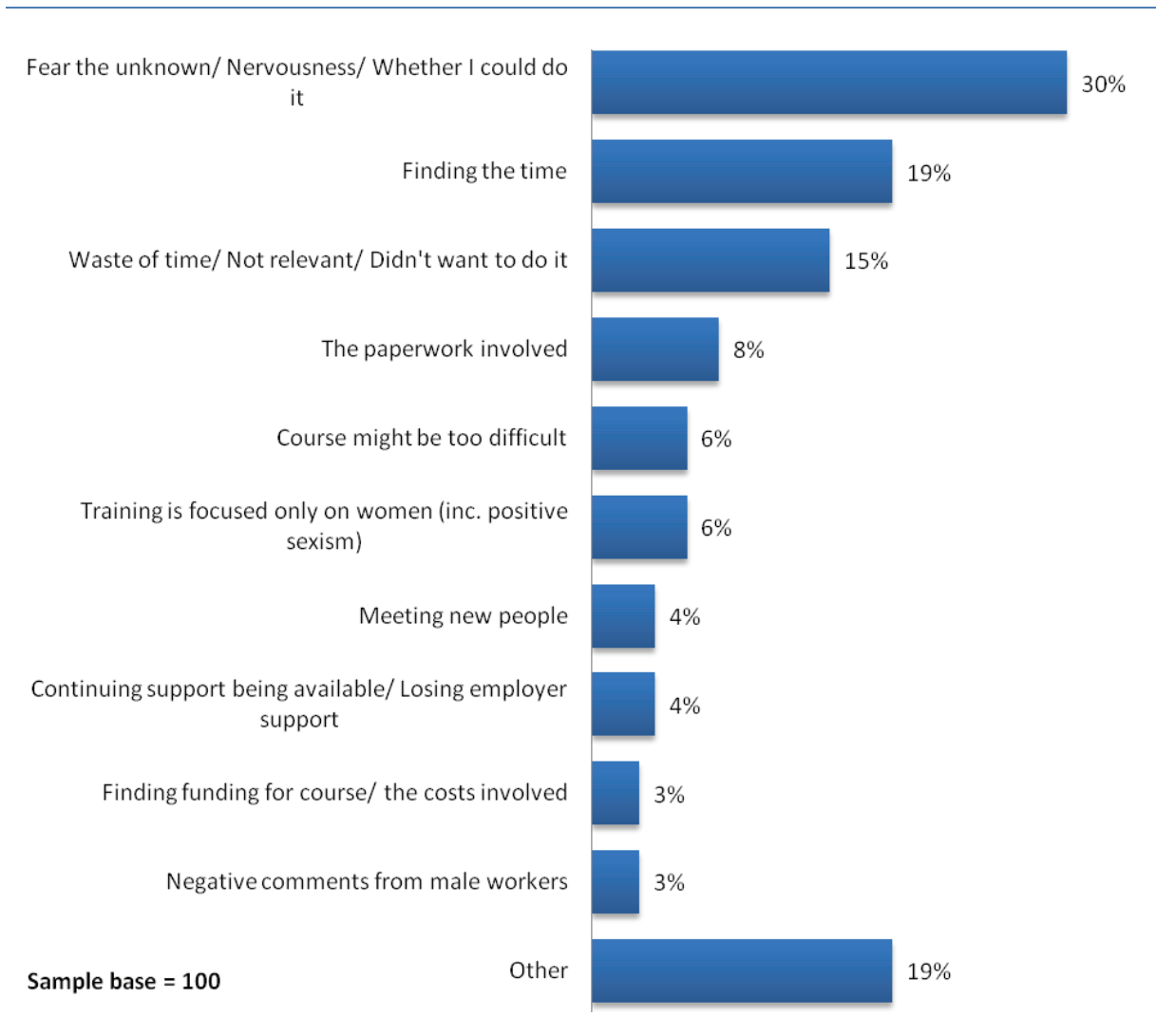
In addition to the objectives that respondents were prompted with, a fifth of participants had other objectives in mind when they started the initiative. Being more effective in their job role, gaining more confidence and more knowledge, networking opportunities and improving existing skills are mentioned most frequently, as Figure 26 shows.

Figure 26: Additional objectives that participants were hoping to achieve (where Phase 2 participants had other objectives)



The vast majority of participants had no concerns when they first got involved in the WWSPI. Just 9% of Phase 2 participants did have any concerns, which is fewer than the 17% in Phase 1 who had concerns. The most common concerns were the fear of the unknown/doubts over whether they could do it, finding time to do it and that it may be a waste of time/not relevant to them.

**Figure 27: Initial concerns about becoming involved in the initiative
(where Phase 2 participants had concerns about participating)**



For the few Phase 2 participants who held these concerns, looking back now the majority either think these concerns were not an issue at all (34%) or they were minor issues that had a small negative impact on their experience (51%). Just 13% of those who had concerns, which equates to just 1% of all participants saying their initial concerns turned out to be big issues that greatly impacted on the success of the initiative.

6.2.3 Views on the role and progression of women within their industry and job role

Participants were asked to think about their job role at the time they started on the initiative. A third of Phase 2 participants considered their job to be traditionally low paid, and that there was no history of women in their job progressing to more senior roles. Nearly a quarter agreed that their job offered poor job security. These findings are generally in line with Phase 1, although the proportion citing that their job is traditionally low paid is lower. This comparison is shown in Table 10.

Table 10: Proportion of participants who agree with each statement about the job they were doing when they started on the initiative (where participants were in employment when they started on the initiative – in total and by SSC (except for GoSkills due to the low base))

	Phase 1 Total	Phase 2 Total	SSC							
			Asset Skills	Automotive Skills	Construction Skills	Energy and Utility Skills	Lantra	SEMTA	Skillfast UK	Skills for Justice
Offered poor job security	28%	23%	40%	19%	15%	13%	22%	17%	20%	14%
Traditionally low-paid	45%	32%	52%	26%	18%	13%	46%	28%	20%	14%
No history of women progressing to more senior roles	39%	33%	40%	31%	40%	37%	27%	50%	19%	17%
Unweighted bases *Caution: low base	769	836	86	117	196	38	228	46	94	29*

In Phase 2, participants from Asset Skills were most negative about their job role at the time they started on the WWSPI, with two-fifths considering it to offer poor job security and over half suggesting it was traditionally low paid. Lantra participants were also significantly more likely than those from other sectors to consider their job traditionally low paid. This is also summarised in Table 10.

Overall just a quarter of all participants thought at the time they started the WWSPI that, considering the skills and knowledge needed to do their day-to-day job, their employer had invested a great deal in them (25%), while a further half acknowledged some investment from their employer (52%), and just over one-fifth considered their employer at that point to have invested very little in them (21%). These views were fairly consistent across the SSCs, while by age, older participants were more negative (27% of those aged 35 and over considered their employer to have invested very little, compared with 15% of those aged under 35 years).

In terms of being equipped to progress in the industry, nearly a third considered their employer to have invested a great deal in them (31%) and just over a further half thought their employer had made some investment in them (52%).

Thinking still about their organisation at the time they started on the initiative, the majority of participants agreed that there was a low proportion of women in senior management (61%, the same proportion as in Phase 1) and that there was a clustering of women in particular low paid jobs (58% compared with 66% in Phase 1).

Around half of Phase 2 participants believed that women in their organisation at the time they started on the initiative were less likely to progress than men (48% compared with 44% in Phase 2), nearly a third agreed that there seemed to be few women recruited to the organisation (32%, the same proportion as in Phase 1) and a quarter agreed that the management were not interested in supporting the progression of women (23%, again the same proportion as in Phase 1).

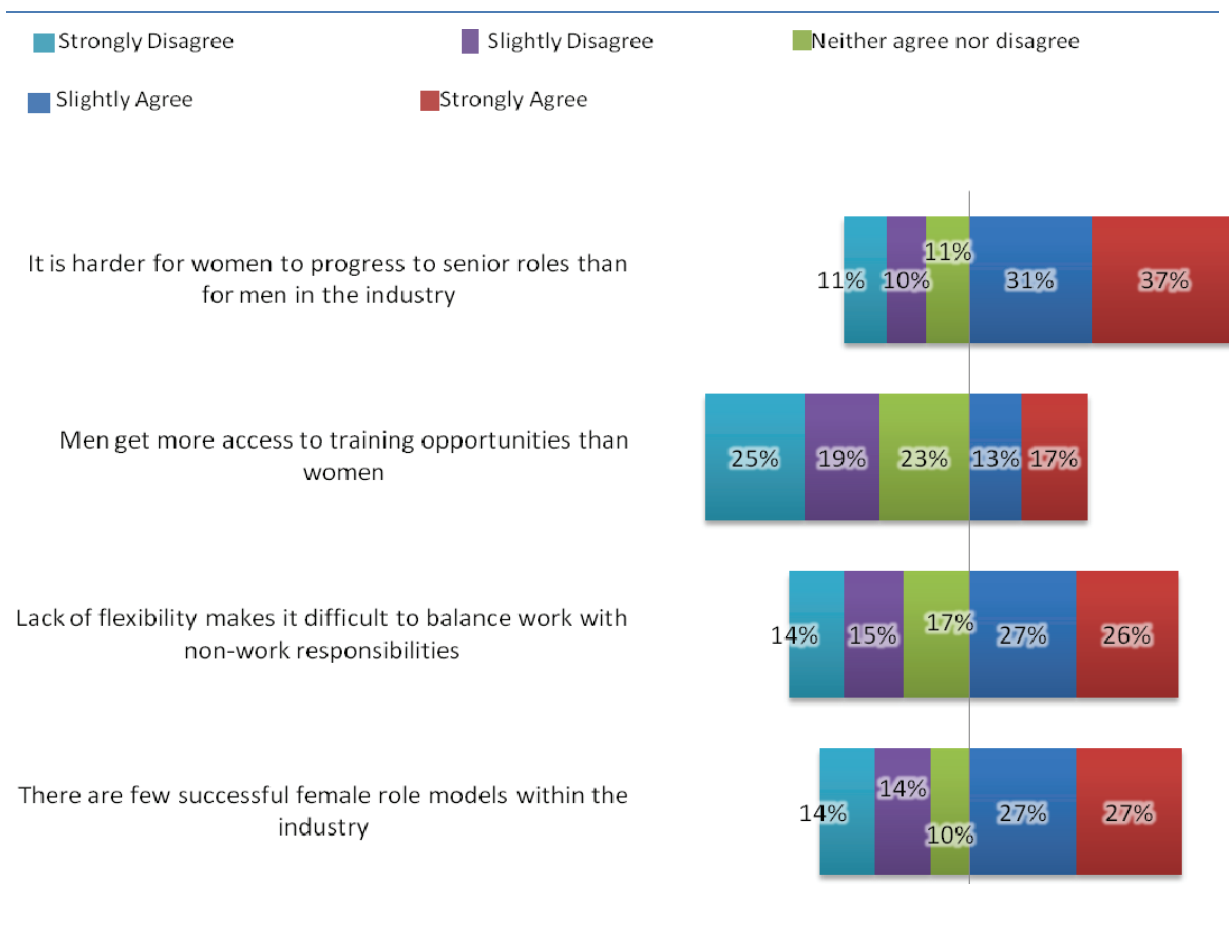
Figure 28: Level of agreement about participants' organisation at the time they started on the initiative (Phase 2 participants in work when they started on the WWSPI)



SEMTA participants were more likely to agree that women in their organisations were less likely to progress than men (76%), and virtually all (96%) agreed that there was a low proportion of women in senior management positions. SEMTA participants were also significantly more likely than other SSCs to agree that the management in their organisation were not interested in supporting the progression of women (52% compared with 23% on average).

Thinking in wider terms about their industry as a whole, the majority of Phase 2 women hold some concerns about the treatment of women and their progression. Around two-thirds of Phase 2 participants agree that it is harder for women to progress to senior roles than men in their industry (68% compared with 62% in Phase 1). A similar proportion (61% compared with 58% in Phase 1) agrees that there are few successful female role models within their industry. Half of all participants agree that a lack of flexibility makes it difficult to balance work with non-work responsibilities (52% compared with 54% in Phase 1) and just less than a third agree that men get more access to training opportunities than women (30%, the same proportion as in Phase 1).

Figure 29: Extent to which participants agree with statements about the role of women in their industry (all Phase 2 participants)



Of the SSCs, participants from Construction Skills (80%) and SEMTA (88%) are most likely to agree that it is harder for women to progress to senior roles in their industries. SEMTA participants are also significantly more likely than participants from other SSCs to agree that a lack of flexibility makes it difficult to balance work and non-work responsibilities (69% compared with 52% on average).

7 Views on the training or development received

This chapter first looks at employers' views on the delivery and content of the WWSPI, their overall satisfaction with the training and then their future intentions in terms of continuing to participate in the initiative and their likelihood of recommending the initiative to other employers.

Amongst participants we then examine the nature of their involvement in the WWSPI, and their views on the particular aspects of the programme. More generally we then present their overall levels of satisfaction, their satisfaction with the level of support they feel they have received, and look at their likelihood to recommend the WWSPI to other women.

7.1 Employers

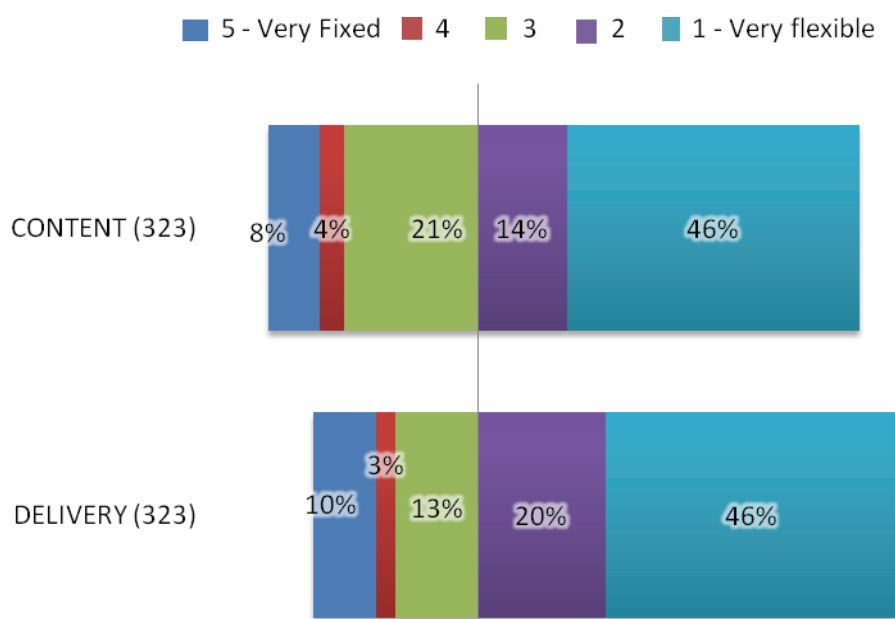
7.1.1 Views on delivery and content

All employers were asked to give their views on how flexible both the content and the delivery of the WWSPI training or development have been for them. Similar to Phase 1 employers hold generally positive views on both aspects.

Six in ten employers rate the contents of the programme 'flexible' (60% compared with 66% in Phase 1), and one-fifth provide a neutral response, with a further 7% being unsure. Just one in 10 Phase 2 employers consider the training 'fixed'.

For the delivery of the training a slightly higher proportion consider the training to be flexible (66% compared with 76% in Phase 1), with nearly half considering it very flexible.

Figure 30: Extent to which employers feel the content and delivery of the initiative has been flexible or fixed (all employers)



In terms of the amount of work involved for the employers participating in the programme feelings are quite balanced. Just 11% of employers consider the company's involvement to be a great deal of work, while around two-fifths consider it 'some work' (39%). The other half of employers considers their involvement to be hardly any work (33%) or no work (17%).

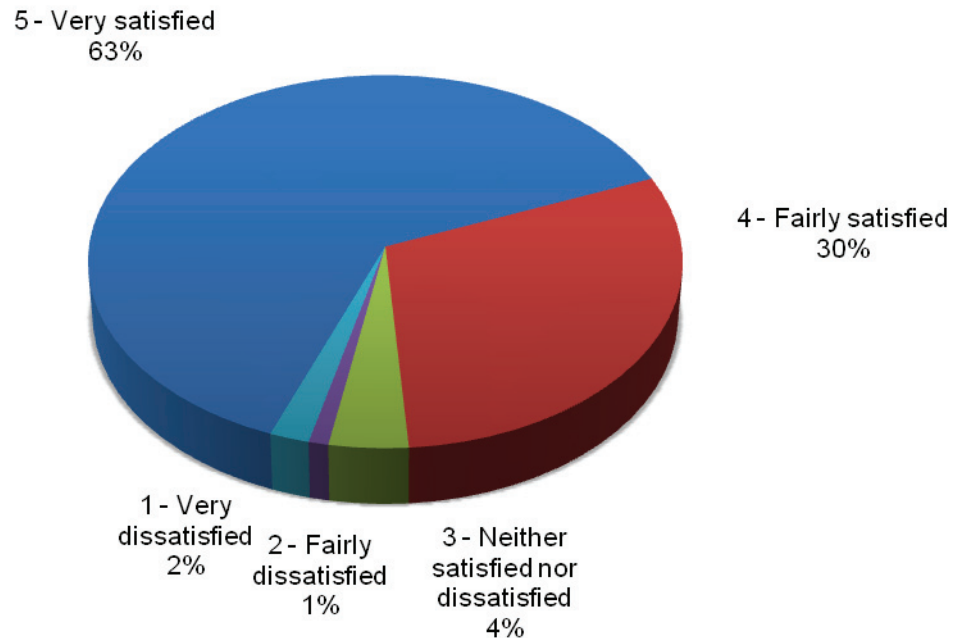
Where the initiative has involved work for employers, for the majority this work was not more than what they anticipated when the initiative was explained (60%), while for two-fifths it has involved more work than they originally anticipated (equivalent to 20% of all employers).

Of the employers that consider the work involved to be more than what was anticipated, for the vast majority the element of the programme that took the most time was the administration (80%). Some employers also believe supporting the women undergoing the training (12%) and designing the training or development approach (10%) were particularly time consuming.

7.1.2 Overall satisfaction

Amongst employers satisfaction is high. More than nine in 10 employers are satisfied with the training and development activity provided (93% compared with 96% in Phase 1), with nearly two-thirds that are very satisfied.

Figure 31: Overall satisfaction with the training and development activity (all employers)



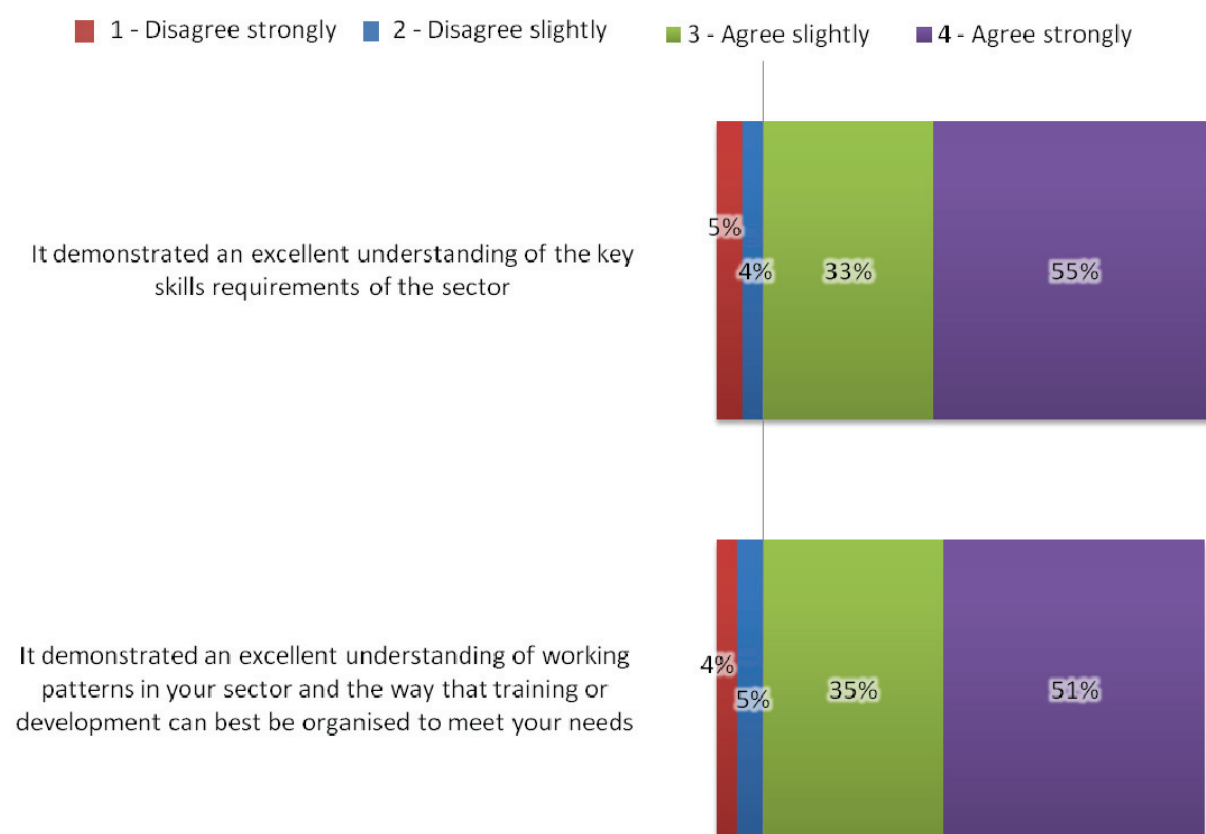
Sample base = 323

Smaller employers with 10 or fewer employees are most likely to be very satisfied (74% compared with 52% of employers with 250+ employees).

Just 3% of employers or eight respondents note any degree of dissatisfaction with the training. The reasons for this dissatisfaction amongst this small minority include having to arrange too much themselves, and communication difficulties/mix-ups.

The vast majority of employers are also positive about more specific aspects of the training and development. Nearly nine in 10 agree that the initiative demonstrated an excellent understanding of the key skills requirements of the sector (88%), and almost the same proportion agreed that it demonstrated an excellent understanding of working patterns in their sector and the way training or development can be best organised to meet their needs (86%). Over half of employers agreed strongly with each of these statements.

Figure 32: Level of agreement with statements regarding the initiative (all employers)



Well over half of employers would also describe the WWSPI offered by their SSC to be innovative compared with other training and development initiatives available in their industry (57%), with over a quarter who believe it is highly innovative and different to anything else available (28%).

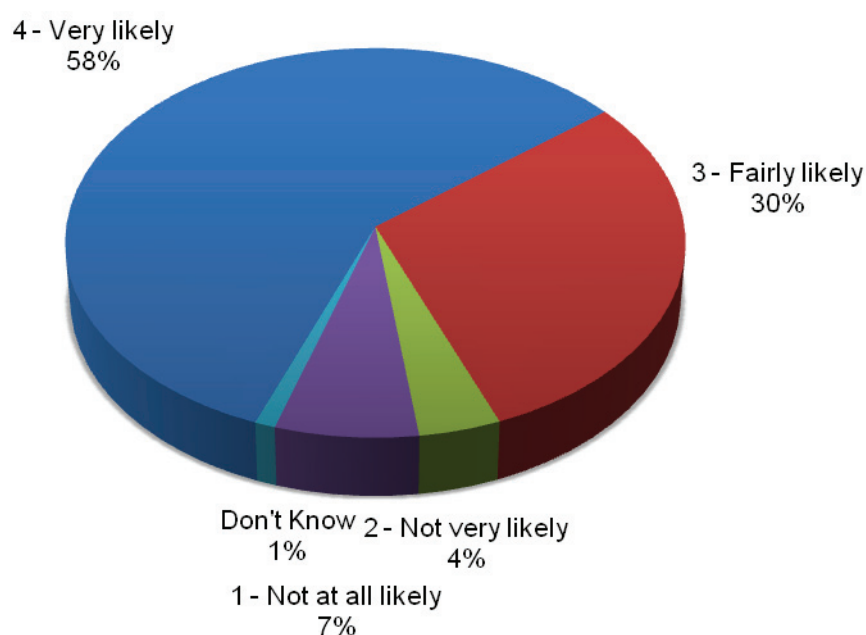
When asked why employers considered the programme to be innovative, employers are most likely to mention that fact that it is aimed at females and not available to men (25%); that it is unique/there is nothing else like it (15%); and that it is flexible/customised training (12%).

Just less than a third of employers think there are ways in which the WWSPI could be modified in order to meet the needs of their organisation better (31%). A wide range of modifications are suggested by employers, with the most common being reducing the amount of administration/paperwork (16%); having more flexible deadlines/longer courses (16%); including males in the training programme (16%); better/more finding being available (4%); opening the courses up to more people/easier qualifying process (4%); and more information being made available (4%).

7.1.3 Future participation and recommendation

Employers from Phase 2 are extremely positive about continuing on the WWSPI. Nine out of 10 employers say they would be very or fairly likely to continue to participate in the programme if it were to continue beyond March (88% compared with 93% in Phase 1) and nearly six in 10 are very likely to do so.

Figure 33: Likelihood of employers continuing with the programme if it continued beyond March (all employers)

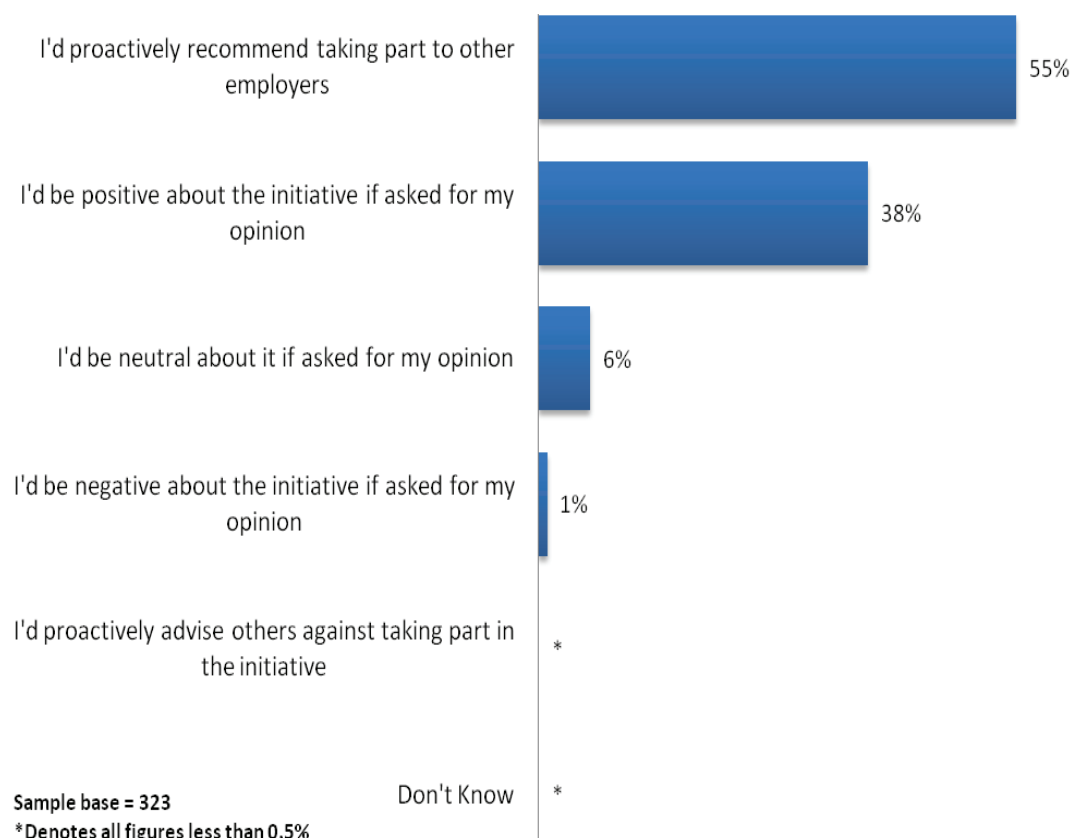


Sample base = 323

Amongst the few who would not be likely to continue with the programme (10%) the main reason given is that they have no other women the programme would be suitable for (41%), followed by the mention that the programme has not met their objectives (21%, equating to just seven respondents).

Overall more than nine in 10 employers would be positive in recommending the WWSPI to other employers (93%), with more than half that would proactively recommend taking part to other employers (55%). Once again this response is very much in line with the results from Phase 1 (95% were positive towards recommendation).

Figure 34: Employers likelihood of recommending the WWSPI to other employers (all employers)



The overwhelming majority of employers are also positive about working with their SSC on other training and development initiatives in the future (93%), with nearly three-quarters being very positive about doing so (72%). This is even more encouraging than in Phase 1 when just over six in 10 were very positive about working with their SSC on other training in the future (61%).

7.2 Participants

7.2.1 Nature of their involvement

For similar proportions of Phase 2 participants the delivery of the programme was either through training courses at their place of work (45%) or training courses at the premises of an external training provider (43%). This represents a change compared with Phase 1 when the proportion receiving training courses at the premises of their employer (58%) was far higher than the proportion who attended courses at the training providers' premises (38%).

For a third or more Phase 2 participants their involvement included an individual training plan (37%) or a progress review with their supervisor, manager or employer (33%), while for a fifth, elements included a career development plan, online or paper-based career development materials or a mentor scheme.

Delivery of the programme continues to differ according to SSC, as it did in Phase 1, as Table 11 summarises.

Table 11: Elements involved in participants training and development programme – by SSC (all Phase 2 participants – in total and by SSC)

	Phase 1 Total	SSC									
		Phase 2 Total	Asset Skills	Automotive Skills	Construction Skills	Energy and Utility Skills	Go Skills	Lantra	SEMTA	Skillfast UK	Skills for Justice
Individual training plan	44%	37%	19%	45%	31%	24%	44%	63%	55%	30%	20%
Career development plan	27%	21%	22%	21%	20%	29%	44%	25%	31%	10%	3%
Training course at the premises or place of work of your employer	58%	45%	67%	43%	23%	47%	22%	36%	59%	53%	10%
Training course at the premises of an external training provider	38%	43%	30%	33%	57%	35%	44%	65%	14%	41%	60%
Progress review with your supervisor, manager or employer	44%	33%	40%	29%	20%	35%	44%	52%	10%	24%	27%
Online or paper-based career development materials	45%	21%	15%	37%	16%	25%	44%	20%	8%	14%	27%
Mentor scheme	26%	19%	14%	9%	11%	13%	22%	52%	18%	13%	13%
None of these	n/a	3%	2%	4%	6%	3%	0%	1%	8%	2%	7%
Unweighted bases	817	916	87	117	203	38	9	282	49	101	30

Participants within Lantra's sectors are significantly more likely than those in most other sectors to have had an individual training plan, training courses at the premises of external training providers, progress reviews and mentor schemes.

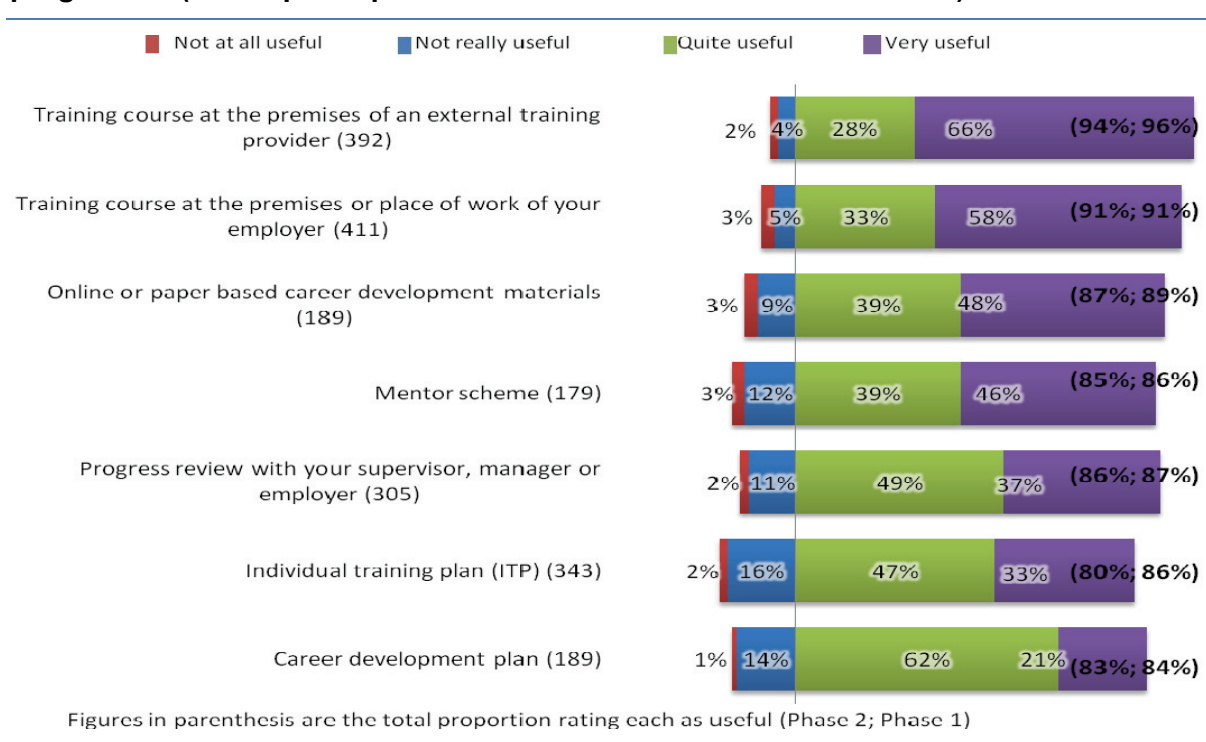
SEMTA and Automotive Skills participants are also more likely than most to have received an individual training plan, while Asset Skills participants are especially likely to have received training courses at their place of work.

7.2.2 Views on delivery and content

At least eight in 10 Phase 2 participants considered each element of the training programme that they were involved in useful. Training courses either at the employers' premises or the premises of external training providers are considered useful by at least nine in 10 participants from Phase 2 involved in each of these elements.

Figure 35 summarises the ratings given to each type of training development and highlights that the total proportion rating each as very or quite useful in Phase 2 is consistent with Phase 1 (shown in brackets).

Figure 35: Participants rating of the usefulness of each aspects of their training programme (where participants have been involved in each element)

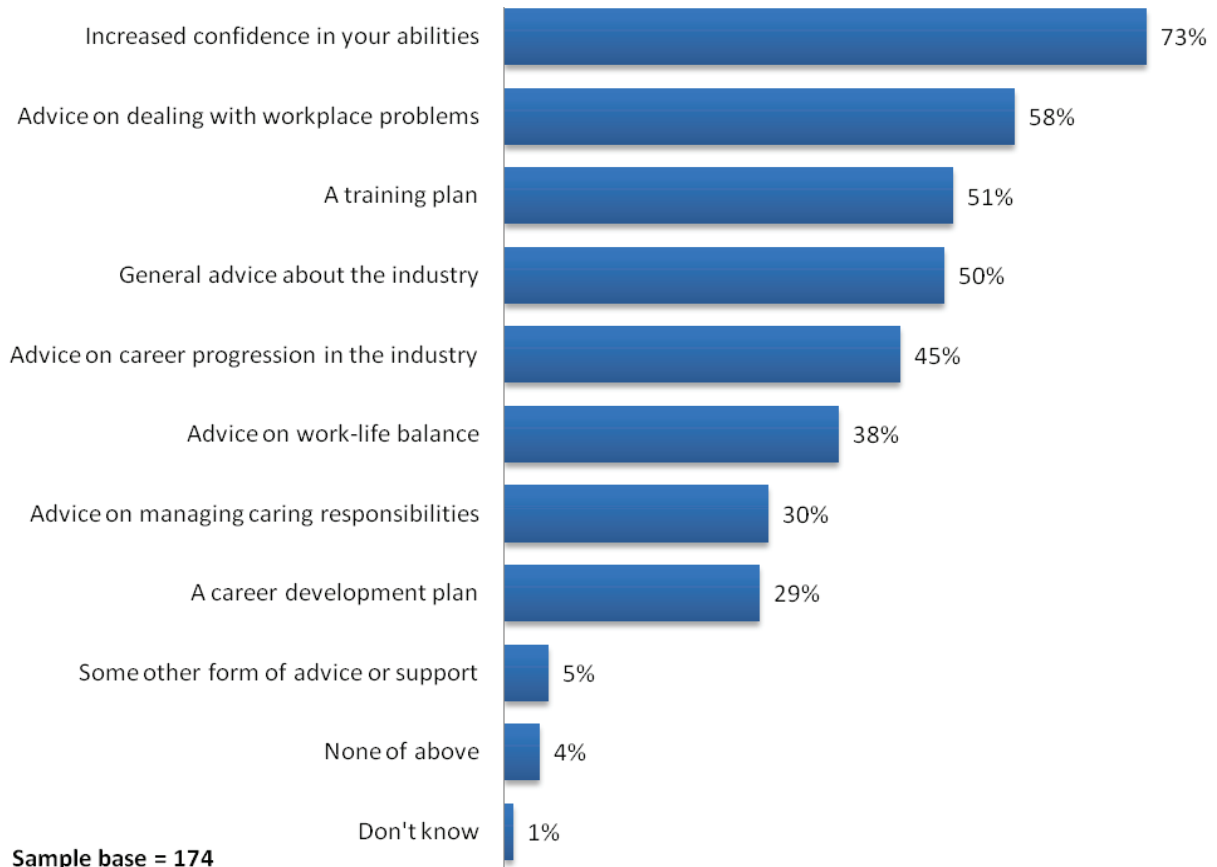


Amongst the 37% of participants whose training involved an individual training plan, in the vast majority of cases participants had at least some involvement in developing this plan (88%), with over half saying they had a great deal of involvement in the plan's development (52%). This is an improvement on Phase 1 when 43% of those with an individual training plan reported a great deal of involvement.

Of the one in five participants whose training has involved a mentor scheme (19%) around two-thirds say they have already been assigned a mentor (69% compared with 76% in Phase 1). Satisfaction with mentors amongst these respondents remains very positive, with 92% stating they are very or quite satisfied (compared with 86% in Phase 1), and just 6% stating any degree of dissatisfaction.

A wide range of benefits have been received by those who have been assigned a mentor in Phase 2, with three-quarters stating that they have gained increased confidence in their abilities, and at least half benefiting from either advice on dealing with workplace problems, a training plan, or general advice about the industry.

Figure 36: Benefits participants have received as a result of contact from their mentors (where participants have been assigned a mentor)



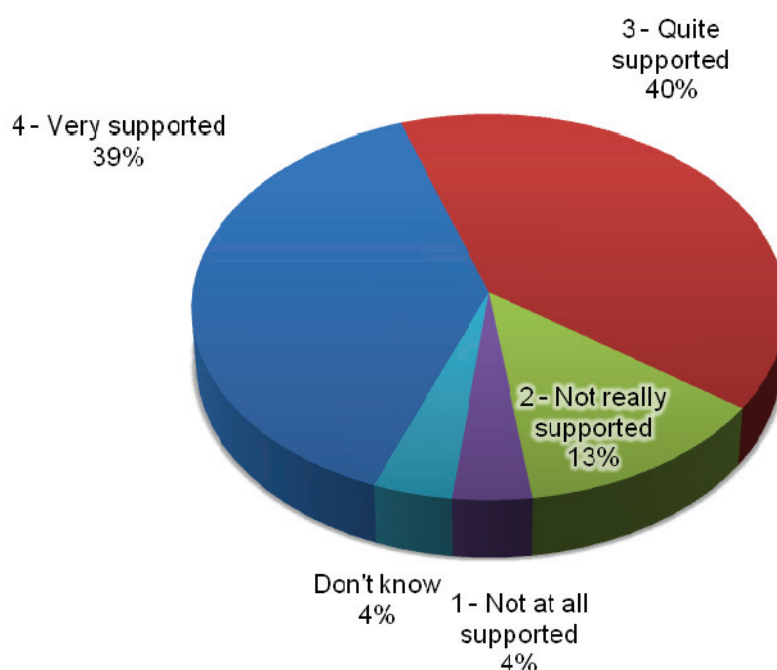
For seven in 10 participants who have been assigned a mentor no improvements are seen to be needed to the mentoring scheme so that it meets their needs better (71%), and a further 13% do not know if any improvements are needed, leaving just 16% that specify any improvements being needed. Where improvements are suggested the highest proportion mention more time being allocated (4%); more structure (2%); and widening the choice of mentor (1%).

Of those not yet assigned a mentor around half do not know the reason for this (48%) while other reasons include the fact they are no longer in employment (11%); a shortage of suitable mentors (9%); that they have only recently joined the scheme (9%); and the view that they do not need a mentor (7%).

7.2.3 Support received

All participants from Phase 2 were asked about how supported they have felt during their involvement with the initiative, and as in Phase 1 the results are positive. Nearly four out of five participants in Phase 2 felt either very supported (39%) or quite supported (40%). Just 17% felt either not really or not all supported, which is exactly the same proportion as in Phase 1.

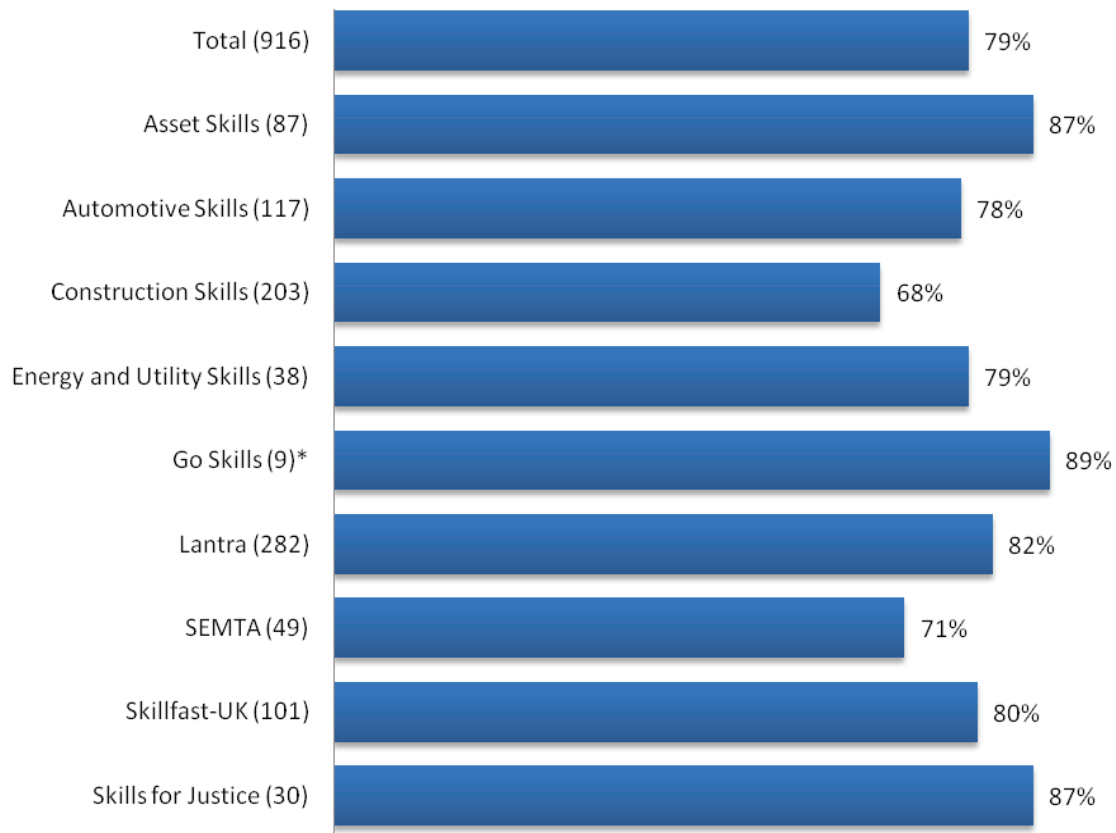
Figure 37: Extent to which participants felt supported during the programme (all Phase 2 participants)



Sample base = 916

By SSC, participants in Asset Skills and Skills for Justice felt most supported, while those within Construction Skills felt least supported during their training programme, as Figure 38 shows.

Figure 38: Proportion of participants who felt supported during the programme (all Phase 2 participants – in total and by SSC)

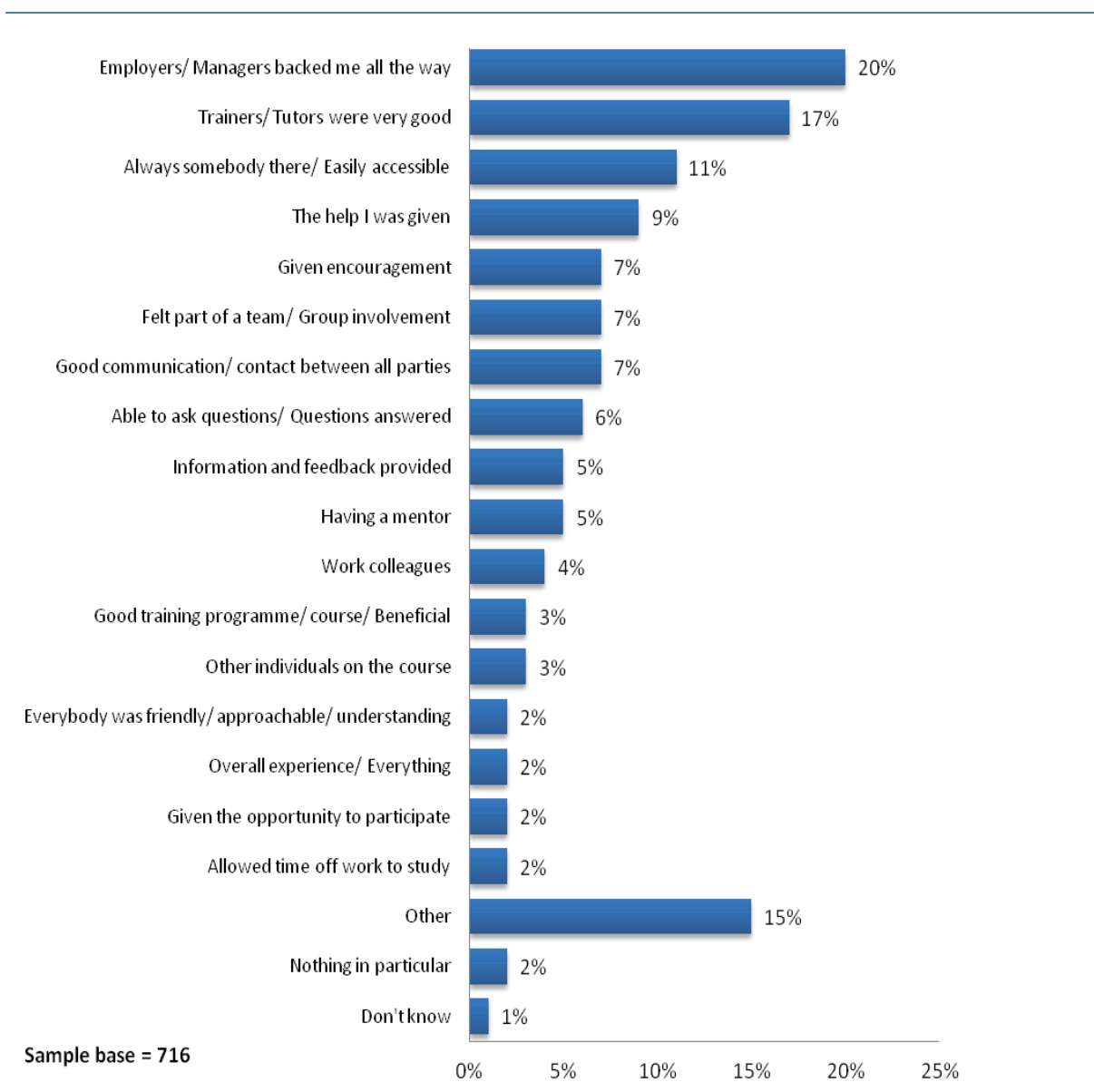


Sample base = 916

* Low base

When those who did feel supported were asked what made them feel this way, the main reasons mentioned are the backing of their employer/manager and the tutors/trainers being very good, followed by somebody always being there/easily accessible. The full range of reasons given, mentioned by at least 2%, is presented in Figure 39.

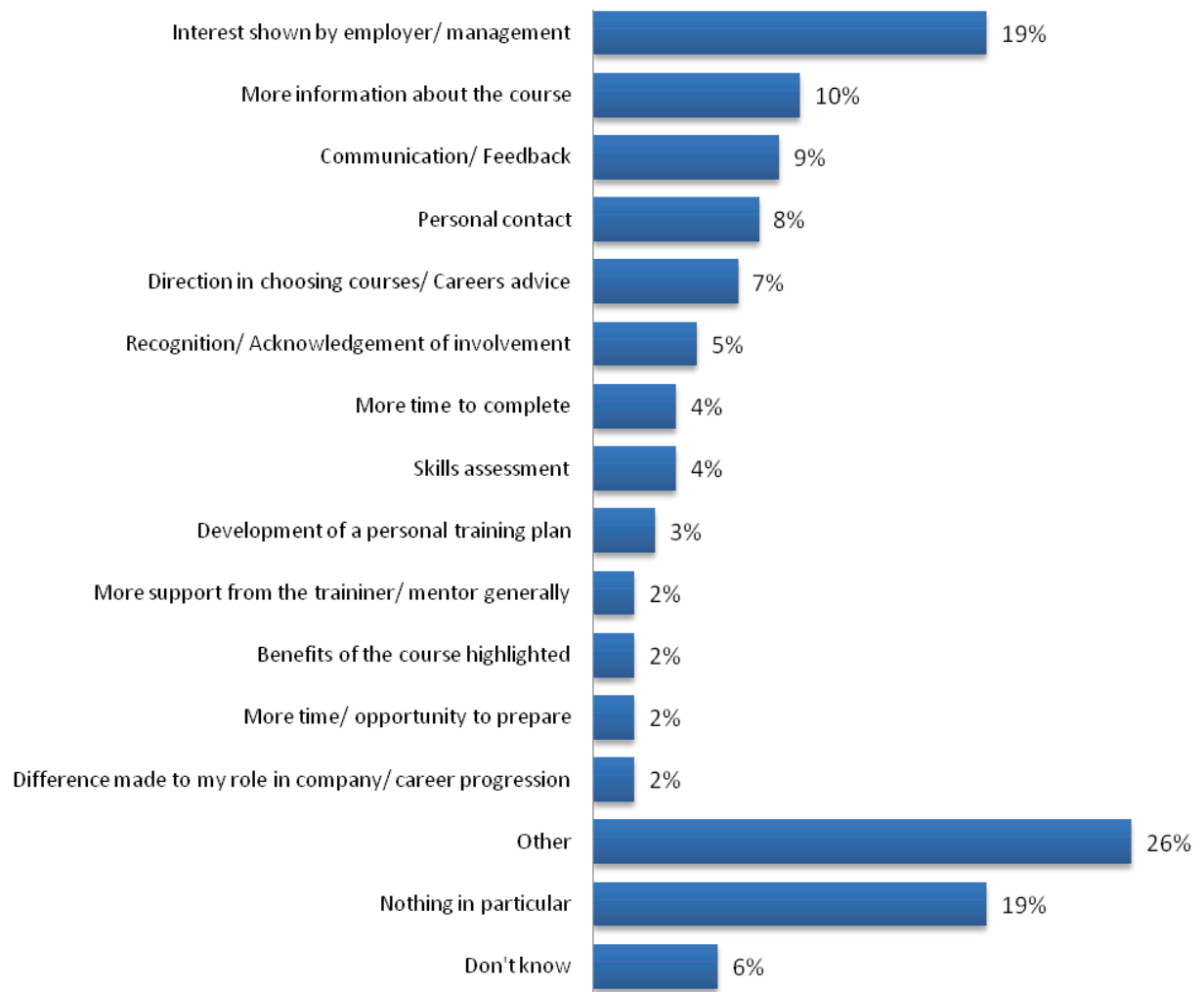
Figure 39: Reasons for participants feeling supported (where Phase 2 participants felt supported during the initiative)



Participants within the Automotive Skills sector are especially likely to have felt supported by their employer/manager backing them all the way (33% compared with 20% on average). While Asset Skills participants are more likely than those from other sectors to mention that being part of a team/group involvement made them feel supported (17% compared with 7% on average).

Participants who did *not* feel supported during the initiative are most likely to say this was due to the level of interest shown by their employer/manager, needing more information about the course, the amount of communication/feedback or personal contact. A fifth of those who did not feel supported could not think of anything in particular that made them feel this way.

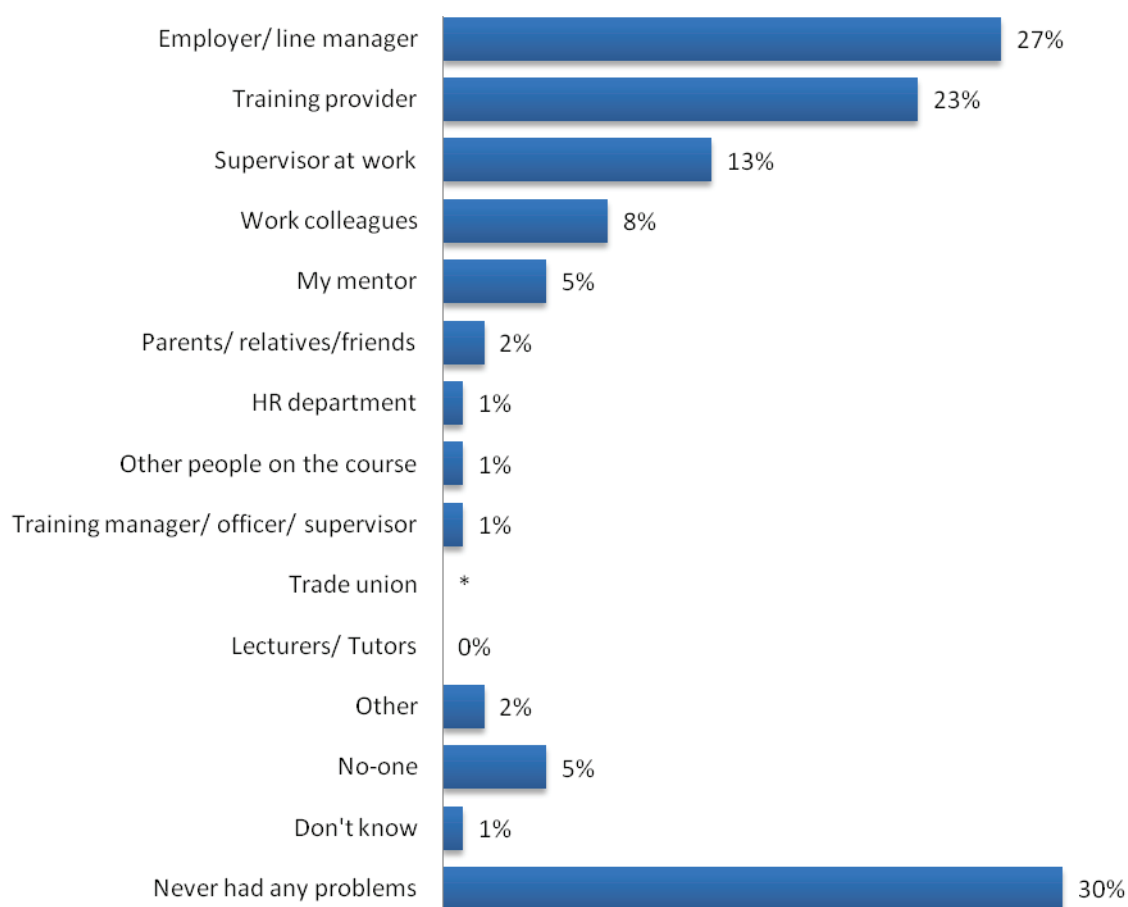
Figure 40: Support that participants would have liked to have received (where Phase 2 participants did not feel supported during the initiative)



Sample base = 162

If participants had any problems during their involvement in the WWSPI they are most likely to have sought support from their employer/line manager or the training provider, with around a quarter citing each of these sources. Just 5% mention going to a mentor for support, although this proportion increases significantly amongst participants within Lantra's sector, to 23%. In nearly a third of cases participants report never having had any problems, so have not specified any sources.

Figure 41: Sources of advice or support during the initiative (all Phase 2 participants)



Sample base = 916

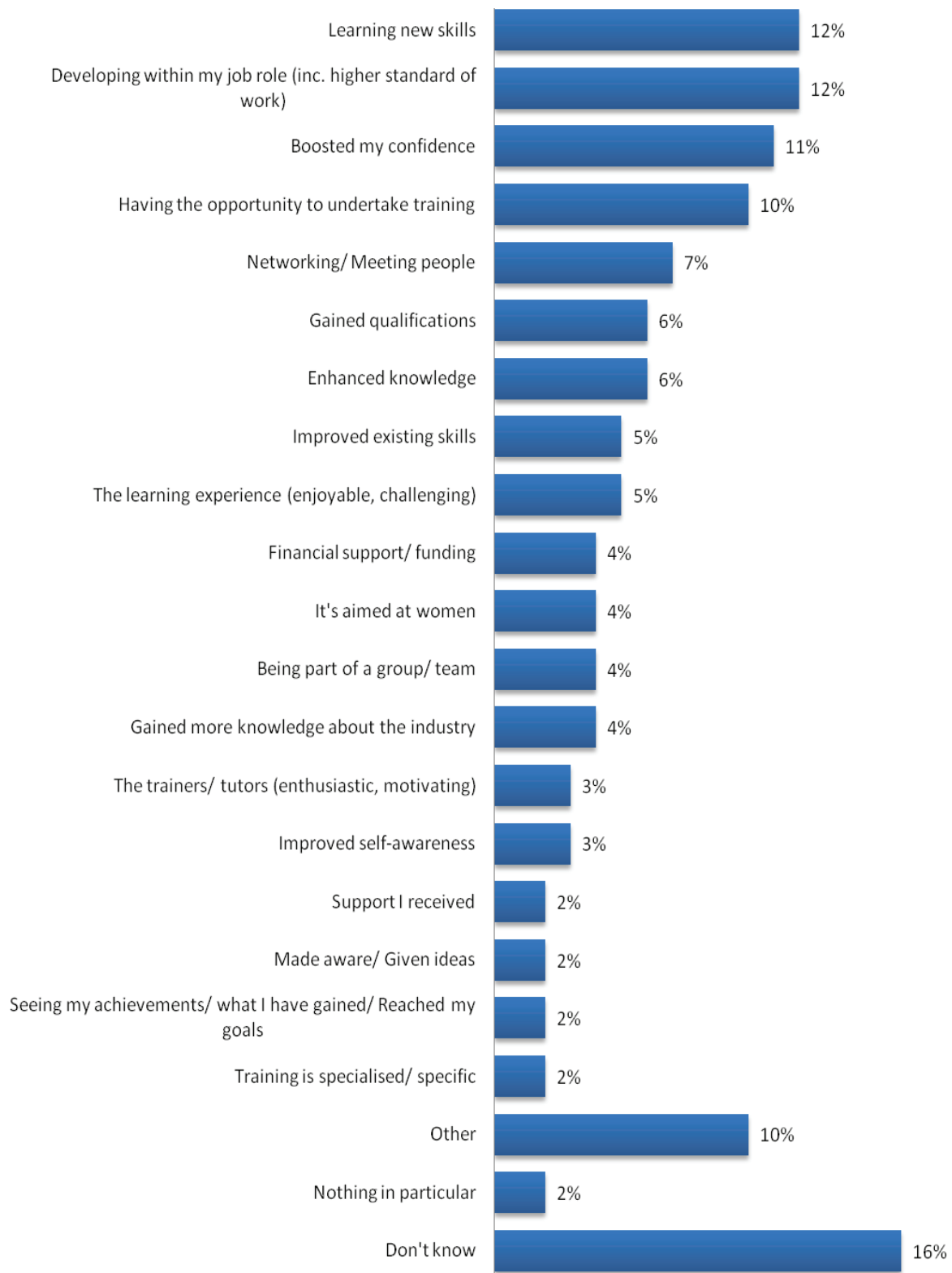
*Denotes all figures less than 0.5%

7.2.4 Overall satisfaction

When all Phase 2 participants were asked to state what is or was the most positive aspect of the WWSPI for them, a wide variety of benefits are mentioned.

Developing within their job role, learning new skills, the opportunity to undertake training, and boosting their confidence are the benefits most likely to have been achieved, as shown in Figure 42.

Figure 42: The most positive aspects of the initiative – unprompted (all Phase 2 participants)



Sample base = 916

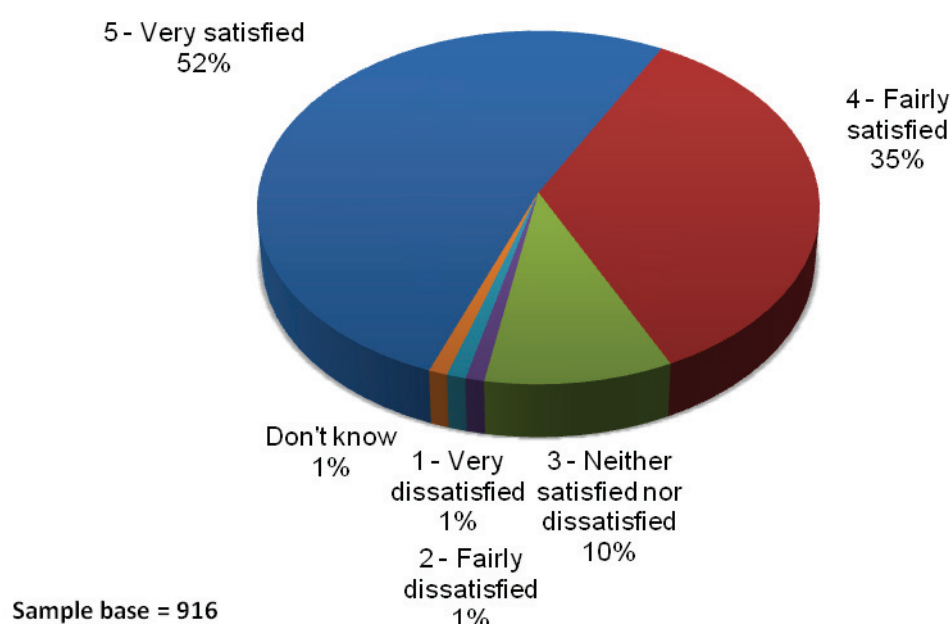
There are some notable differences by SSC in the benefits that participants have gained from their involvement in the WWSPI. Skills for Justice (33%), Construction Skills (25%) and SEMTA (20%) participants are more likely than those in other sectors (7% on average) to say that networking/meeting people has been the most positive aspect. Lantra participants are especially likely to think the financial support/funding has been a positive aspect (16% compared with 4% on average) and also more likely than other sectors to mention the opportunity to undertake training (18% compared with 10% on average). SEMTA participants are significantly more likely than other sectors to identify improved self-awareness as a benefit for them (16% compared with 3% on average).

When asked to list the most negative aspect of their involvement in the initiative, encouragingly, nearly two-fifths of Phase 2 participants say there is nothing in particular (38%) and a further 29% say they do not know. Where participants have specified negative aspects, a wide range of issues are mentioned but only a minority mention each of them. The issue mentioned most, by just 4% overall, is administration/form-filling, although it seems a particular issue for Lantra participants with 17% mentioning this as negative aspect.

Other factors include that they did not get enough out of the course/it was not useful (3%); the time commitment required (2%); the travelling required (2%); that courses were short/more time was needed (2%); the poor follow-up after course completion (2%); and missing time off work (2%).

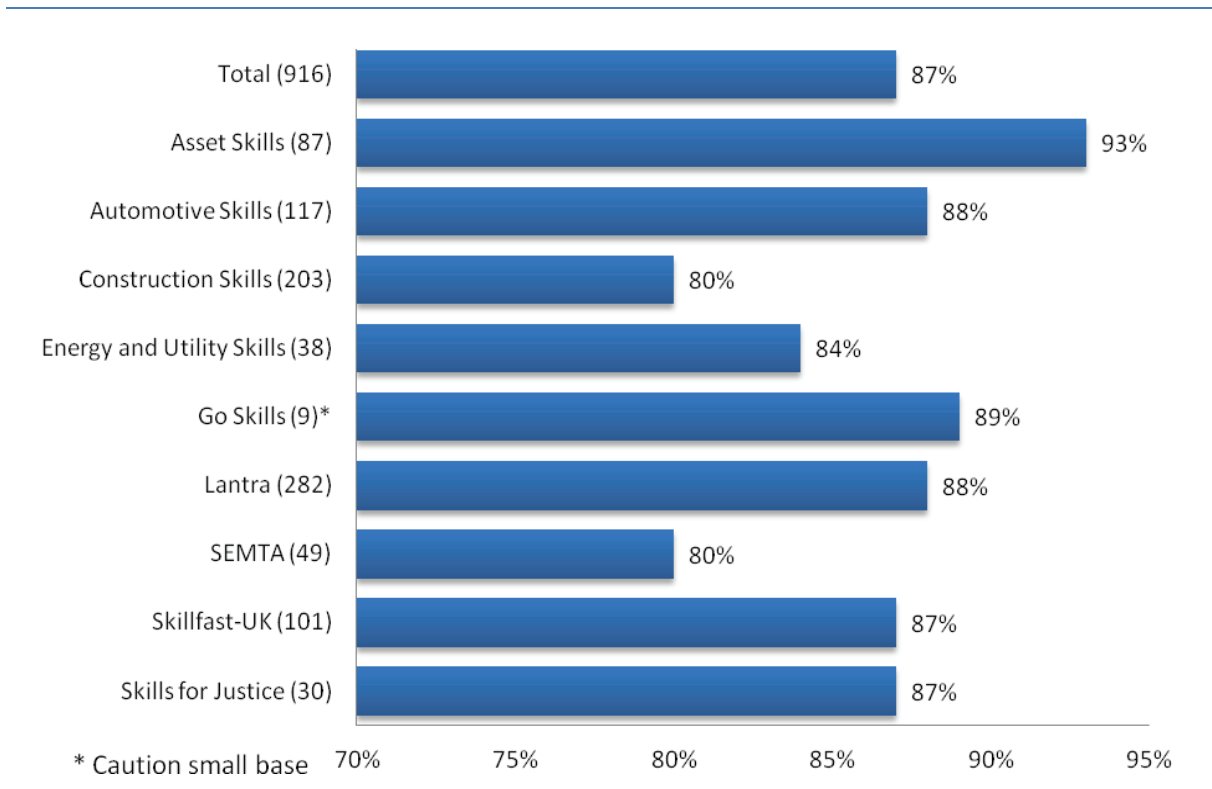
Overall satisfaction amongst Phase 2 participants remains high, with nine in 10 stating they are very or quite satisfied overall (87% compared with 90% in Phase 1) and only 2% citing any degree of dissatisfaction.

Figure 43: Overall satisfaction with the WWSPI (all Phase 2 participants)



This high level of satisfaction is consistent across all SSCs, varying from 80% amongst SEMTA and Construction Skills participants, up to 93% amongst Asset Skills participants.

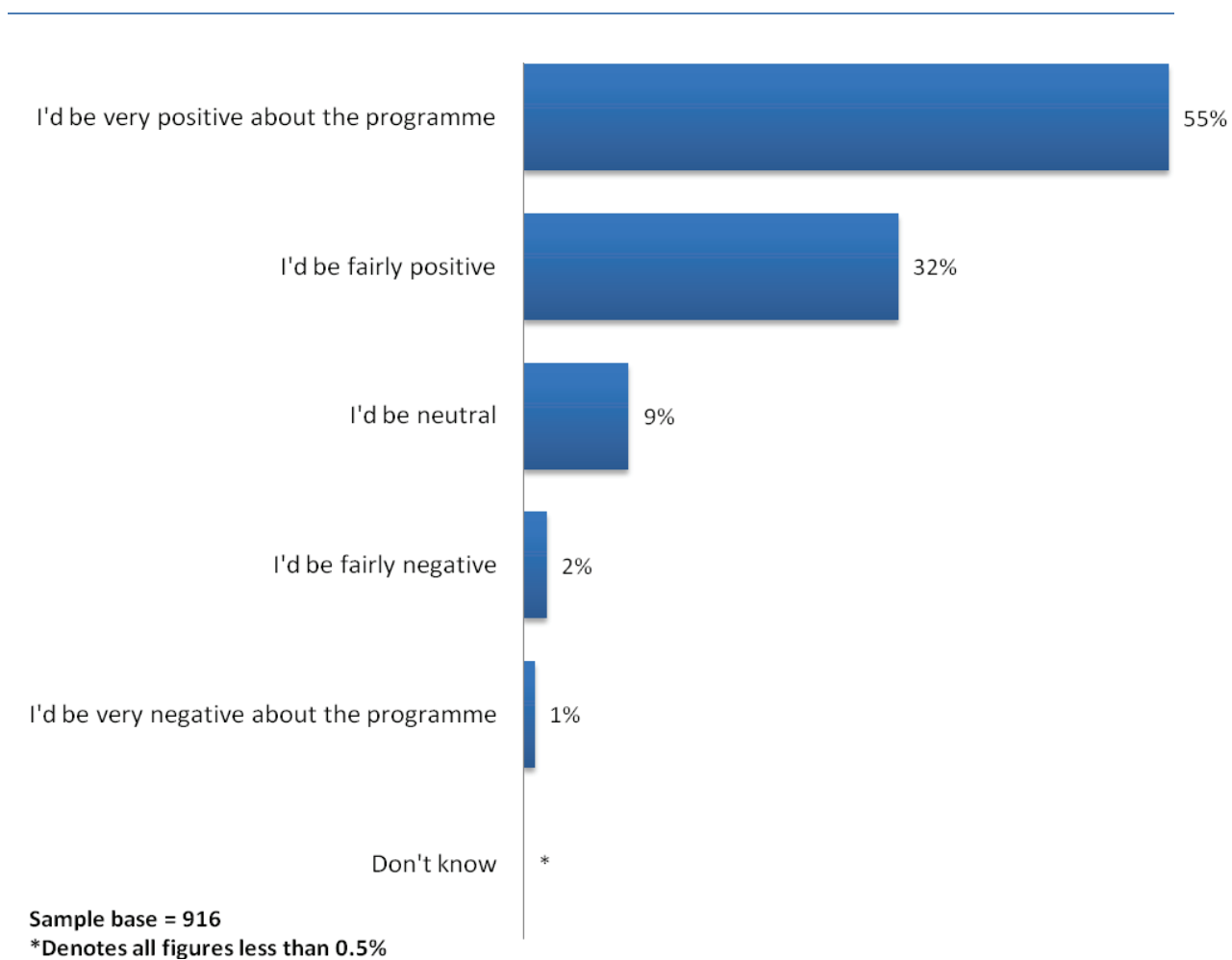
Figure 44: Overall satisfaction with the WWSPI (all Phase 2 participants in total and by SSC)



7.2.5 Recommendation

Participants in the WWSPI are also extremely positive in terms of their likelihood to recommend the training initiative to other women, with nine in 10 Phase 2 participants stating that they would be positive in doing so (88% compared with 86% in Phase 1). Over half would be very positive when recommending the programme to other women (55%), with levels consistently high across all SSCs.

Figure 45: Likelihood of participants recommending the WWSPI to other women (all Phase 2 participants)



8 Non-completion

This chapter takes a brief look at the extent to which participants from Phase 2 have not completed the training programme and the reasons given for this.

8.1 Employers

Amongst the employers from Phase 2, 89% say the women from their organisation have all completed the programme, for 7% there is a mixture, with some women having completed and others who have not, while in just 3% of cases all the women have not completed the programme. This again seems to be an improvement on Phase 1 when 79% stated that all their participants had completed the programme.

In most cases where employers in Phase 2 do have some women who have not completed the programme this is because their training or development is still ongoing (59%), although a small proportion have employees that have dropped out of the programme (29%) or in a few cases a combination of both these situations (8%).

Equating the responses given by employers to the participants themselves, 94% are considered by their employers to have completed the programme, while 3% are still on the course, and just 3% have dropped out.

Where employers have participants who have not completed the programme their views of the programme remain very positive, with eight in 10 employers considering that the programme has been successful in achieving a range of objectives including increasing the motivation of female staff, meeting previously identified skills gaps, and raising the career aspirations of the participants so that they are more likely to aim for senior positions.

8.2 Participants

Just 2% of all the participants that took part in this survey for Phase 2 stopped the programme without completing it, which compares with 5% in Phase 1, and at the time the interviews took place just 8% of participants had not yet finished the training programme, compared with 11% in Phase 1. This leaves the vast majority of participants, nine in 10 who had completed the training programme at the time of interview (90% compared with a lower proportion of 83% in Phase 1).

Amongst the 2% of respondents from Phase 2 who stopped the programme without completing it, which equates to just 21 participants, the main reasons given for not completing are a lack of time available (22%), that they changed their job role or were employed elsewhere (17%) or that it was due to personal reasons/ill health (10%).

In the vast majority of cases (78%) it had been the individual's decision to withdraw from the programme, rather than their employer's (3%) or someone else's (7%).

Half of non-completers say that they could have been persuaded to complete the programme, leaving two-fifths who would not have (40%), and a small proportion who are not sure (10%).

Where participants could have been persuaded to continue with the programme the issues suggested that may have helped, include more time being available, not having to take annual leave to complete it, encouragement from management, recognition from the company for their commitment and less form-filling.

9 Benefits of the initiative

The WWSPI has clearly brought a wide range of benefits to both employers and their participants. In this chapter we look in detail at the specific types of benefits achieved.

Looking at employers first, we assess how successful the programme has been against employers' initial objectives, we then investigate any follow-up action they have taken since being involved in the initiative and how their attitudes have been changed by the WWSPI.

The section on participants starts by looking at the skills and confidence that participants have gained as a result of their participation. The next section examines a variety of attitudinal changes that have come about as a result of the training initiative, in terms of their attitudes towards their job, their employer, career progression, training and the industry generally.

The hard outcomes achieved by participants, in terms of job progression and qualification attainment, are examined from the employers' perspective and amongst the participants themselves earlier in the report (in Chapter 3).

9.1 Employers

9.1.1 Success in achieving their initial objectives

From the employers' perspective the WWSPI has been very successful. Virtually all employers consider the programme to have been successful at increasing the confidence of participants (97%), at developing new technical skills for the participants to enable them to do their jobs better (93%), and meeting previously identified skills gaps (93%), with two-thirds in each case considering the programme very successful in these regards.

The overwhelming majority of employers also believe the training programme has successfully increased the motivation of female staff (92%), raised their career aspirations (82%) and increased the employers' likelihood of retaining female staff in the organisation (79%).

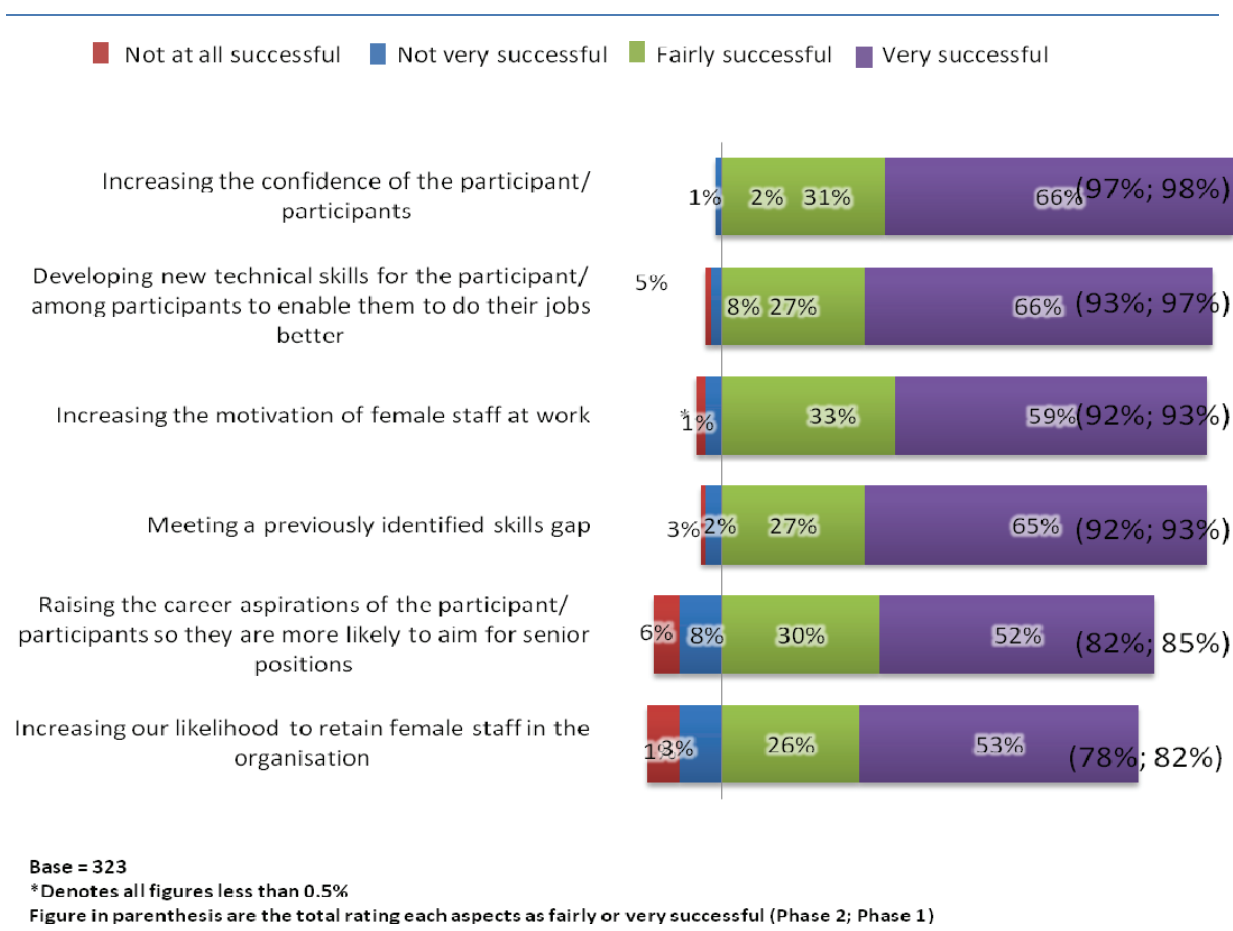
Figure 46 summarises these results and the figures in brackets confirm they are in line with those achieved in Phase 1.

The success ratings given by employers to each of these aspects also reflect the order of priority they placed on each of these objectives when they started on the initiative. Increasing the confidence of participants was most likely to be a major objective for employers (80%, with 95% in total seeing this as an objective) and this is the aspect that most employers believe has been a success (97%).

Developing technical skills was next most likely to be a major objective of employers (for 76%) and this is the second most highly rated aspect according to employers, with 92% considering the training successful in this regard, compared with 91% of employers that considered this as an objective to some degree, when they started on the initiative.

Increased motivation (a major objective for 68% and an objective overall for 91% of employers), followed by meeting previously identified skills gaps (a major objective for 67% and an objective for 89% of employers) were the third and fourth most important objectives according to Phase 2 employers, and these aspects also have followed the same rank order in their success ratings, with both considered successful by 92% of employers.

Figure 46: Success of the programme according to employers (all employers)

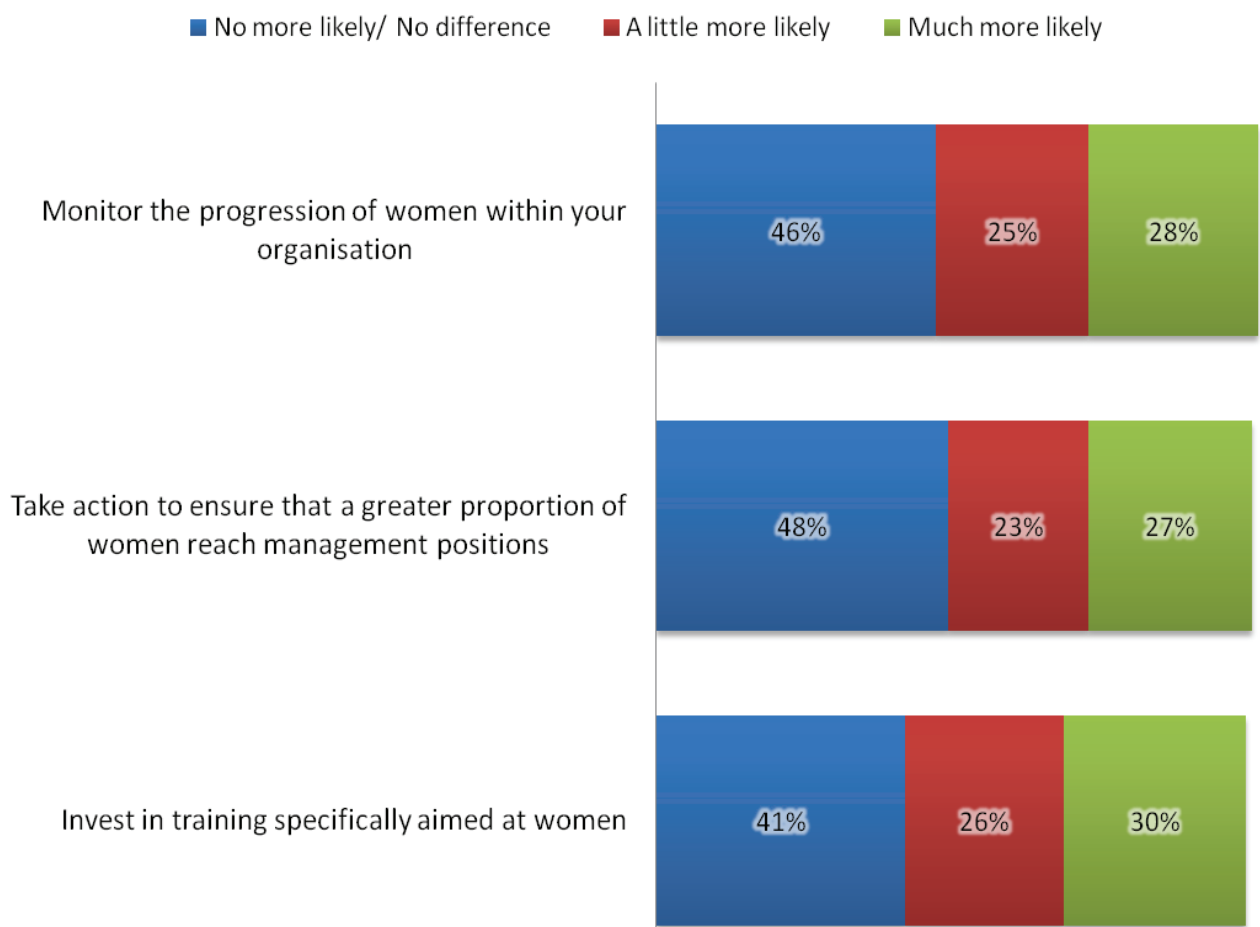


9.1.2 Employer follow-up and changes in their attitudes

At least half of employers say that as a result of their involvement in the WWSPI they are now more likely to monitor the progression of women within their organisation (53%), take action to ensure that a greater proportion of women reach management positions (50%) and invest in training specifically aimed at women (56%).

Smaller organisations are especially likely to be planning positive action as a result of their involvement, with nearly half saying they are now much more likely to invest in training specifically aimed at women (48% compared with 30% on average), and nearly two-fifths much more likely to take action to ensure a greater proportion of women reach management positions (39% compared with 27% on average).

Figure 47: Employers' likelihood of undertaking each of the following as a result of their involvement in the initiative (all employers)



Base = 323

Two-thirds of employers agree that their involvement with the initiative has exposed them to new training providers that they may use in future (64%), while just slightly fewer admit that the programme has exposed them to different ways of delivering training that they may adopt in the future (57%).

In addition, a third of employers believe the initiative has had other longer-term impacts on the attitudes towards employment and progression of women within their organisation (34%). The impacts most mentioned by employers are the increased levels of qualifications/training (18%); the increase in confidence shown by participants (14%); the attitude that women can be equal to male counterparts (12%); and that the WWSPI has improved opportunities open to women/opened closed doors (12%).

9.1.3 Value for money

In addition to any financial contribution for their involvement, more than two-fifths of employers made other forms of contribution 'in kind' for their participation in the WWSPI (44%). Such contributions are most likely to have involved allowing staff time off for training (57%); while around one-fifth of employers also allowed staff time to administer the scheme (26%); delivered in-house training (22%); or allowed participants to use their facilities or equipment (21%).

Based on the outcomes that employers have received from their involvement in the WWSPI virtually all consider that the programme represents good value for money for their financial contribution or their contribution 'in kind' (97%). Nearly two-thirds of employers consider the programme to be very good value for money (64%, as they did in Phase 1).

9.2 Participants

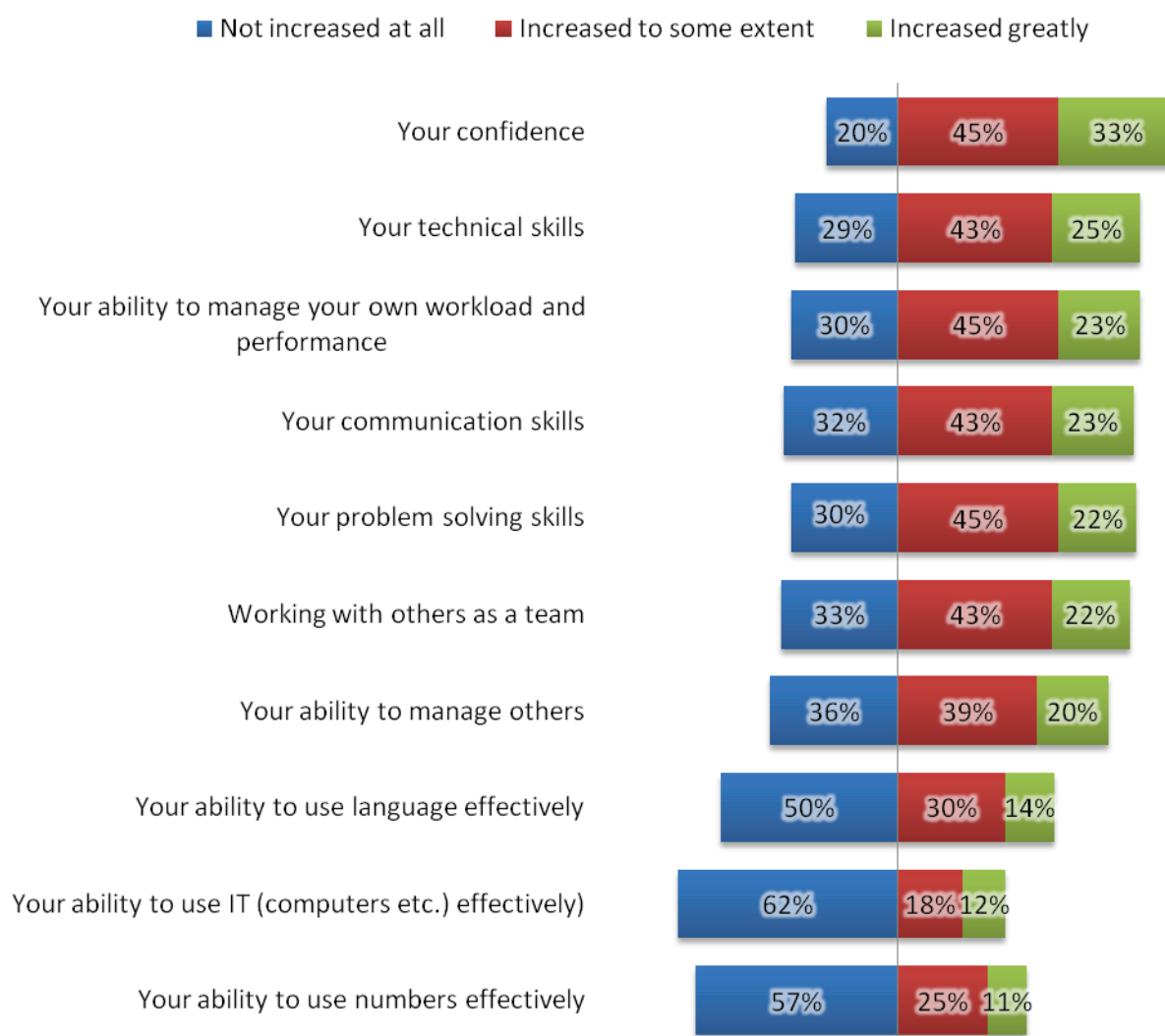
9.2.1 Improvements in skills and confidence

All Phase 2 participants were asked whether a range of skills/abilities had increased as a result of their involvement in the initiative, to which they could either say they have increased greatly, increased to some extent or not increased at all.

Overall, virtually all Phase 2 participants have increased their skills/abilities in at least one of these areas and therefore achieved a concrete outcome, by improving their skills or abilities, as a result of the WWSPI (93%).

In seven out of 10 skills areas the majority of participants say their skills/abilities have increased greatly or to some extent, as Figure 48 summarises.

Figure 48: Success of the programme in developing participants' skills and abilities (all Phase 2 participants)



Base = 916

The programme is most likely to have led to an increase in participants' confidence (in 78% of cases compared with 83% of cases in Phase 1), while around two-thirds have increased their technical skills (68%, the same proportion as in Phase 1); their ability to manage their own workload and performance (68%; 65% in Phase 1); their problem solving skills (67%); communication skills (66%) or their ability to work with others as a team (65%).

Lantra and Asset Skills participants were especially likely to have increased their technical skills; with over a third in each case saying their technical skills have increased greatly (37% for Asset Skills and 35% for Lantra).

Asset Skills participants were also most likely to have 'increased greatly' their skills and abilities in all other skills areas, compared with other SSCs, for example in their ability to manage their workload and performance (39% increased greatly compared with 23% on average); their ability to manage other's (36% compared with 20% on

average); and their problem solving skills (40% increased greatly compared with 22% on average).

9.2.2 Changes in attitudes towards their job/employer

For the majority of all WWSPI participants there has been a positive increase in terms of their attitudes towards their job and/or their employer/organisation. Overall, seven in 10 have experienced an increase in at least one of the factors illustrated in Figure 49, and therefore improved their attitude towards their job or employer (71%). The figures in brackets show how the proportion saying each aspect has increased greatly compared with Phase 1.

Figure 49: Success of the programme in improving participants' attitudes to their job and their employer (all Phase 2 participants)



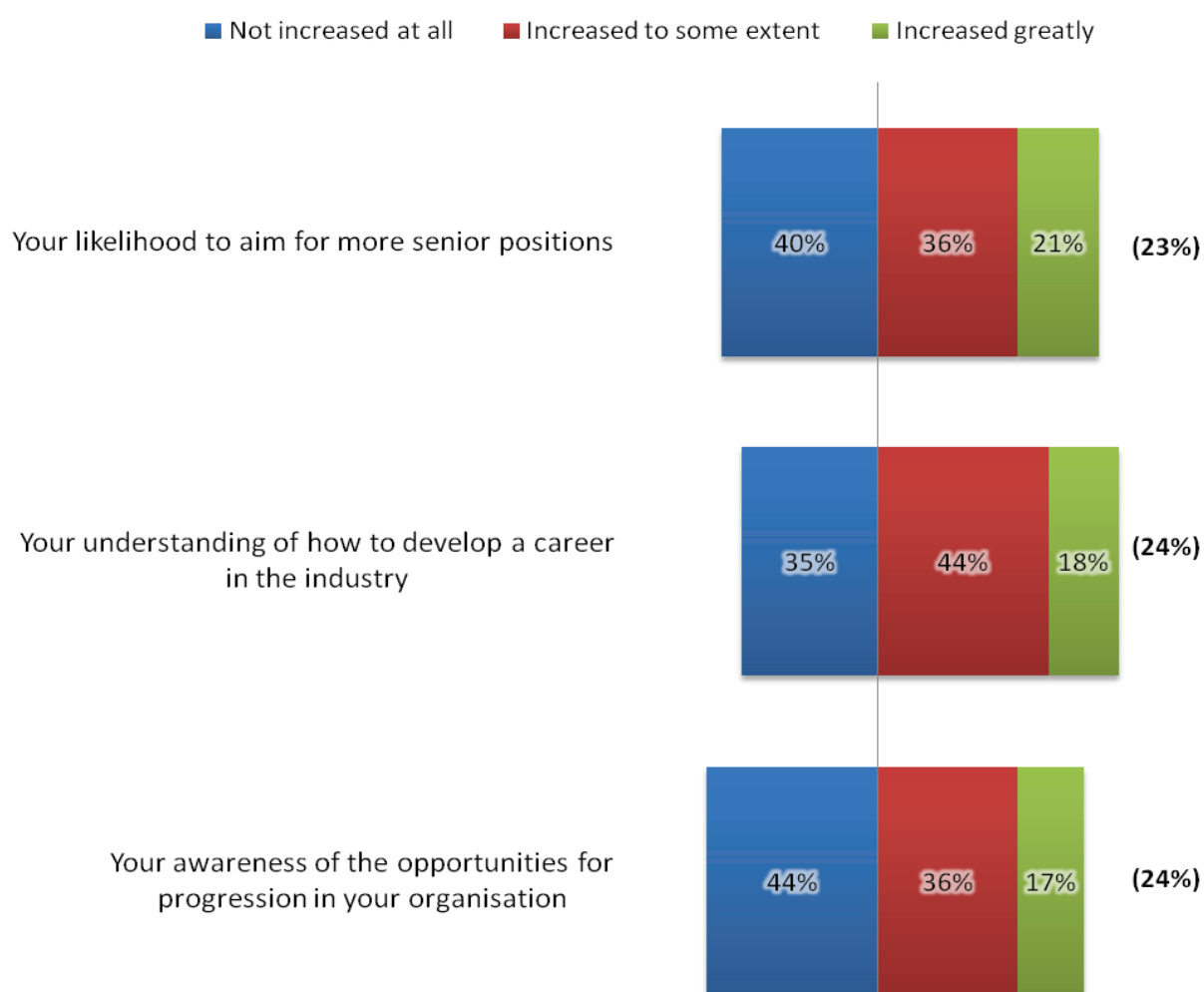
For nearly three-quarters of participants the WWSPI has increased the extent to which they feel positive about work (73%). Two-thirds state that the initiative has increased their likelihood of staying at their organisation, with a third who say it has increased their likelihood greatly. Two-thirds have experienced increased motivation in their work, an increase in the extent to which they feel supported by others in their organisation, and increased recognition from colleagues/management.

Participants from Construction Skills and SEMTA are more likely than those from other SSCs to say there has been no positive change in their attitudes towards their job/employer, with just over half in each case saying the extent to which they feel supported in their organisation, their likelihood of staying at the organisation, and the recognition received from colleagues/management has not increased at all.

9.2.3 Changes in attitudes towards career development/progression

For the majority of the WWSPI participants in Phase 2 their participation in the initiative has had a positive effect on their attitudes towards career development and progression. Over half have experienced an increased awareness of the opportunities for progression with their organisation (53%), and around six in 10 have increased their understanding of how to develop a career in their industry (62%) and increased their likelihood of aiming for more senior positions (57%). The proportion who say each of these aspects has 'increased greatly' is consistent with Phase 1. The Phase 1 figures for 'increased greatly' are shown in brackets in Figure 50.

Figure 50: Success of the programme in improving participants' attitudes towards career progression (all Phase 2 participants)



Base = 916

Participants from Asset Skills are especially likely to say their awareness of the opportunities to progress in their organisation have increased (31% compared with 17% on average). Whilst older participants are less likely to say that participation has made them more likely to aim for more senior positions, with over half saying their likelihood has not increased at all (53% compared with just 25% of 16-24 year olds).

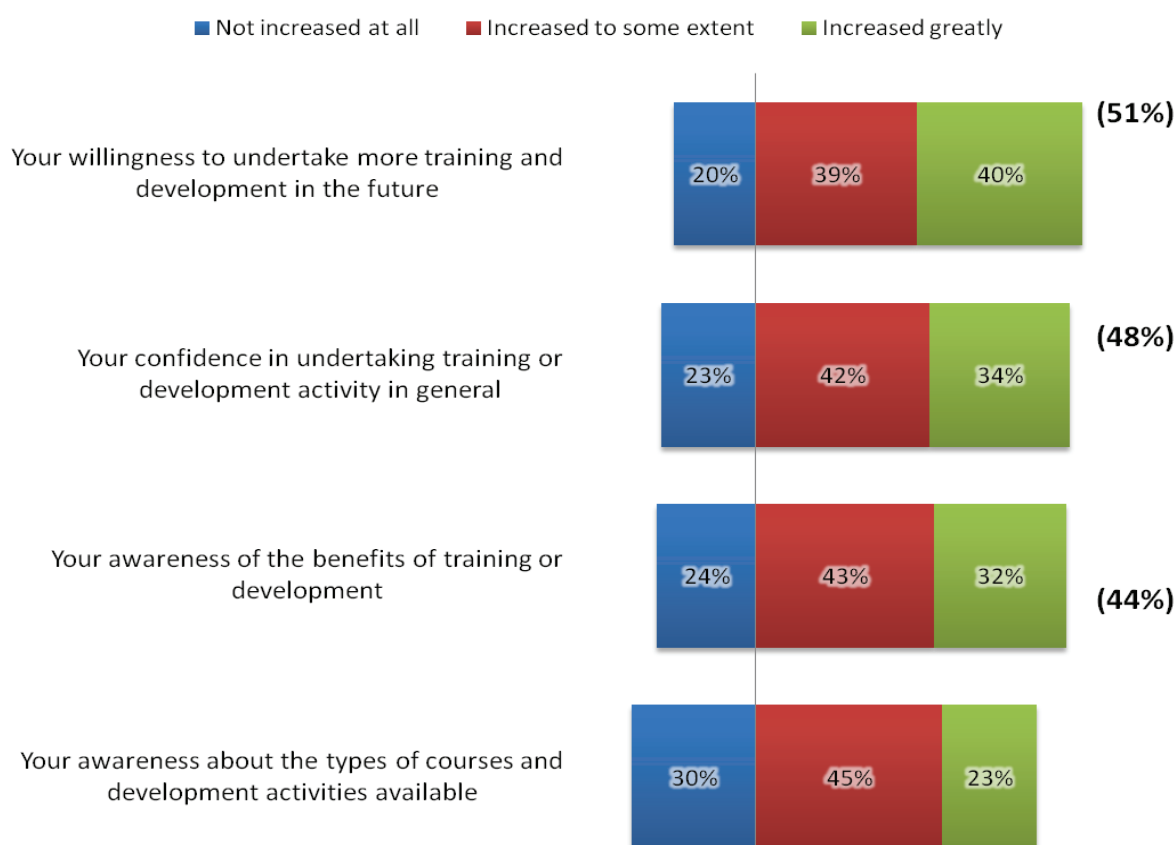
Overall, nearly nine in 10 participants have experienced an increase in at least one of the aspects relating to career progression and therefore improved their attitude towards longer-term career progression as a result of the training initiative (87%).

9.2.4 Changes in attitudes towards training and development

For the majority of participants the WWSPI has also positively influenced their attitudes towards training. Over three-quarters of Phase 2 participants say the initiative has increased their willingness to undertake more training and development in the future (79%); increased their confidence in undertaking training or development activity in general (76%); and increased their awareness of the benefits of training and development (75%). For more than two-thirds their awareness of the types of courses and development activities available has increased (68%).

Figure 51 summarises these changes in attitudes and compares the Phase 1 results by showing the proportion in Phase 1 who considered each to have increased greatly in brackets.

Figure 51: Success of the programme in improving participants' attitudes towards training (all Phase 2 participants)



Base = 916 () = proportion of Phase 1 participants who considered each to have increased greatly

Younger participants are especially likely to have experienced a positive uplift in their attitudes towards training and development, as a result of the WWSPI. The youngest age group are significantly more likely to have increased their awareness of the benefits of training and development (51% of 16-24 year olds say their awareness has increased greatly compared with 32% on average) and their awareness of the types of courses and development activities available (for 38% of 16-24 year olds, their awareness of this has increased greatly compared with 23% on average). 16-24 year olds are also significantly more likely than older participants to say that the initiative has 'increased greatly' their willingness to undertake more training and development in the future, with six in 10 stating that this is the case, compared with four in 10 on average.

Overall, nine in 10 Phase 2 participants have gained a more positive attitude towards training as a result of the initiative, with 89% experiencing an increase in at least one of the statements (in Figure 51) relating to training and development.

9.2.5 Changes in attitudes towards women in the industry

Having taken part in the WWSPI, nearly a third of all Phase 2 participants say they do feel differently about the opportunities available to women in their industry or in industry in general (31%). Where this is the case, virtually all say they now feel more positive about the opportunities available to women (93%). Overall, therefore, for 29% the initiative has led to a positive change in terms of the opportunities they believe are available for women in their industry or industry in general.

Thinking about their organisation and having taken part in the initiative, over a fifth of Phase 2 participants say they now feel differently about the opportunities available to women within their organisation (22%), and this proportion is consistent across all SSCs. Once again where this is the case virtually all say they now feel more positive about the opportunities available to women within their organisation (97%), with over two-fifths feeling a lot more positive (42%). Of all those in employment when they started their initiative therefore, for one in five the WWSPI has resulted in a positive shift, in terms of the opportunities they believe are available for women within their organisation (21%).

Prior to the initiative eight in 10 Phase 2 women say they would have been likely to recommend working in their industry to other women with similar interests to them (80%), with a third being very likely to do so. Participants from Lantra (89%) and especially Skills for Justice (97%) would have been most likely.

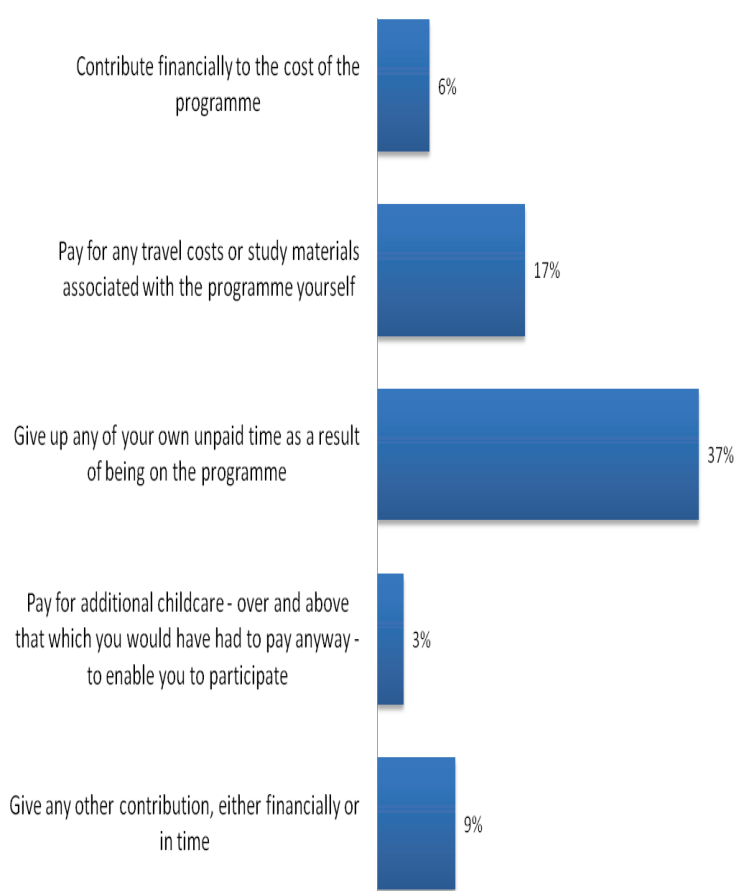
As a result of taking part in the WWSPI half say they would now be more likely to recommend working in their industry to other women (49%), with a quarter being a lot more likely to do so (24%). For two-fifths the initiative has made no difference to their likelihood of recommending their industry to other women, and just 4% say they would be less likely to recommend their industry to others.

Of all the SSCs, participants from Asset Skills are most positive in terms of the impact that the initiative has had on their likelihood of recommending the industry to other women, with nearly two-thirds saying they would now be more likely to do so (64%), including two-fifths who say they are now a lot more likely to recommend the industry (41%).

9.2.6 Value for money

Overall, just 6% of all Phase 2 participants contributed financially towards the cost of the WWSPI. Nearly one in five paid for any travel costs or study materials associated with the programme (17%) and two-fifths of all the WWSPI participants gave up unpaid time as a result of being on the programme (37%).

Figure 52: Contributions made by participants towards the programme (all Phase 2 participants)



Amongst Lantra participants each of these proportions is significantly higher than for all other SSCs. Over one fifth of Lantra participants contributed financially towards the cost of the programme (22%), over a third paid towards travel and study materials (36%) and nearly two-thirds have given up unpaid time (61%).

Encouragingly, where participants have made some form of financial contribution virtually all believe that being involved with the initiative represents good value for money (92%, the same proportion as in Phase 1). This high level of satisfaction is also evident amongst the Lantra SSC, where participants are most likely to have contributed in some way, with 95% of Lantra participants agreeing that their contribution represents very or fairly good value for money.

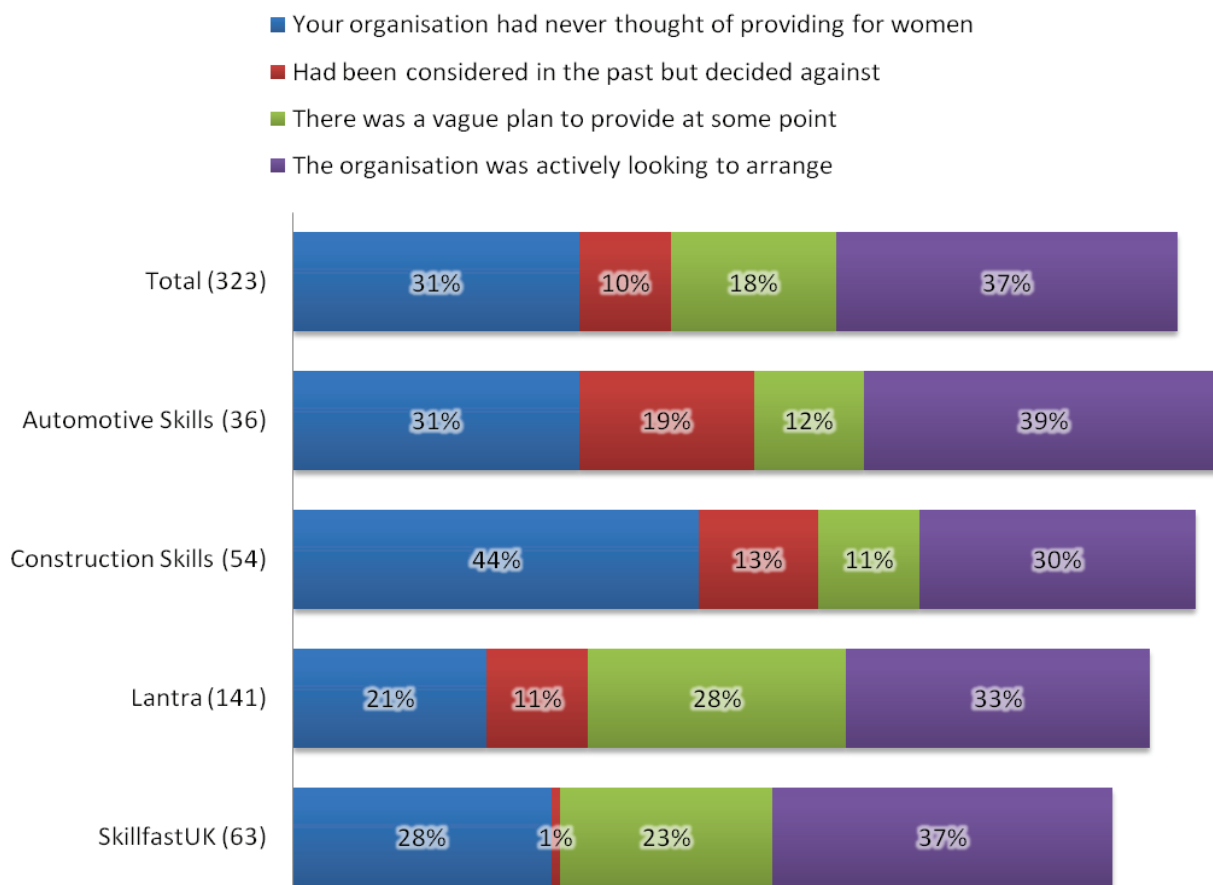
10 Additionality and further learning

This chapter focuses on the ‘additionality’ gained from the WWSPI in terms of the employers and participants that may not otherwise have benefited had it not been for the existence of the WWSPI. The chapter also looks at participation in further learning since finishing the WWSPI. Consistent with the previous chapters results for employers are presented first, followed by participants.

10.1 Employers

For almost a third of employers the type of training and development activity provided by the WWSPI was something that their organisation had never thought of providing for women (31% compared with 40% in Phase 1). For a further 10% such activity had been considered but had been decided against. One-fifth had a vague plan to provide such activity at some point and less than two-fifths had any definite plans and were already actively looking to arrange such training (37%).

Figure 53: Whether the type of training and development provided by the WWSPI was something the organisation was already considering (all employers in total and for the four SSCs that have large enough bases sizes for analysis)



Of the employers that already had vague or more definite plans for this type of training more than a quarter admit that had the WWSPI training via their SSC not been available, the training they would have provided would have been to fewer women (28%), while 60% say their training would have been provided to the same number of women. Amongst those that would have offered training to fewer women, on average this would have meant only 11% of those who did participate in the initiative receiving this form of training, and therefore nine in 10 who would not have received training had it not been for the WWSPI.

Half of employers that had vague or definite plans to provide the type of training and development offered by the WWSPI say if they had done so it would have been at a later time than when the initiative took place (50%), while for just slightly fewer it would have been at about the same time (46%), and for a small number, sooner (2%).

In terms of the actual courses or activities, one in eight (16%) employers that would have delivered the training via another route believe this alternative approach would have been narrower/more restricted, whereas for the majority it would have been about the same (76%) and for a small proportion broader (i.e. covered more ground or been accredited at a higher level) (6%).

Had they not become involved with the WWSPI, two-thirds of employers believe they would either probably or definitely not have taken any steps in their organisation to increase employment and prospects for women (66%), with just over two-fifths saying they definitely would not have (41%). The WWSPI has therefore played a key role within this significant proportion of employers in enabling this positive action.

For the minority of employers that would have taken steps to do this anyway (28%), this is most likely to have involved looking for other/more external training (26%); doing similar training to what they are doing now (18%); doing more in-house training (16%); offering more training generally (11%); and offering equal opportunities training (8%).

Overall, just under half of all employers believe their involvement with the WWSPI has accelerated progress in terms of female employment and improving prospects for women within their organisation (46%). This perception is even stronger amongst employers within Lantra's footprint (57%).

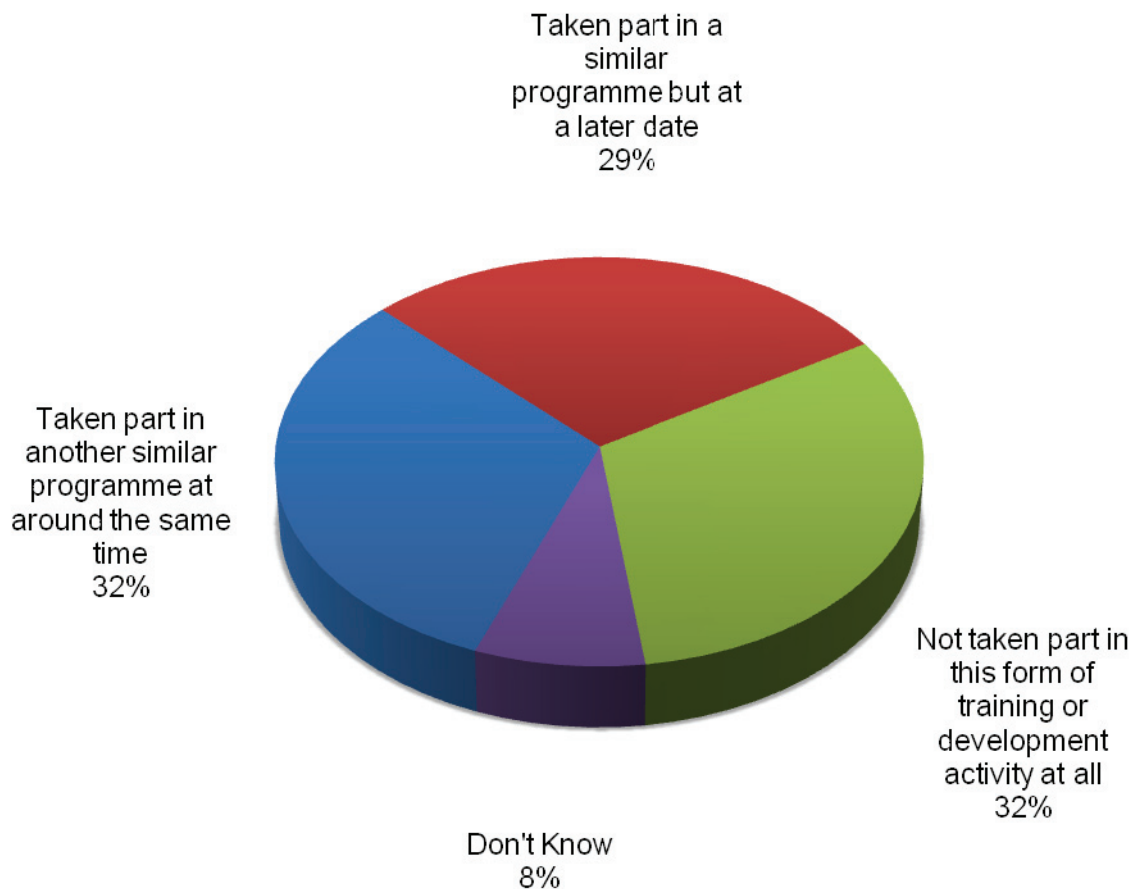
Since becoming involved with the WWSPI a fifth of employers have become involved with other skills and development programmes (21%). The programmes they have become involved with are wide-ranging, with 70% employers involving their organisation in NVQ programmes, more than three-fifths involving themselves in Train to Gain (62%) and half becoming involved with Government-supported apprenticeships or Business Link.

10.2 Participants

10.2.1 Additionality

Had it not been for the WWSPI, nearly a third of Phase 2 participants would not have taken part in this form of training or development activities at all (32%), and a similar proportion might have done so but at a later date (29%). Therefore, for six in 10 participants the WWSPI has created training and development opportunities that were either not available at all or has brought forward their decision to undertake learning.

Figure 54: Likelihood of other training participation if they had not undertaken the WWSPI (all Phase 2 participants)



Sample base = 916

The proportion who would not otherwise have accessed training/development at all increases to two-fifths amongst participants whose highest qualifications were at NVQ level 1 or 2 when they started the initiative (41%).

SEMTA participants are most likely of all the SSCs to state they would not have taken part in any similar training and development had they not undertaken the WWSPI (49%).

Older participants are also more likely than younger respondents to say they would not otherwise have engaged in such training (43% of those aged 45 and over, compared with 20% of 16-24 year olds).

10.2.2 Further learning

More than a quarter of the WWSPI participants from Phase 2 have taken up or registered to take up other learning since participating in the initiative (26%).

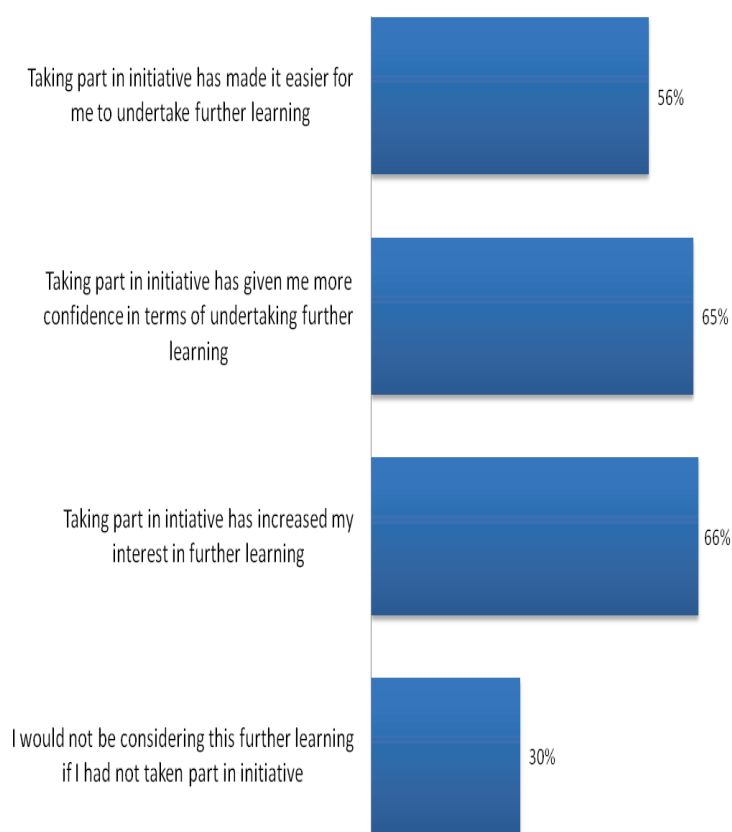
Where participants have not already taken up or registered for further learning, the majority say they are likely to (62%).

For those who have already taken up further learning or are likely to, nearly two-thirds say this will be training or learning as part of their job (65%), for a fifth it will be outside of work (17%) and for the same proportion it will involve both (17%).

The initiative has given the majority of Phase 2 participants a more positive outlook in terms of further learning and development. Over half of Phase 2 participants agree that the initiative has made it easier for them to undertake further learning (56%) and nearly two-thirds agree that it has given them more confidence (65%) and increased their interest in doing so (66%).

Almost a third would not be considering any further learning if they had not taken part in the initiative (30%).

Figure 55: Impact of the initiative on participants likelihood of further learning (all Phase 2 participants)



Participants from Asset Skills are especially likely to agree that the initiative has made it easier for them to undertake further learning (72% compared with 56% on average) and also most likely to say they would not be considering this further learning had they not been involved with the WWSPI (52% compared with 30% on average).

Younger participants are more likely than older participants to say the initiative has given them more confidence to undertake further learning (81% compared with 65% on average) and it has increased their interest in further learning (80% compared with 66% on average).

The initiative has been particularly influential on participants that held no qualifications when they started. Half of participants who held no qualifications when they started on the initiative say they would not be considering this further learning had they not taken part in the WWSPI (48% compared with 30% on average). While non-white participants are significantly more likely to state that this is the case (44% compared with 29%).

Overall the programme has resulted in a positive impact on take up of further training or learning for 96% of all participants, either because they have already taken up or registered further learning/training, they are likely to, or their participation in the programme resulted in a positive change in their interest, confidence and ease with which they can access further training.

Where participants have not undertaken further learning training or are not planning to the main reasons are to do with being too busy/having no time (19%); that they consider themselves too old to learn (9%); or that they are near retirement age (9%). Other reasons include not being interested (8%); that they have not had the opportunity (8%); they have not found a suitable course (8%); or financial reasons (7%).

11 Key measures by SSC

This section of the report provides a brief summary of the key measures from the surveys amongst employers and participants by SSC.

11.1 Employers

Due to the relatively small base sizes for a number of SSCs in the employer survey Table 12 focuses on the four SSCs that have the most robust bases size for analysis.

Table 12: Analysis of the employers in the survey (SSCs with most robust bases size for analysis)

	SSC				
	Total	Automotive Skills	Construction Skills	Lantra	Skillfast UK
Percentage that had dealt with their SSC prior to participation	48%	30%	70%	48%	36%
Percentage that had a training budget	68%	83%	76%	59%	51%
Percentage that had a training plan	68%	70%	72%	55%	50%
Percentage that did not already provide or not looking to arrange similar training before involvement	41%	50%	57%	32%	29%
Percentage that found content of initiative very or fairly flexible	60%	69%	50%	70%	67%
Percentage that were very or fairly satisfied	93%	93%	87%	97%	95%
Percentage that would proactively recommend or be positive if asked by other employers	93%	87%	89%	93%	95%
Percentage that are very or fairly positive about working with SSC again in the future	93%	89%	89%	95%	90%
Unweighted bases	323	36	54	141	63

11.2 Participants

Table 13 on participants includes all SSCs except GoSkills which has a base of just nine respondents.

Table 13: Analysis of the participants in the survey (all SSCs except GoSkills)

	SSC								
	Phase 2 Total	Asset Skills	Automotive Skills	Construction Skills	Energy and Utility Skills	Lantra	SEMTA	Skillfast UK	Skills for Justice
Percentage who were very or quite satisfied with the programme	87%	93%	88%	80%	84%	88%	80%	87%	87%
Percentage who would be very or fairly positive about recommending	87%	84%	89%	84%	86%	91%	84%	90%	90%
Percentage with at least one hard outcome	74%	78%	74%	64%	79%	86%	49%	66%	83%
Percentage who would not have had the opportunity to participate in a similar programme	32%	27%	36%	27%	24%	32%	49%	38%	17%
Percentage who felt very or quite supported during programme	79%	87%	78%	68%	79%	82%	71%	80%	87%
Percentage whose likelihood of aiming for more senior positions has increased greatly	21%	25%	21%	20%	21%	18%	20%	18%	20%
Percentage whose confidence in undertaking training or development activities has increased greatly	34%	44%	34%	21%	29%	31%	33%	37%	27%
Unweighted bases	916	87	117	203	38	282	49	101	30

12 Phase 1 follow-up evaluation

12.1 Introduction

An additional part of this evaluation involved 100 follow-up telephone interviews with participants from the Phase 1 evaluation who had agreed to be contacted for further research. The sample of Phase 1 participants achieved was representative of the profile of Phase 1 participants by SSC. Annex 2 summarises the achieved sample profile.

The Phase 1 WWSPI ran from October 2006 to March 2008, therefore with the follow-up interviews taking place in March 2010 this evaluation was focused on the benefits and impacts that their participation in the initiative has had on them over the past two or more years since their involvement.

This chapter presents the detailed findings amongst these Phase 1 participants, starting with an executive summary.

12.2 Executive summary

Follow-up interviews with participants from Phase 1 reveal that after two or more years the impacts and benefits achieved from the initiative are long-lasting and even greater than those achieved over the past year by Phase 2 participants.

- The vast majority of participants are still economically active and around eight in 10 have remained with the same employer they worked for when they started on the initiative.
- Nearly two-fifths have recognised that since taking part in the initiative the investment their employer has made in them has increased (39%), and over two-thirds now feel more confident in their jobs (68%).
- Compared with when they were last interviewed nearly half are now more positive about recommending the initiative to other women (45%).
- At least three-quarters of Phase 1 participants have now increased their skills and abilities in each of the areas asked about.
- At least eight in 10 cite an improved attitude towards each aspect relating to their job or organisation.
- Around two-thirds are now more likely to aim for more senior positions and more than in eight in 10 say their attitudes towards each of the other aspects relating to career progression have increased, at least to some extent.
- For at least nine in 10 Phase 1 participants their attitudes towards training have improved, including their willingness to participate in future training and their confidence to do so.

- In terms of hard outcomes, more than two-fifths have gained a full or partial qualification as a result of their participation in Phase 1 of the WWSPI (44%) and a third have started working towards a qualification (33%). Nearly half have progressed in their job role (47%) and more than a quarter have received a promotion (27%). A third (34%) say they have increased their personal income since they took part in the initiative, with half attributing this increase in some way to the initiative.
- One in 10 follow-up participants have taken up further learning since the initiative (10%). Where further learning has not already been undertaken in more than two-fifths of cases participants think it is likely they will do so in the next 12 months (44%).

12.3 Status when they started on the initiative

When they started on the initiative, of those who were already in employment, just over two-fifths believed their job offered poor job security (43%), just slightly fewer believed there was no history of women progressing to more senior roles (37%) and around a third considered their job to be traditionally low paid (35%).

12.4 Current status

Encouragingly the vast majority of participants followed up from Phase 1 of the WWSPI are still economically active, with seven in 10 in employment (69%) and nearly one in 10 self-employed (8%).

In more than four-fifths of cases those who were working when they started the initiative have remained with the same organisation (82%). This retention rate is high given it is more than two years since the participants would have started on the initiative and the average rate of employee turnover is 15.7% per annum in the UK, with just 24% remaining in the same job for five or more years.¹³

12.5 Attitudes towards the WWSPI

Compared with when they were last interviewed, nearly half of Phase 1 participants say they would now be more positive about recommending the initiative to other women (45%), while just over half say their attitude would be about the same (54%).

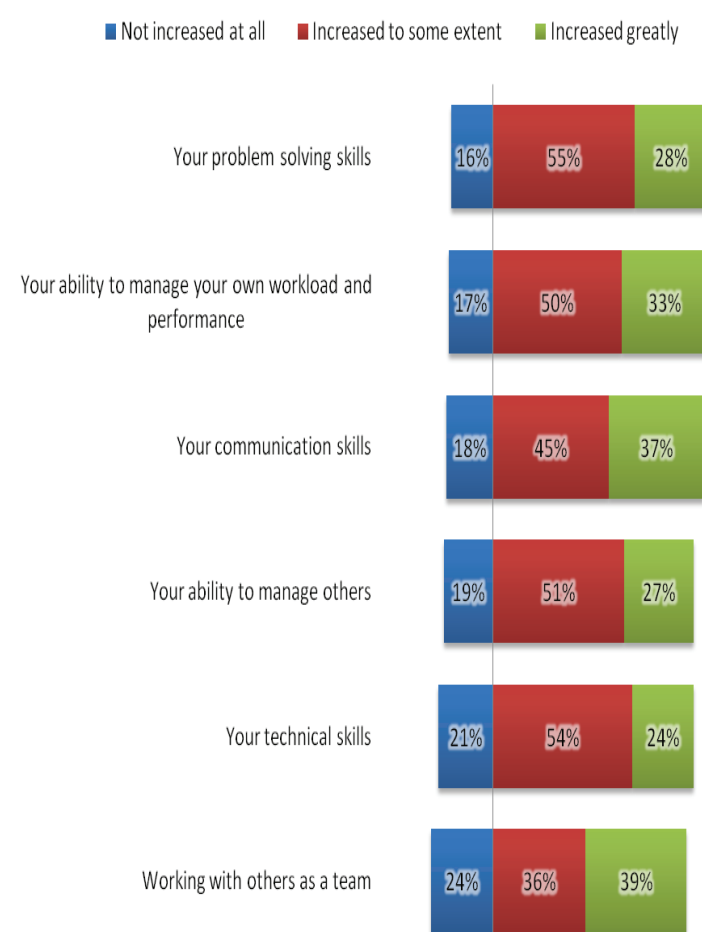
¹³ CIPD (2009). *Recruitment Retention and Turnover Survey 2009*.

12.6 Benefits achieved from the initiative

12.6.1 Skills and abilities improved

Amongst participants followed up from Phase 1, the proportion improving their abilities in each skill area is even higher than amongst Phase 2 participants. Nearly two years on they are even more positive about the skills they have gained. Compared with at least two-thirds of Phase 2 participants indicating that they have improved their skills in each area, at least three quarters of Phase 1 follow-ups have done so, as Figure 56 illustrates.

Figure 56: Success of the programme in developing participants' skills and abilities (all Phase 1 follow-up participants)

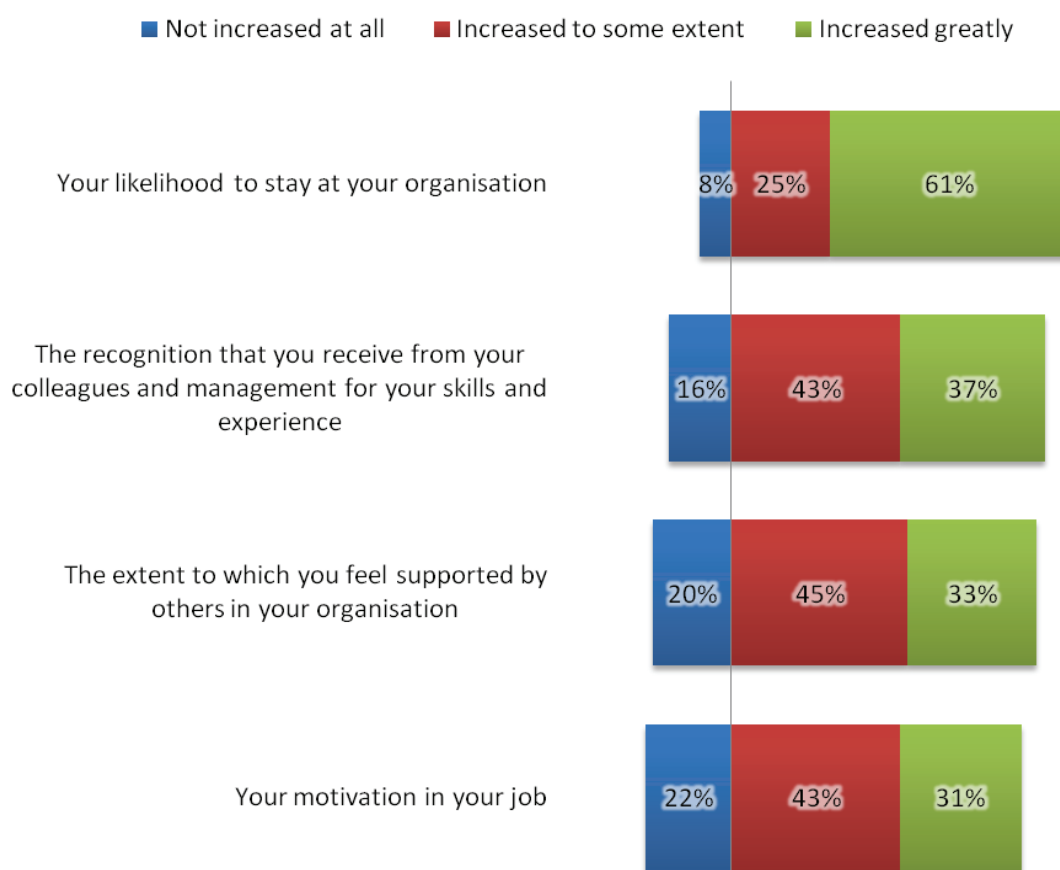


Base: 100

12.6.2 Changes in attitudes towards their job/employer, career progression, training and their industry

Participants who were followed up from Phase 1 are also even more positive than Phase 2 participants with regards to their changed attitudes towards their organisation and their job. At least eight in 10 Phase 1 participants cite an increase in each aspect related to their job or organisation, as Figure 57 summarises.

Figure 57: Success of the programme in improving participants' attitudes to their job and their employer (Phase 1 follow-up participants)



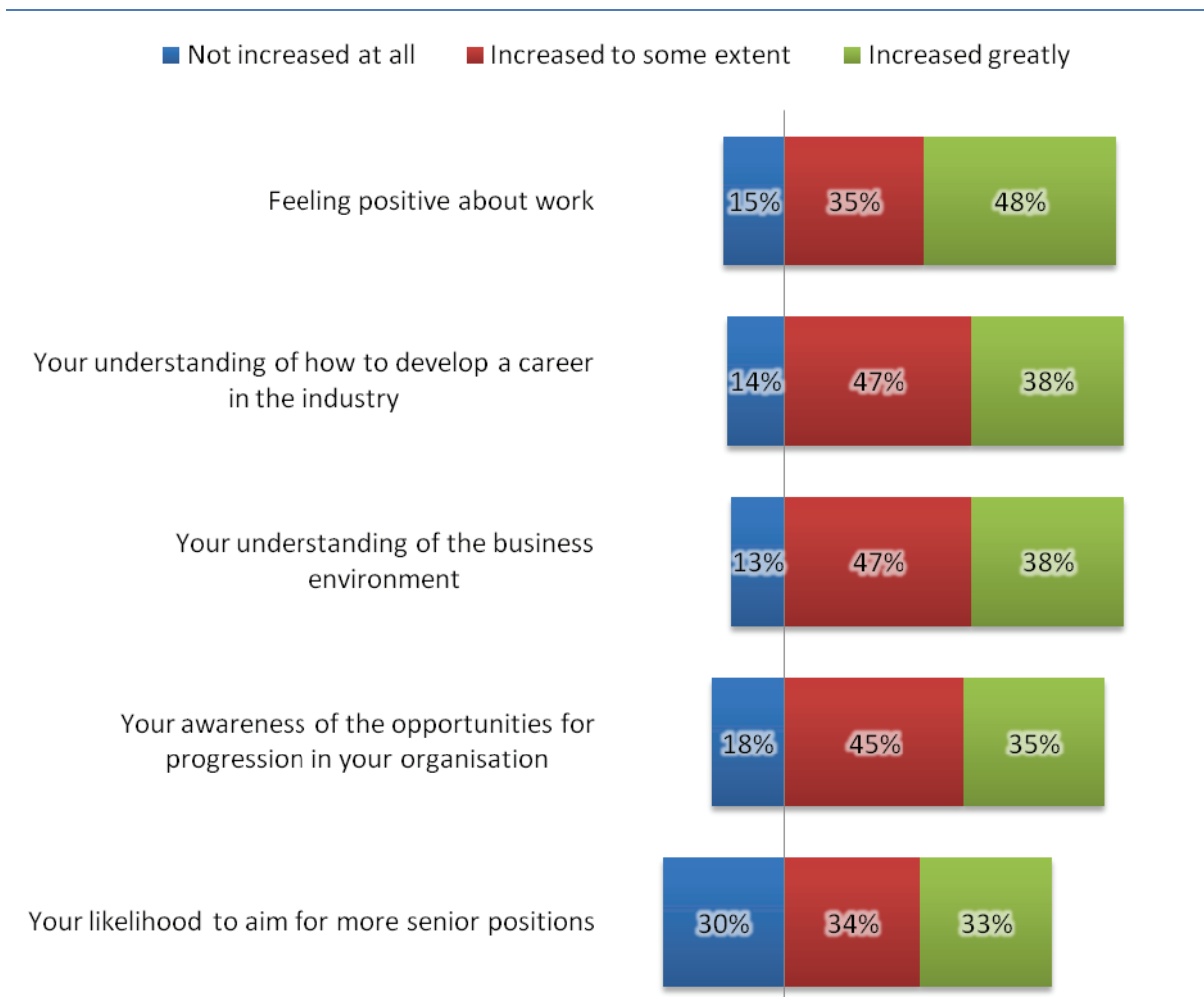
Base: 100

Nearly two-fifths of Phase 1 participants agree that since taking part in the initiative the investment their employer has made in them has increased (39%) and two-thirds now feel more confident in their jobs (68%).

Amongst participants working for an employer when they started on the initiative a quarter now feel differently about the opportunities available to women within their organisation (24%), with virtually all of these participants now feeling more positive (92%). Where they are working for the same employer as they were when they started the initiative, a very similar proportion feel differently about the opportunities available to women in their organisation (27%), with all of these participants now feeling more positive.

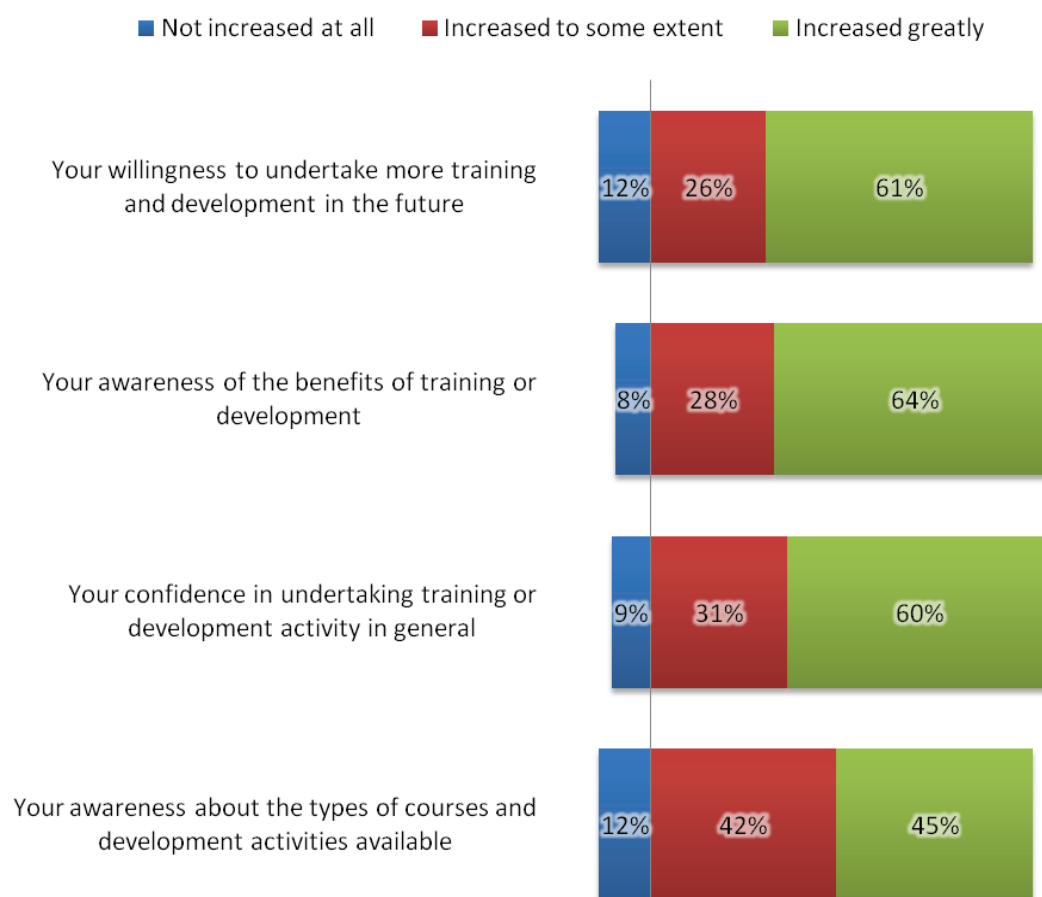
In terms of their attitudes towards career progression, Phase 1 participants are again now even more positive than Phase 2 participants. Around two-thirds are now more likely to aim for more senior positions (67%) and more than in eight in 10 say their attitudes towards each of the other aspects has increased to at least some extent.

Figure 58: Success of the programme in improving participants' attitudes towards career progression (Phase 1 follow-up participants)



The benefits achieved by Phase 1 participants in terms of their improved attitudes towards training are also impressive and long-lasting, and even greater than amongst Phase 2 participants. Around nine in 10 Phase 1 participants, after at least two years since they were involved in the initiative, say their willingness to undertake more training and development in the future has increased, as well as their awareness of the benefits of training and the types of courses available, and their confidence to undertake training or development.

Figure 59: Success of the programme in improving participants' attitudes towards training (Phase 1 follow-up participants)



Four out of 10 Phase 1 participants now feel differently about the opportunities available to women in their industry (40%), with the vast majority of these participants now feeling more positive (88%). Where women are not working for the same employer as when they started on the initiative, over a third now feel differently about the opportunities available to women within their industry (36%), and in all these cases they now feel more positive.

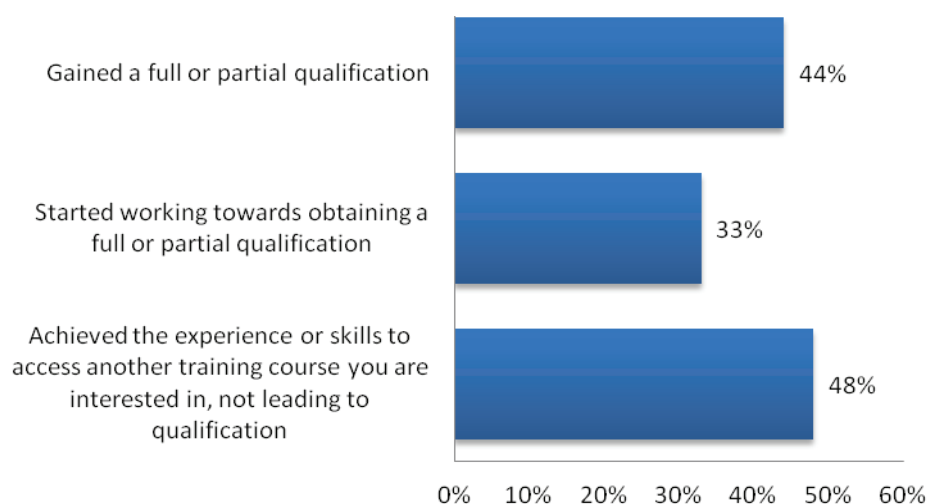
Compared with before the WWSPI, over half of all Phase 1 women now feel more likely to recommend working in their industry to other women (55%).

12.7 Hard outcomes

12.7.1 Qualification outcomes

More than two-fifths have gained a full or partial qualification as a result of their participation in Phase 1 of the WWSPI (44%) and a third have started working towards a qualification (33%). Nearly half of Phase 1 participants have achieved the experience or skills to access other training not leading to a qualification (48%).

Figure 60: Qualification gains as a result of their involvement in the WWSPI (Phase 1 follow-up participants)



Base: 100

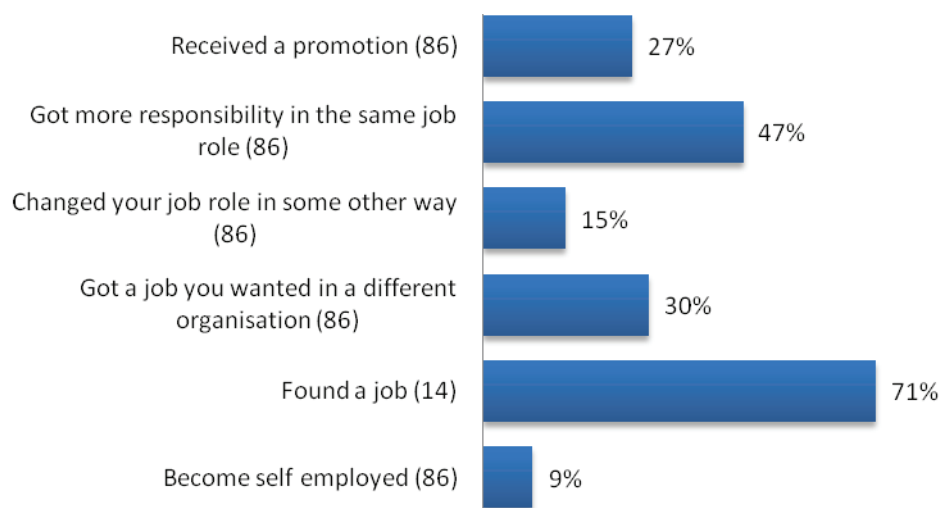
Where each of the outcomes has not already been achieved:

- 28% think it is likely they will gain a full or partial qualification;
- 30% think it is likely they will start to work towards a qualification;
- 31% think it is likely they will gain the experience or skills to access another training course they are interested in that does not lead to a qualification.

12.7.2 Employment outcomes

Half of participants followed up from Phase 1 have progressed in their job role as a result of them having taken part in the WWSPI (47%) and more than a quarter have received a promotion (27%).

Figure 61: Employment gains achieved as a result of their involvement in the WWSPI (Phase 1 follow-up participants in employment/or previously out of work for the statement ‘Found a job’)



Where each of the outcomes have not already been achieved:

- 16% say it is likely they will get a promotion;
- 24% think it is likely they will get more responsibility in the same job role;
- 14% think it is likely they'll change their job role in some other way;
- 23% think it is likely they will get a job they want in a different organisation;
- 18% think it is likely they will become self-employed.

A third (34%) say they have already increased their personal income since they took part in the initiative and of these, half say that being involved with the initiative has contributed at least a bit to this increase (50%), including 15% who say they would not have had an increase otherwise.

12.8 Additionality and further learning

Participants from Phase 1 were also asked about their participation in further learning. One in 10 follow-up participants have taken up further learning since the initiative (10%), with half of these saying their training/learning has been arranged by their employer. Of the five respondents whose employers have arranged further learning two believe their employer would not have funded this learning had they not been involved in the initiative.

Where further learning has been undertaken seven in 10 say the initiative has made it easier to undertake this learning, and eight in 10 say it has given them more confidence and increased their interest in doing so. Eight in 10 also think the initiative has been a stepping stone to this further learning and six in 10 believe they would not have undertaken this further learning had they not taken part in the initiative.

Of the Phase 1 follow-up participants undertaking further learning, nine in 10 have achieved or are working towards a qualification.

Where further learning has not already been undertaken, in more than two-fifths of cases, Phase 1 follow-up participants think it likely they will do so in the next 12 months (44%).

Where further learning is likely or has been undertaken, in the majority of cases the learning is or will be part of their job (57%) or will involve a mixture of job-related and outside-of-work-related issues (20%). Two-thirds of those undertaking further learning, or likely to, expect their employer to fund the training (63%).

Where further learning is not being considered by Phase 1 follow-up participants, a lack of time/being too busy is the main reason (41%), while the next highest proportions are not interested (16%) or say that it is due to financial reasons (16%).

13 Annex 1: The WWSPI by SSC and Strand

SSC	Strand	Objective
Asset Skills	Literacy and Numeracy Developed	Identify and support women within cleaning and facilities management industries to improve their career opportunities by enhancing their literacy and numeracy skills
	Team Leader Roles	Provide a focused skills needs analysis for women in cleaning and facilities management industries to encourage their access to team leadership and management roles
	Develop Career Paths	Promote opportunities for women in cleaning and facilities management industries who have detailed career plans by capitalising on their skills and providing access to more demanding roles
	Develop Career Plans	Focused on women working in customer-facing roles of the retail automotive sector who would benefit from further training to allow them to progress in their current roles and the industry generally
Automotive Skills	Leadership	Targeted training programme/qualification designed to improve management and leadership skills amongst women working at supervisory and management levels
	Career Development	Working with companies to try and encourage them to recruit women
	Develop Career Plans – Graduates	Supporting graduates to aid retention within the sector and progression to professional status
	Develop Career Plans – Tradeswomen	Providing training and support to women setting up businesses and becoming self-employed in order to increase their earning potential
Construction Skills	Develop Career Plans – Apprenticeships	Programme of support mechanisms for women on apprenticeships to aid retention
	Develop Career Plans – Clerical and Administrative	Providing training and support to clerical and administrative workers to encourage them to move into craft, technical and professional roles within the sector
	Develop Career Plans – Up-skilling	Encouraging and assisting in the progression of women to more senior roles

SSC	Strand	Objective
EU Skills	Develop Career Plans	Targeted training programmes/qualifications to benefit women who have the potential to apply for supervisory/management positions and women who would benefit from the opportunity to diversify into another discipline
	Leadership	Targeted training programme/qualification to improve self confidence and broaden the management skills of women already in supervisory/management roles so that they become more effective in their role
Go Skills	New Entrants	An opportunity for unemployed women to gain sustainable employment in the bus industry by providing pre-recruitment training, a work placement, an interview or assessment and ongoing support once in post and on-the-job training
Lantra	Career Development	Targeted training opportunities to develop supervisory/management, technical, legislative and ICT skills, supported by a mentoring programme for under-represented sectors of agriculture, fencing, game and wildlife management, land based engineering, horticulture, landscape, trees and timber and environmental conservation. Aimed at improving the confidence and competence of women and their ability to enhance their career
SEMTA	Develop Career Plans	Aimed at addressing the low proportion of women that hold management positions and professional qualifications by equipping them with the skills they need to progress
Skillfast UK	Operative	Designed to allow females in production, warehouse and servicing roles to progress within their organisations and develop their earning potential
	Designers	Addressing market failure to provide short courses in technical skills to exploit market opportunities for women
	Leaders and Entrepreneurs	Focused on women drawn from supervisory, technical and managerial backgrounds to develop as leaders, decision makers and entrepreneurs
Skills for Justice	Leadership	Providing Action Learning Set facilitator training to facilitate career progression into more senior roles where women are under-represented

14 Annex 2: Achieved sample

Table 1: Employer population and interviews achieved

SSC	Total no. of contacts	Percentage of population	Achieved interviews	Weighted no. of interviews
Asset Skills	91	9	18	30
Automotive Skills	95	10	36	31
Construction Skills	287	29	54	95
Energy and Utility Skills	23	2	4	7
Go Skills	6	1	3	2
Lantra	309	32	141	102
Semta	6	1	2	2
Skillfast UK	118	12	63	39
Skills for Justice	44	4	2	15
Total	979	100%	323	323

Table 2: Participants population and interviews achieved

SSC	Total no.	Percentage of population	Achieved interviews	Weighted no. of interviews
Asset Skills	926	21	87	188
Automotive Skills	883	20	117	179
Construction Skills	703	16	203	143
Energy and Utility Skills	234	5	38	49
Go Skills	27	1	9	5
Lantra	837	19	282	170
Semta	142	3	49	29
Skillfast UK	679	15	101	138
Skills for Justice	67	1	30	14
Total	4,498	100	917	917

Table 3: Phase 1 follow-up participants: population and interviews achieved

SSC	Percentage of database (Phase 1)	Achieved interviews	Percentage of interviews
Asset Skills	22%	22	22%
Automotive Skills	18%	18	18%
Construction Skills	26%	25	25%
Energy and Utility Skills	2%	2	2%
Improve	4%	4	4%
Lantra	12%	13	12%
Semta	3%	3	3%
Skillfast UK	11%	11	11%
Skills for Logistics	3%	3	3%
Total	100%	100	100%

15 Annex 3: References

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