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The Evaluation of Skills Gateway for Business

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The Evaluation of Skills Gateway for Business

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Views expressed in this report are those of the researcher and not necessarily those of the Welsh Government

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Glossary

BAS	Business Account System
BOSS	Business Online Support Service
LMI	Labour Market Information
SGfB	Skills Gateway for Business
SLA	Service Level Agreement
Stakeholders	Individuals involved in management and delivery of SGfB
Beneficiaries	Participants of the Moderated User Observations
Respondents	Individuals who responded to one of the three surveys discussed (Miller Research – Engaged and non-engaged surveys or the Business Wales Customer Satisfaction Survey)

1. Introduction

- 1.1 Welsh Government commissioned Miller Research in October 2017 to undertake a review of the Skills Gateway for Business (SGfB) service. SGfB offers skills advice and signposting to businesses across Wales through an online, telephone and face-to-face service.

Background and Context

Policy context

- 1.2 In July 2014, the Welsh Government published the **Skills Implementation Plan**, aimed at translating high-level priorities from the policy statement on skills into delivery. These were designed to provide the basis for employment and skills interventions until 2024. The policy statement on skills highlighted that employers are constrained by lower levels of management and leadership skills and do not fully utilise the skills within their workforce. The skills system needs to go beyond supplying staff, to developing the skills of the existing workforce, implementing high-performance working and strengthening leadership capabilities. The Skills Implementation Plan aims to overcome these challenges by working with employers to ensure organisations can identify skills gaps, utilise skills - particularly within the construction and creative/media industries and recognising the business benefits associated with Welsh language skills - and act on the skills needs of their workforce. To deliver these strategic goals, the plan outlined the development of SGfB. SGfB was aimed at delivering a consistent brokerage function for integrated employment and skills support, working alongside regional skills delivery to fully incorporate the skills and employment services available at local, regional and national levels.
- 1.3 The **Well-being of Future Generations (Wales) Act (WFGA) 2015** requires public bodies to make the well-being of citizens central to policy initiatives and programmes. Significantly, the goals of achieving a 'prosperous Wales', a 'resilient Wales' and 'a more equal Wales' directly align with the aims of SGfB, given the objective to develop skills and jobs for business growth.

- 1.4 In the summer of 2016, the Welsh Government prioritised 'Prosperity for All' with its **Programme for Government**. Significantly, the target of 100,000 'high quality' apprenticeships and the acquisition of skills for those 'furthest from the labour market' are set. Furthermore, a key theme through the document is that Welsh Government will support access to employment, aligned to the support offered to businesses through funded programmes that can be accessed through SGfB.

Skills Gateway

- 1.5 The Skills Gateway was launched in early 2015, offering online, telephone and face-to-face support accessible to both individuals over the age of 25, as the Skills Gateway for Adults, and employers, as the Skills Gateway for Business. Skills Gateway for Business (SGfB) is the focus of this evaluation.

Skills Gateway for Business

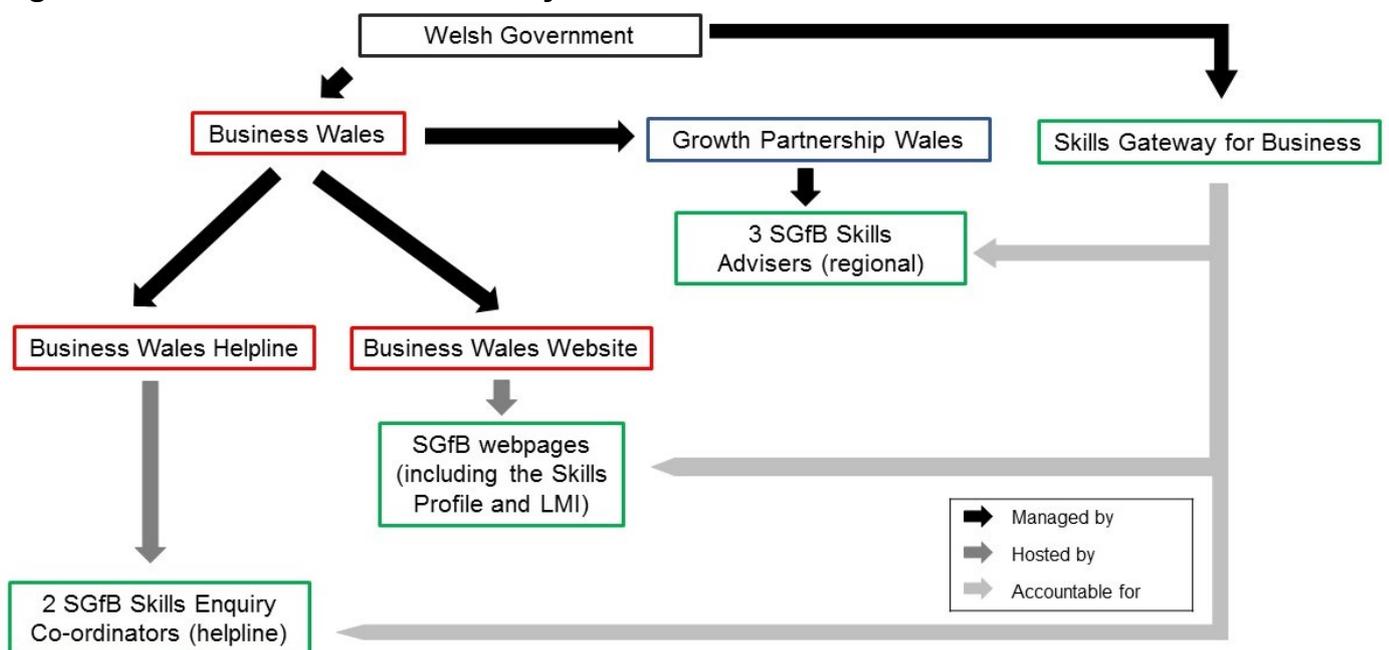
- 1.6 For businesses, the Skills Gateway offers a 'one-stop-shop' for skills advice and support within the Business Wales (BW) website and a telephone helpline hosted within the BW contact centre.
- 1.7 BW offers support for aspiring entrepreneurs, start-ups, existing micro-businesses and SMEs and social enterprises. BW aims to encourage entrepreneurship, support individuals to start businesses and supports growth and employment creation. The BW offer is of a single point of contact for businesses and entrepreneurs to seek advice and support tailored to their needs. The advice includes general business advice, including special advice on equality and diversity; resource efficiency; international trade; skills; procurement and mentoring. In addition to the SGfB, BW supports access to Farming Connect and Resource Efficiency¹.
- 1.8 The remit of SGfB was extended to include a face-to-face service of Regional Skills Advisers procured as part of the BW Entrepreneurship and SME Support contract. The regional skills advisers are contracted from Growth Partnership Wales for the period January 2016 to December 2020. The costs of running the SGfB service are £370,000 (inc VAT) per annum. This figure, provided by the SGfB team covers the costs of the two helpline advisers/skills enquiry co-ordinators, the three regional

¹ Business Wales Narrative

skills advisers, website development, marketing and promotion, LMI provision and on-line learning and training content development.

- 1.9 On the website, SGfB offers an online self-assessment for businesses to provide a snapshot of skills needs, strengths and areas for development called the Skills Profile. Businesses complete a series of questions after which they receive an instant summary report linking areas for development to programme of support. A call-back service is provided by the Skills Enquiry Co-ordinators (helpline advisers) to offer further advice and signposting based on the organisations results.

Figure 1: Structure of Skills Gateway for Business



Source: Miller Research

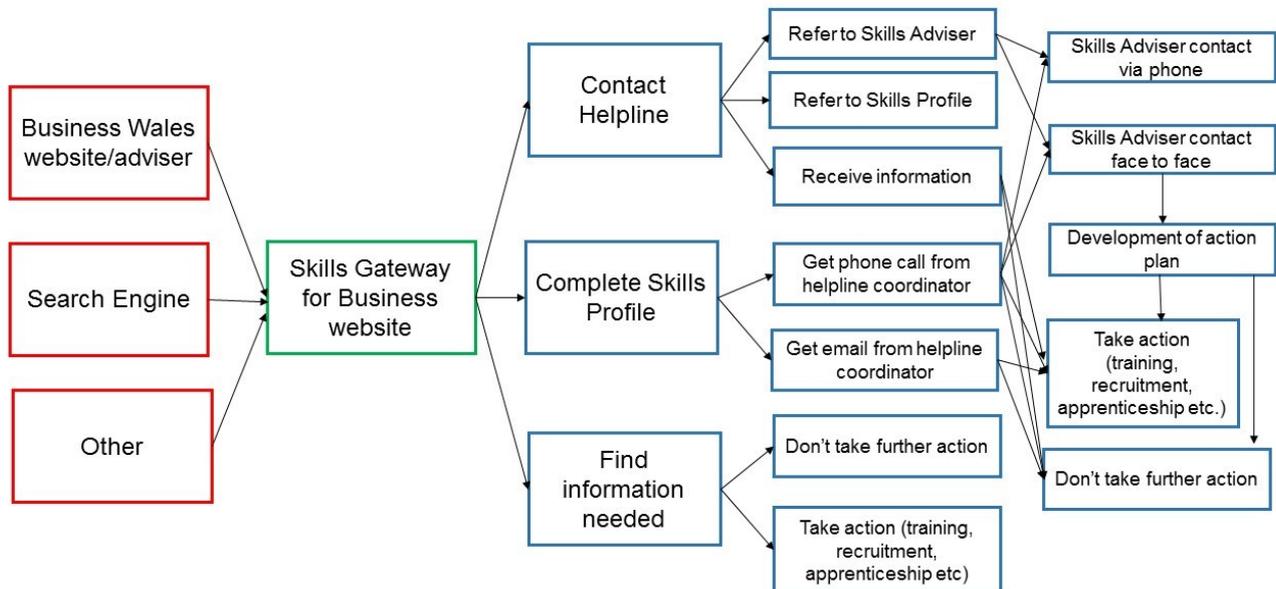
At the time of the evaluation, SGfB was operating with 1 Skills Enquiry Co-ordinator

- 1.10 The advice offer of SGfB covers skills development, skills information, recruitment information and labour market information (LMI). Skills development information covers training and qualifying staff at whatever stage of company maturity. SGfB also develops and offers a series of online courses on a range of organisational, learning and development topics through the Business Online Support Service (BOSS), hosted by Business Wales. Skills information links to programme descriptions. The website provides an interactive map of Wales on which employers can search for funded programme information divided into the themes; staffing, workplace skills and leadership. SGfB also provides support through

programmes related to recruitment and a section on LMI, joining up national and regional sources. LMI content is broken down into intelligence and information.

1.11 SGfB has three strands; the micro-site, the helpline and the regional skills advisers. Businesses can be referred to the service by a Business Wales adviser or directly by clicking on 'Skills and Training' from the Business Wales website or via a search engine. Following their visit to the micro-site they can get further support either by completing the Skills Profile or calling the helpline. After completing the Skills Profile, a report is automated signposting employers to options relating to their skills development, training, and recruitment needs such as, Welsh Language courses, online BOSS courses and funded programmes. Following this, employers received a call from the skills enquiry co-ordinator who provides further advice and can refer them to a regional skills adviser if required. The referral should take place if the business is interested in growth, has complex needs or is unsure of the best route to develop their business.

Figure 2: Routes of support through the Skills Gateway for Business service



Source: Miller Research

2. Evaluation Approach

2.1 This section of the report sets out the approach that was developed to assess the effectiveness of the SGfB service. This explores the aims and objectives of the evaluation, then discusses the development of the logic model and evaluation framework and subsequent fieldwork methodology.

Evaluation Aims and Objectives

2.2 The focus of the evaluation was to establish the effectiveness of SGfB in facilitating access to employment and skills support for employers. The evaluation was intended to provide key lessons to support improvements to the SGfB service and similar activities. To draw relevant conclusions the evaluation considers the following factors:

- The awareness and visibility of SGfB
- Employer satisfaction with the online, telephone and face-to-face service
- Functionality and perception of the SGfB microsite
- Use of the Skills Profile
- Comprehensiveness of the service at local, regional and national levels
- Effectiveness of the online, telephone and face-to-face service in supporting employers to act on the skills needs of their workforce
- The accessibility of the skills and employment support programmes
- The impact of SGfB on skills investment
- Value for money

2.3 The evaluation is formative in nature so will provide clear suggestions and recommendations of areas for further development and delivery.

Report Structure

2.4 The remainder of chapter 2 will introduce the evaluation, by outlining the methodology used to collect data, the development of the logic model and evaluation framework; the tools to assess and explore the aims and objectives of the evaluation.

- 2.5 In chapter 3, the report details the key findings from the data collection. The content is structured thematically, rather than following the structure of the evaluation framework. This allowed the research team to explore the performance and linkages of each strand of the SGfB service in a clearer manner.
- 2.6 Conclusions and recommendations are detailed in chapters 4 and 5 respectively.
- 2.7 The report structure was agreed following consultation with the Welsh Government.

Evaluation Approach

- 2.8 The initial stage of developing an evaluation approach was to construct a logic model mapping the needs, inputs and objectives of the service and how these would deliver upon outputs, outcomes and impacts. To scope out the design of the logic model, a review of the delivery plan and programme documentation was undertaken alongside a series of eight scoping interviews with key stakeholders involved in the design and delivery of the SGfB service. After completion of the logic model, the key elements were mapped according to how they would be assessed and what evidence would be used to inform the assessment. This formed the evaluation framework.
- 2.9 To gather the data to assess each element of the evaluation framework, all relevant service documentation was reviewed. This included, but was not limited to, internal reports, project updates, client evaluation forms and service agreements. Primary engagement was also undertaken including;
- 20 moderated user observations with businesses which had not engaged with the SGfB service
 - Eight qualitative interviews with wider stakeholders e.g. skills policy leads
 - Four qualitative interviews with individuals involved in regional and helpline delivery
 - An online survey of engaged businesses (24 responses)
 - An online survey of non-engaged businesses (20 responses)
- 2.10 A limitation of the methodology was regarding the online surveys. The links to the non-engaged survey and engaged survey were circulated once by Business Wales wider mailing list and the SGfB team, respectively. The surveys were live from the 2nd of January 2018 to the 16th of January 2018. This coincided with the Business

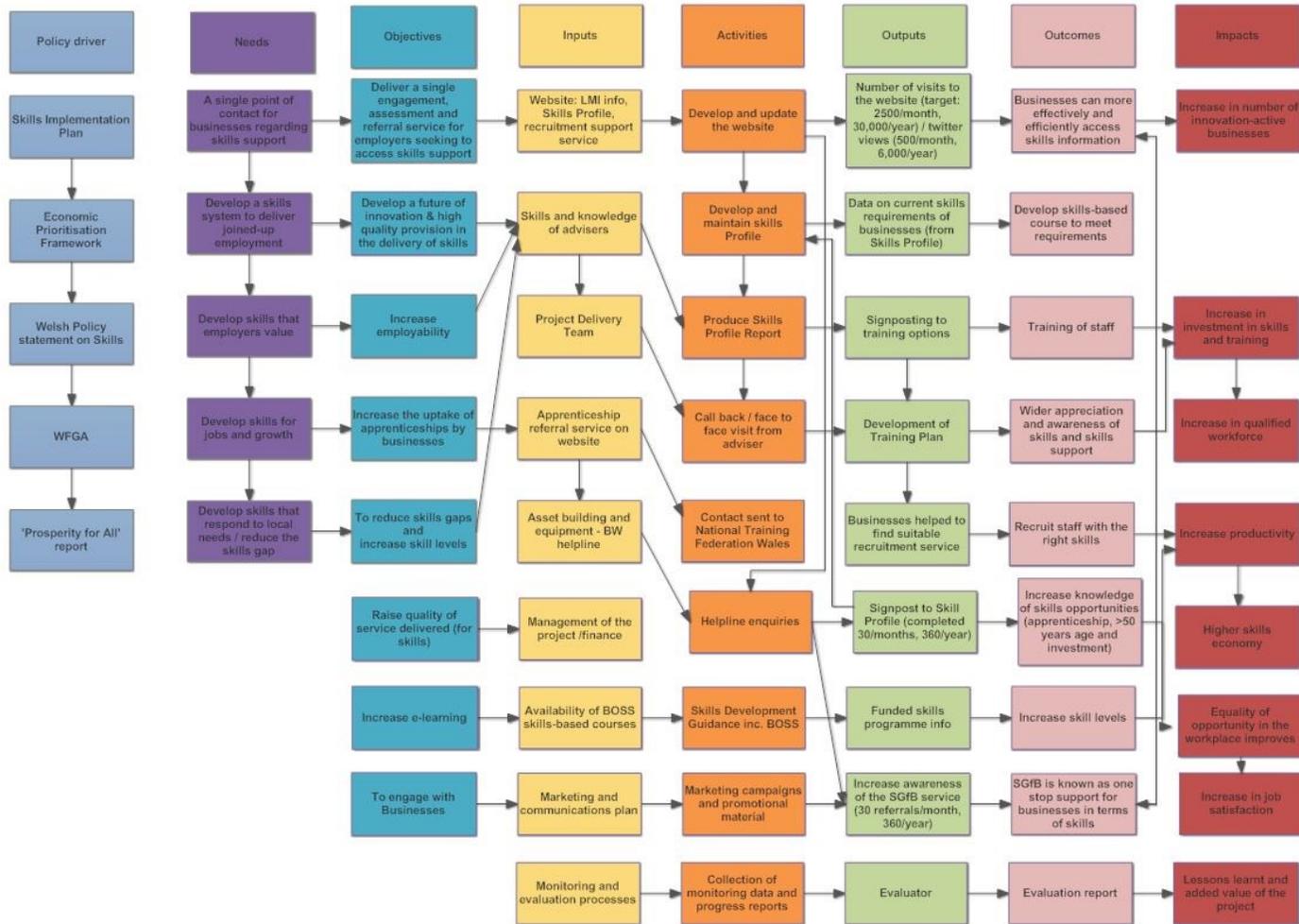
Wales Employers Survey which took priority. Dissemination of both surveys then became wholly the responsibility of Miller Research through social media promotion and dissemination through SGfB participant details for the engaged survey only. The surveys were originally scheduled to run before Christmas 2017 to mitigate the impact of the Employers Survey, however delays in information sharing, due to a delay in permission to transfer, led to late dissemination of the surveys. This is likely to have had an impact on the response rate of the surveys.

Logic Model and Theory of Change

Logic Model

- 2.11 A Theory of Change approach was applied as the theoretical framework with which to develop the necessary evaluation instruments that would enable effective assessment of the outcomes and impacts of the SGfB service. The approach is common for programme evaluations as it explains the process of change by outlining the causal linkages across an operation, i.e. its shorter-term, intermediate, and longer-term outcomes. The identified changes are mapped to show each outcome in relation to all others. Each link in the chain gives rise to a series of questions relating to the operation, supporting the effective design of the research instruments that are linked to the evaluation framework.
- 2.12 A logic model was developed by examining the findings of the desk-based review and scoping interviews, to frame the policy drivers and needs for the project. Then by constructing a process chain of inputs, activities, outputs and interim outcomes and emerging (desired) impacts. To capture the full impact, the model takes account of long-term impacts and induced impacts arising in addition to the direct impacts of the operation. It shows key dependencies in the process, and ultimately aims to map out 'what happened' and 'why'. The developed logic model can be seen in Figure 3.

Figure 3 Logic Model for the Evaluation of SGfB



Source: Miller Research

- 2.13 Having established the logical process, an evaluation framework was developed. The framework was built on a set of indicators and other measures to link observable outputs, outcomes and eventually impacts. The resultant framework was used to ensure that insightful data was secured to enable assessment of the operation's impact.

Evaluation Framework

- 2.14 The evaluation framework was developed in line with the different stages of the logic model in Figure 3, above. The framework presents the questions that the evaluation asked, specific quantifiable targets, and the corresponding sources of evidence.
- 2.15 Primary engagement gauged beneficiary perspectives in the form of qualitative interviews, moderated user observations and mixed method surveys. Secondary research involved reviewing the background service documentation, internal project documents, the Business Wales Employers Survey and qualitative monitoring data.
- 2.16 Each element of the evaluation framework is summarised below, with complete tables of indicators, targets and evidence found in Annex 1: E.

Policy Drivers – The logic model and service documentation showed that the Skills Implementation Plan 2014, Policy Statement on Skills and the Economic Prioritisation Framework are the key policy drivers for the service. The evaluation therefore sought to assess the extent to which the objectives of SGfB fit with these policies.

Needs – An evaluation of the 'need' for the SGfB project asks, 'do the needs justify the SGfB service?'. In this evaluation, the evidence for this was gathered from a desk-based review of service documentation and scoping interviews with design and delivery stakeholders. The overarching need was to maintain a single point of contact for businesses regarding skills and recruitment support. Furthermore, to develop skills that employers value for jobs and growth and that can respond to local need.

Objectives – The objectives drive the activity carried out during delivery and are therefore important in understanding whether the service will achieve its aims. For this evaluation, the objectives outline the change that the SGfB operation is trying to achieve. Key objectives are to deliver a single engagement, assessment and referral service for businesses seeking skills support, raise the quality of skills service provision and develop innovative provision in the delivery of skills. Further, wider objectives are to increase employability, increase the uptake of apprenticeships and to reduce skills gaps and increase skill levels.

Inputs – An assessment of inputs asks what resources are available to the SGfB, and whether they are sufficient enough to achieve the objectives. The inputs include the website, the skills of the advisers, the apprenticeship referral service, the Business Wales infrastructure supporting the helpline and website, finance, marketing and communications plans, BOSS courses and monitoring and evaluation processes.

Activities – The assessment of activities seeks to determine how the inputs have been deployed, and whether they have been effective in achieving the desired objectives. These surround the delivery of the website, helpline and face-to-face support, the maintenance of the online Skills Profile, online BOSS courses, marketing campaigns and promotional material, and progress reporting. For the purpose of the evaluation, evidence about the effectiveness of the activities was collected from internal reporting, stakeholder and beneficiary perspectives.

Outputs – The outputs of an operation are the direct result of the activities undertaken, such as the development of training plans supported by the regional skills advisers or signposting to suitable recruitment services. Targets have been complied by the operation team, which are reported against in monitoring data. These refer to the number of referrals to the service, the number of website and social media visits and the number of skills profile completions. Summaries of each output and their indicators (if applicable), alongside the source of evidence can be found in Annex 1: E.

Outcomes – The outcomes refer to the short and medium-term effects of the SGfB service, such as trained staff, right staff recruited or more effective and efficient access to skills information by businesses. Evidence will be collected from monitoring data, and through stakeholder and beneficiary perspective.

Impacts – The SGfB service is expected to generate long-term impacts for the beneficiaries it supports. It is beyond the scope of the project and evaluation to undertake robust assessment into the overall contribution that SGfB will make on the potential increased investment in skills and training, increase in qualified workforce or increase in job satisfaction for example. However, broad conclusions about the overall impact made by SGfB will be made from any evidence collected.

3. Key Findings

- 3.1 Miller Research conducted a survey of businesses who have not used the SGfB services (either the Skill Profile, the helpline or the support from regional skills advisers). The survey was circulated once by Business Wales via their wider mailing list and promoted on social media by the Miller Research team. The survey ran from 2nd January 2018 to 16th January 2018 which coincided with the Business Wales Employers' Survey. It was scheduled to be live at an earlier date, but due to the delay in its dissemination, the latter was seen as a priority. This is likely to have had an impact on the response rate and the survey received 20 responses. Due to the size of the base, we have not used any percentages in the report, and the data have been analysed using the qualitative responses obtained.

Awareness and visibility of Skills Gateway for Business

Non-engaged businesses

- 3.2 Of the businesses surveyed who had not used SGfB services, 12 out of 20 were aware of the SGfB, which is encouraging. The same respondents (businesses) were most likely to expect² SGfB to provide information on learning and development, and training, including names of training providers, and opportunities to upskill their workforce. In addition, they assumed that SGfB would provide information and signposting to apprenticeships and support provided by Welsh Government for funded training. Another element that respondents expected from the SGfB was getting help finding out about the skills they needed to develop their businesses and they reported that they would have valued links to easily access prospective candidates for recruitment purposes. The main areas³ cited by respondents were 'availability of funding for development, training' (16 mentions), 'help with training' (11), and 'help with skills development' (11).

² Question: What would you expect this service delivers? Open answer

³ Question: Considering the above, what information and support would be useful to you and your businesses? Please select any that apply – (base: 19) multiple answers allowed.

Figure 4: Information and support which would be useful to businesses who have not engaged with SGfB (number of responses)



Source: Miller Research survey (Dec 2017- Jan 2018) Question 5 Base:20 multiple answers allowed

3.3 It is encouraging that most of the expectations of the respondents were met by the website and the support the SGfB delivery staff could potentially provide them.

Reasons mentioned by respondents for not using the service for recruitment included that they were not sure how much help they could get from SGfB or the fact that they were not responsible for recruitment.

Respondents seemed generally aware of the existence of the service and to have expectations of what it should deliver, but there is possibly a link missing to prompt them to go on the website and make use of the support available.

Engaged businesses

3.4 Miller Research also ran a survey targeting businesses who had engaged with SGfB. The survey ran from 5th January 2018 to 16th January 2018.

This survey was circulated once by Business Wales/SGfB via their mailing list and promoted on social media by the Miller Research team. Miller Research took over the promotion of the survey through the mailing list contacts after the

initial email, for the same reasons mentioned regarding the non-engaged businesses⁴.

The survey received 24 responses from different sectors and geographic areas; mostly from small companies (15 under ten employees and an additional four with 10-19 employees), and a majority that were created since 2000 (15 out of 20 answers).

The most common way respondents had heard about SGfB⁵ was from a Business Wales adviser or through Business Wales (14 mentions), followed by the use of a search engine (5).

The results of the survey do not show a clear preference in terms of the way the businesses interacted with SGfB.

- 3.5 The main reasons for businesses to access the SGfB services⁶ were to get ‘help with training’ (13 mentions) followed by ‘Information on skills funding available’ (11).

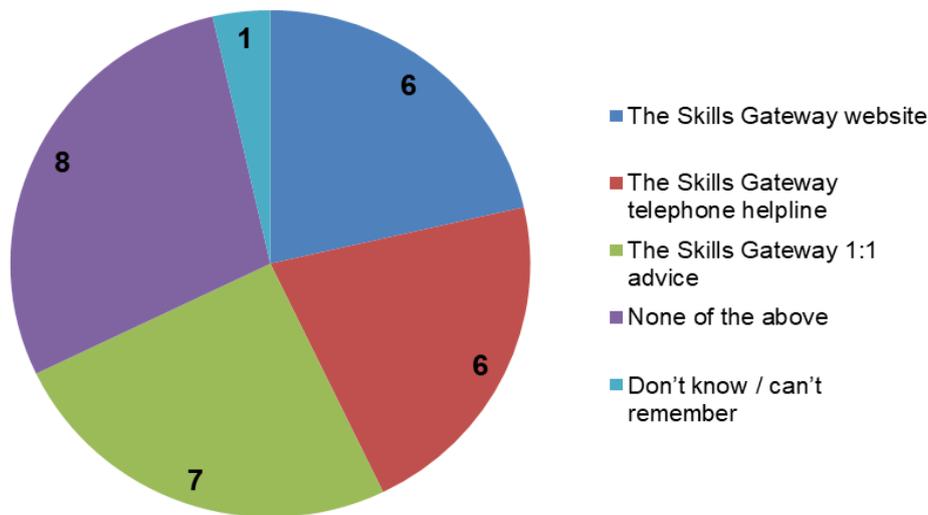
More than 35 responses were linked to skills/training/course funding, and 17 to subjects around recruitment and apprenticeships.

⁴ See paragraphs 2.9 or 3.1

⁵ Question 2: How did you hear about Skills Gateway for Business? (Base: 22)

⁶ Question 5: What were you looking for when you engaged with Skills Gateway for Business? (prompted), Base: 24 multiple answers allowed.

Figure 5: Ways in which respondents have used the Skills Gateway for Business



Source: Miller Research survey of engaged Business (Jan 2018) Base: 24 multiple answers allowed

Bilingual Call Centre

- 3.6 The bilingual call centre function for SGfB was developed under a Service Level Agreement (SLA) with Business Wales, based on an understanding between the departments on a range of delivery mechanisms and dependencies.
- 3.7 Skills enquiry co-ordinators are responsible for acting as the first point of contact for businesses seeking information on skills, training and recruitment. They also provide live chat with online applicants and deliver call-backs to employers to discuss profile results within two days of completion. They have responsibility for recording all activity on the Business Accounting System (BAS).
- 3.8 Key Performance Indicators for the Skills Enquiry Coordinators were agreed for 2017-18, as follows:
- 3080 clients provided with information (from a baseline of 1830)
 - Level of customer satisfaction (to be defined in line with the Business Wales customer satisfaction survey due June 2017).
- 3.9 There were two performance targets, of 360 businesses referred to the face to face skills advisory service and 360 skills profiler conversations or online assessments completed - these applied jointly to the helpline staff and other

sources. According to performance reports for June 2017 (the latest available), 225 skills profiles had already been completed by that time and almost two-thirds of those starting a profile went through to completion.⁷

- 3.10 It was reported that the overall Business Wales helpline receives around 40-50 calls per day, of which six or seven may be skills related. The skills enquiry co-ordinator also takes general Business Wales calls when not busy, which is of benefit to Business Wales.
- 3.11 In terms of objectives, the skills enquiry co-ordinator was clear about the importance of upskilling businesses to meet Welsh Government's policy objectives and of their remit to provide a first point of contact and a referral service for employers.
- 3.12 The initial communications campaign was said to have an effect, driving engagement from businesses – especially with regards to Jobs Growth Wales and apprenticeships. However, it was felt that a more co-ordinated marketing effort would be beneficial. At present the level of call traffic is easily handled by one co-ordinator, reflecting a manageable level of demand⁸.
- 3.13 At the time of this evaluation, only one skills co-ordinator was in post. Two were recruited in March 2017 but one, who had taken responsibility for updating information for the skills enquiry co-ordinators and regional skills advisers to use, had since left. With regard to possible improvements to the service, survey respondents cited they would prefer quick, top level advice and understanding on which courses would attract funding support, or for which they would be eligible at the earliest possible stage i.e. their engagement with the skills enquiry co-ordinator.

⁷ 225 out of 360 recorded to June 2017.

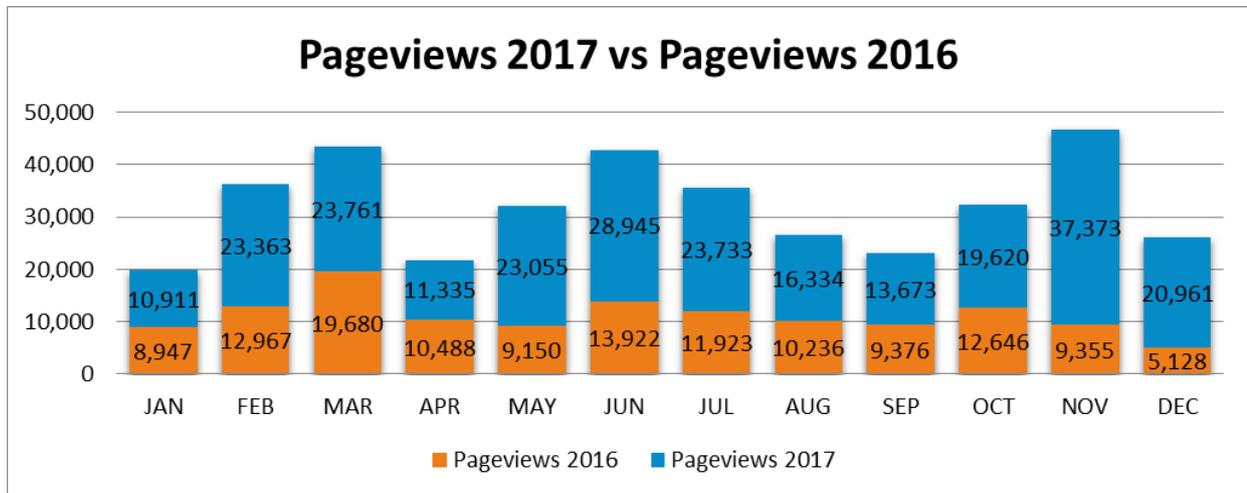
⁸ Skills elements of the calls answered by Business Wales advisers is not recorded, therefore demand may be higher than the evidence suggests.

SGfB Web pages

Website Traffic and Marketing

3.14 The April to May 2017 marketing campaign which aimed to raise awareness of the Skills Gateway for Business is likely to have led to the peak in website traffic⁹. As depicted in Figure the number of page views in November 2017 was significantly more than any other month. An Advertorial on WalesOnline¹⁰ could explain why there is a significant increase in the number of page views in November (nearly 10,000 more than any other month). An online advertorial such as this could be instrumental to building Skills Gateway engagement, with over 20% of those engaged with Business Wales having learnt of it through another website¹¹. The success of these marketing activities indicates a need for more Skills Gateway press, online and social media content as it seems this can drive website engagement, strengthening the recommendations made (see paragraph 5.2).

Figure 6: Monthly Page view Comparison



Source: Employer Campaign web traffic comparison between 2016-2017. Skills Gateway for Business

⁹ Marketing Campaign Evaluation Summary; April-May 2017. Skills Gateway for Business.

¹⁰ 7 Ways Skills Gateway for Business can take your company to the next level. 20th November 2017. Wales Online.

¹¹ Skills Gateway for Business- Skills Development Customer Satisfaction; Wave 2. Question 5. Question Base: 56.

Moderated User Observations

- 3.15 To gain an understanding of beneficiary use and perception of the SGfB website, we undertook a series of moderated user observations. The twenty user observations took place at the business's offices across Wales. The sample spanned several demographics including size, sector and location¹²;

Table 1: Moderated User Observation Sample

Sector	1-4 employees	5-9 employees	10-49 employees	50-250 employees
Tech/Web based	0	4	0	0
Professional Services	1	2	1	1
Recreation	0	0	1	0
Manufacturing	0	2	0	0
Retail	1	3	2	0
Public Service	0	0	0	2

Source: Miller Research

- 3.16 The beneficiaries (businesses) were asked to access the site with a particular business need in mind and explore the website while narrating their thoughts. Following the free navigation users were asked to explore one drop down from the toolbar e.g. Skills Development, and again narrate their journey through that section of the site. During this second activity seven of the organisations were asked to complete the Business Skills Profile. For the final activity beneficiaries were asked to research a topic, e.g. where would you look/go for help if you were considering employing an older person with poor ICT skills to ensure the 'Age of Investment' page has been covered. This allowed the researchers to cover any areas of the site the individual had not looked at through their own journey. During the moderated user observations, the researchers filled out a research framework to ensure detailed notes and full coverage of the website. Further evidence was obtained through an online survey of employers who had previously engaged with some element of the SGfB service¹³. The survey

¹² North Wales – 3 organisations, Mid Wales – 4 organisations, SE Wales – 7 organisations, SW Wales – 5 organisations

¹³ Miller Research survey run from 2 January 2018 to 16 January 2018, sample: businesses who have engaged with SGfB (base: 24).

received 24 responses, of which 25 per cent or 6 respondents had accessed the SGfB website.¹⁴

- 3.17 This report section presents the key messages from the moderated user observations and survey responses. A full breakdown of technical feedback about the webpages can be found in Annex 2: Moderated User Observation Technical Findings.

Visibility of the SGfB webpages

- 3.18 The SGfB webpages, as with the rest of the service, are embedded within existing Business Wales infrastructure. The microsite benefits from being hosted within the Business Wales platform, a “trusted brand” as referenced by the beneficiaries, whilst still having control over its content. Of the six survey respondents who accessed the SGfB webpages, four found them through the Business Wales website¹⁵. When accessing the SGfB pages, beneficiaries expressed some confusion in determining the difference between the sites; Business Wales and SGfB, but were all aware they were engaging with a site offering skills advice and signposting. Beneficiaries thought the lack of differentiation was a positive, as they would prefer seamless support, rather than being redirected to an external organisation. Stakeholders involved in delivery agreed that the creation of a ‘joined-up’ offer of support for businesses was important, and one of the key needs or objectives¹⁶ for the SGfB service.
- 3.19 During the moderated user observations beneficiaries accessed the SGfB pages through a variety of routes, all of which started from the Business Wales homepage. Most beneficiaries selected the ‘Skills and Training’ option, some through typing skills and training in the search bar and a small number selected the ‘More’ tab of the static toolbar and clicked through using the ‘Skills Gateway’ option. Accessing the pages was easy for all beneficiaries; however, those who searched for skills and training or used the ‘More’ tab mentioned that use of the phrasing ‘Gateway’ was misleading. The word ‘Gateway’ tended to conjure the idea of a portal where beneficiaries could log on and store skills information or

¹⁴ Explanation of survey dissemination and response rates can be found in paragraph 2.9.

¹⁵ Miller Research survey run from 2 January 2018 to 16 January 2018, sample: businesses who have engaged with SGfB (base: 24). Question 4: How did you find out about the website? (base: 6)

¹⁶ See logic model. N1 – A single point of contact for business for skills support, Ob1 - Deliver a single engagement, assessment & referral service for employers seeking to access skills support

access online training. The name, however, did not affect whether individuals clicked through. Many reported that the word 'Skills' in the title was persuasive enough.

- 3.20 In a small number of moderated user observations beneficiaries attempted to search for SGfB using a search engine i.e. Google. Many entered in terms such as 'training support North Wales' or 'training programmes Cardiff' in an attempt to find the pages, however SGfB or Business Wales appeared low down in the search options. There may perhaps be a need for search engine optimisation to ensure all potential beneficiaries can access the pages easily and quickly.

Functionality and navigation of the SGfB webpages

- 3.21 Beneficiary opinions on navigation within the SGfB pages varied. Some navigated the site with ease but others, in particular those from web or technology-based organisations, highlighted several potential improvements. In some cases, for example the home page graphics, and some hyperlinks were not clearly marked and had no hover states. The homepage was reported to have lots of content yet was passive, with few stimuli for further exploration. However, each element of the toolbar had better flow and guided the respondents through the appropriate links. Furthermore, beneficiaries reported a lack of consistency in the opening of new pages and reports. Beneficiaries felt that all external pages to SGfB and all reports and pdfs, even if hosted by SGfB, should open in new tabs.
- 3.22 Participants of the moderated user observations felt the 'Skills and Training Programmes' pages were interesting and potentially useful. Though the content was broken up into staffing, workplace skills and leadership, beneficiaries felt there was too much choice and would have preferred routing or filters. One beneficiary compared the current method of finding a programme to an inverted funnel, in that they ended their search with more options than they started with, and believed that beneficiaries should have the opposite experience – that is they should be presented with all of the options, then using a series of filters narrow down their search to end with only the programmes that are relevant to their organisation's needs. This would also filter out the programmes that were considered in low demand by the beneficiaries, some of which were reported to

be in employing and training older people. Many beneficiaries felt they would recruit the right person for the job regardless of age.

Style and Content of the SGfB webpages

- 3.23 After navigating to a page of interest, beneficiaries were asked to feedback on the appropriateness of the style and content. Beneficiaries generally thought that the information was relatively well presented, albeit a little text heavy, and the language used was clear, but written in a typically 'government' style. Beneficiaries felt the pages had more scope for infographics or videos and would benefit from visualisations such as the bubbles on the 'Skills and Training Programmes' page. The information on the pages was reported to appear relevant, up-to-date and appropriate in terms of raising awareness of current campaigns.
- 3.24 Some beneficiaries found the use of acronyms confusing. Throughout the 'Skills and Training Programmes' pages many of the funded schemes use acronyms as they have long names. Using a hover function to provide a quick overview of the programme would alleviate any confusion, especially on the individual programme bubbles and the 'Support in your area' map. Once on these pages the content was considered to be useful and appropriate. Furthermore, the success stories were deemed to be interesting and relevant by the beneficiaries who viewed them. Beneficiaries suggested that they would benefit from a strapline underneath their title, or a brief description, which would appear using a hover function¹⁷ to ensure the story was relevant to the beneficiary and encourage a click through.
- 3.25 In terms of the audience for the microsite, beneficiaries were unsure if there was a clear target. When asked who they thought the site was directed at, beneficiaries tended to suggest all types of organisations including young businesses, well-established businesses, micro or SMEs and large or multinational organisations. Further perceptions were that the site lacked specialist or sector-specific training, despite there being a small number of specialist funded programmes advertised on the 'Skills and Training

¹⁷ Note: Not an available function on all devices

Programmes' pages. Many thought they would have to engage with the helpline or regional advisers to receive that level of support.

- 3.26 In a number of cases employers who participated in the moderated user observations stated they would prefer to fill out the Skills Profile and receive a phone call, or ring up the helpline rather than explore the website. These tended to be busier employers with specific needs in mind who would therefore require a different level of support. Those individuals referenced that contact with another individual or having a 'real person' on the end of the phone was important to them. The opinions of these individuals support the structure of SGfB delivery in terms of its mixed online, helpline and face-to-face offer.

Use of the Skills Profile

Skills Profile Completions

- 3.27 Though the number of page views and visits to the SGfB webpage has dramatically increased over the last year, this has not been accompanied by such an increase in Skills Profile completions. Despite the number of visits to the webpage having more than doubled, the number of Skills Profile completions increased by 42% from 2016 to 2017.

Table 2: Skills Profile Completion Rates

Year	Visits to Skills Gateway webpages	Skills Profile Completions	Number of Skills Profiles completed as a percentage of visits
2016	48,897	228	0.4
2017	115,368	323	0.2
% Increase/ Decrease	136	42	-0.2

Source: Miller Research from Skills Profile Completions

- 3.28 Another metric is the declining rate of Skills Profiles completed as a percentage of visits (Table 2). These webpage visits may include individuals who do not qualify or are not interested in the Skills Profile. As well as individuals who have visited the site several times and previously completed the Skills Profile, thus

depleting the potential for increased profile completions. Therefore, we cannot evidence an exact cause for the fall in the rate of completions.

Moderated User Observations

- 3.29 Many beneficiaries were interested in the Skills Profile, prior to researchers asking them to complete it. Beneficiaries came across the Skills Profile on the website in several ways, although some felt it was not clear enough on the homepage; i.e. there was no static image or feature. Furthermore, starting the profile took longer than expected: Beneficiaries clicked through three times before beginning the profile, and one user in particular commented, “*Do they actually want me to do this?*”. Anecdotally, we understand this is to reduce the dropout rates experienced in previous versions of the Skills Profile where they did not have the introductory pages.
- 3.30 Amongst beneficiaries who undertook the Skills Profile, those not involved in the moderated user observations were sometimes directed to the profile in an atypical manner. The intended initial point of contact, (the website and Skills Profile) is not in practice the first tier of support. Stakeholders involved in delivery reported that most employers are referred to the skills enquiry co-ordinators or regional skills advisers by the Business Wales advisers, who then guide them to the Skills Profile¹⁸. Anecdotally, this is a recent development for SGfB and became more common around September 2017. This route into the SGfB service supports the need for a joined-up service provided to the businesses of Wales outlined in the logic model.
- 3.31 Whilst completing the Skills Profile, beneficiaries fed back their opinions on the style and content of the questionnaire. The beneficiaries generally found the profile easy to complete. Three main points were highlighted throughout the observations:
- introductory text on each page is long and could be shortened
 - the rating scales were inconsistent from question to question

¹⁸ Out of 11 survey respondents who engaged with a skills enquiry co-ordinator, 5 were signposted to the Skills Profile. Miller Research survey from 2 January 2018 to 16 January 2018, sample: businesses who have engaged with SGfB (base: 24). Question 10: Did the adviser signpost you to the Skills Profile? (base: 11)

- the outcomes question was difficult to answer – employers felt it was difficult to prioritise three choices.

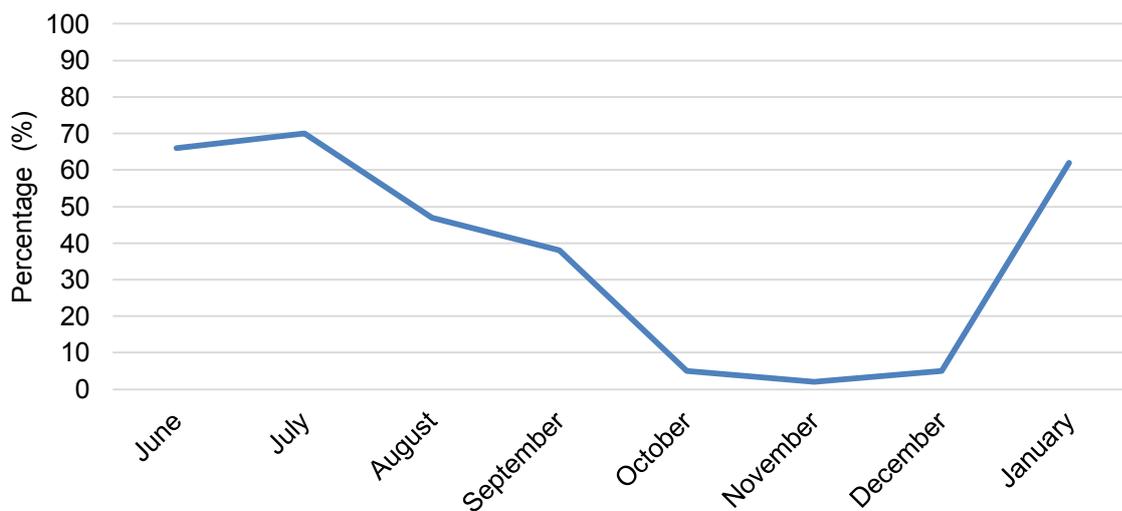
As discussed in the key findings presentation, these issues are being currently addressed by the Skills Gateway team.

- 3.32 Overall the time taken to complete the profile was deemed appropriate, taking six to seven minutes on average. Initial expectations were that the profile would take much longer. The progress bar, highlighting the fact that the first page was step one of nine, was seen as a little off-putting, although the questions were easy to complete, and beneficiaries felt the instantly-generated report made the effort worthwhile.
- 3.33 The completion reports received after the moderated user observations were valued by most employers for offline, independent use and several stated they would be useful when planning their internal staff training and development.
- 3.34 Though the scope of the moderated user observations did not cover the follow up calls received by employers, views of survey respondents and stakeholders involved in delivery were collected and monitoring data analysed. Many beneficiaries thought it was difficult to arrange call-backs and would benefit from improvements in the live chat function to book in either a session with a regional skills adviser or a scheduled call from a skills enquiry co-ordinator. Of the ten survey respondents who completed the Skills Profile, none had a follow up call but five received a personalised email¹⁹.
- 3.35 From the graph (Figure 7) we can see that the call back rate for those referred to the Skills Provision drops significantly from October to December 2017. With the documents made available to us, it is unclear as to why this decrease occurred. However, the number of Skills Enquiry Co-ordinators dropped from two to one during this time, indicating a significant increase in workload and a decrease in the capacity to engage in call backs. To accompany this, the lack of call backs to our survey respondents suggests that the call back model is not being carried out consistently in practice, supporting the conclusion that call backs did not take place (see paragraph 4.11). Given that the qualitative engagement revealed a large number of calls went unanswered, there seems to be a small

¹⁹ Miller Research survey from 2 January 2018 to 16 January 2018, sample: businesses who have engaged with SGfB (base: 24) Question 13: Did you have a follow up call or email from a skills enquiry co-ordinator? (base: 9)

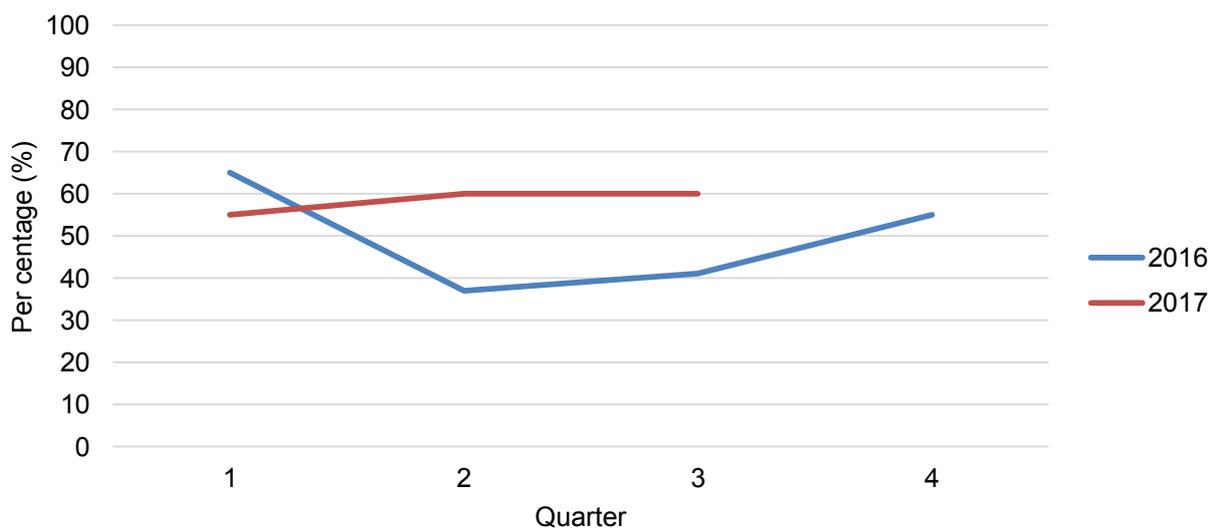
amount of direct contact between Skills Enquiry Coordinators and individual businesses. The lack of direct communication between Skills Gateway Enquiry Coordinators and businesses does not impact overall engagement with the Skills Profile. This is evidenced within Figure 8 where the completion rate stays at the same level during quarter three despite the dip in call backs. Skills Profile completions have also been consistently higher during 2017 than 2016, indicating improvement.

Figure 7: Percentage of call backs following Skills Profile completions



Source: Miller Research from Annex 5 Skills Profile Call Backs, 2017-2018

Figure 8: Skills Profile Completions as a Percentage of Referrals



Source: Miller Research from CPMS Summary

3.36 Despite these indications of a lack of contact with businesses, satisfaction levels remain high. This is supported by recent Business Wales survey results where 88%²⁰ of those that accessed skills support would recommend the service. Some stakeholders involved in delivery of the SGfB service were unsure of the true aim of the Skills Profile. There was debate over whether it was to draw people into SGfB support or whether it is a diagnostic tool, to provide concrete advice and a conclusion to SGfB support for some businesses. During the moderated user observations, the employers voiced similar opinions. Some were unsure if they had been given enough information to access skills programmes without any further support, but some felt they did not require further contact. A number of stakeholders believed the profile had ‘digitised a conversation’ and did not provide enough information for regional skills advisers to make firm decisions regarding signposting needs. The regional skills advisers neither agreed nor disagreed with this statement. Anecdotally, the regional skills advisers tended to compile a list of initial recommendations from the profile completion, then discuss these in depth with the client and add more detail or specific recommendations as required.

Satisfaction with online, telephone and face-to-face services

3.37 Survey respondents from both the Miller Research survey and the Business Wales Customer Satisfaction Survey mostly obtained what they were looking for when engaging with SGfB²¹, and the ones who did not, cited lack of eligibility or funding availability for the training course they were hoping to undertake. There might be a lack of understanding of what SGfB services can or cannot deliver, and survey responses suggest that businesses expect SGfB to offer more than a signposting service, such as helping them getting onto a funded training course, perhaps. This reflects the idea of the ‘one-stop-shop’ for businesses looking for skills support.

²⁰ Skills Gateway for Business- Skills Development Customer Satisfaction; Wave 2. Question 14. Question Base: 58.

²¹ Miller Research survey from 2 January 2018 to 16 January 2018, sample: businesses who have engaged with SGfB (base: 24) Question 6: Did you obtain what you wanted? (base: 24) 14 responded yes Business Wales Customer Satisfaction Survey Wave 2 Q11c Business Wales website provided me the support I required (base: 47) 72% Satisfied

- 3.38 About half of the respondents (11) contacted the helpline, and half of them received help from the skills enquiry co-ordinator at that time; the rest commented on limited help available on the spot.
- 3.39 Whether via the helpline or directly via the website, ten respondents had completed the Skills Profile²² following their engagement with SGfB. Four found the report obtained after the completion 'not at all helpful' and another four 'a little helpful' with one respondent saying that it was 'extremely helpful'. The main reason given was that the information was not relevant to their business.
- 3.40 One respondent mentioned, "*I was given information on areas I could be supported via upskilling as I had been scored as eligible, however, that turned out to not be the case.*"
- 3.41 This may also have been due in some cases to the advice contradicting the answers which employers gave, which occurred both in the observation reports and amongst those received by survey respondents. This was particularly common when employers had reported they had very good Welsh language capabilities or did not need Welsh language capabilities. The reports tended to offer Welsh language courses and show a need for further Welsh language training. Further issues with the reports received by survey respondents included a lack of relevance to their business and ineligibility to the courses recommended.
- 3.42 Five respondents reported having received an email from a skills co-ordinator after completing the Skills Profile.

Employer Action following support from SGfB

- 3.43 Most respondents to the survey took some action following the advice they received from the regional skills adviser. Participants found that SGfB helped them most in increasing their access to skills information (10 mentions) and their awareness of skills opportunities (9)²³, but did not feel that it had helped them in increasing levels of staff training.

²² Out of 24 answers. Question: What did you think of the report you obtained on completion of the Skills Profile? Choice of answer Not at all helpful, A little helpful, Somewhat helpful, very helpful, extremely helpful.

²³ Question 17: To what extent do you think that Skills Gateway for Business has helped your business in each of the following areas: Increased staff training, increased awareness of skills opportunities, increased

- 3.44 Some of the best elements of the SGfB service cited by respondents were around the advice received²⁴, the signposting and the speed of response²⁵; however, some stated that the service had not helped them with their specific needs, either because there was no support available or because they were not eligible.
- 3.45 The evaluation reports, completed²⁶ during the follow up call done by the regional skills advisors approximately six months after their intervention²⁷, show high levels of satisfaction amongst the businesses vis a vis the advisor they engaged with. Similar results were also found in the Business Wales Customer Satisfaction Survey, with 93 per cent of respondents satisfied with the advisors helpfulness and level of knowledge/expertise²⁸. Most of the comments focus on their professionalism, helpfulness and satisfaction with their manner and the help and advice offered. However, out of the 18 evaluation reports received only a small portion of the businesses had taken action following their meeting with their skills advisor. Some were in the process of recruiting or being signposted to training, but a significant number did not do anything citing unsuitability of the training offered when researched in more detail, changes in circumstances and the lack of funding for relevant training.

Accessibility of the skills and employment support programmes

Suggested improvements to the SGfB helpline

- 3.46 Some of the improvements suggested by respondents were around the skills enquiry co-ordinators being aware of which training courses are funded, the eligibility to get a grant or funding and being able to answer their questions in

skills level of my workforce, increased to skills information- Answer choice: Not increased at all, increased a little, increased moderately, increased considerably, increased a great deal.

²⁴ Business Wales Customer Satisfaction Survey Wave 2 Q14 Overall quality of the advice I received (base: 58) 91% Satisfied

²⁵ Business Wales Customer Satisfaction Survey Wave 2 Q11b I got the help I wanted quickly (base: 58) 83% Satisfied

²⁶ We were sent 18 reports by the client

²⁷ It is not expected that all businesses will complete a client evaluation form, as in some cases they are not appropriate for the type of support received. There is not a set timescale for completion of the evaluation reports.

²⁸ Business Wales Customer Satisfaction Survey Wave 2 Q10a Thinking about your last contact with the Business Wales service, I'd like you to think about the person who dealt with you. How satisfied or dissatisfied were you with this person's...Helpfulness? (base: 56) 93% Satisfied. Q10b Thinking about your last contact with the Business Wales service, I'd like you to think about the person who dealt with you. How satisfied or dissatisfied were you with this person's...Helpfulness? (base: 56) 93% satisfied

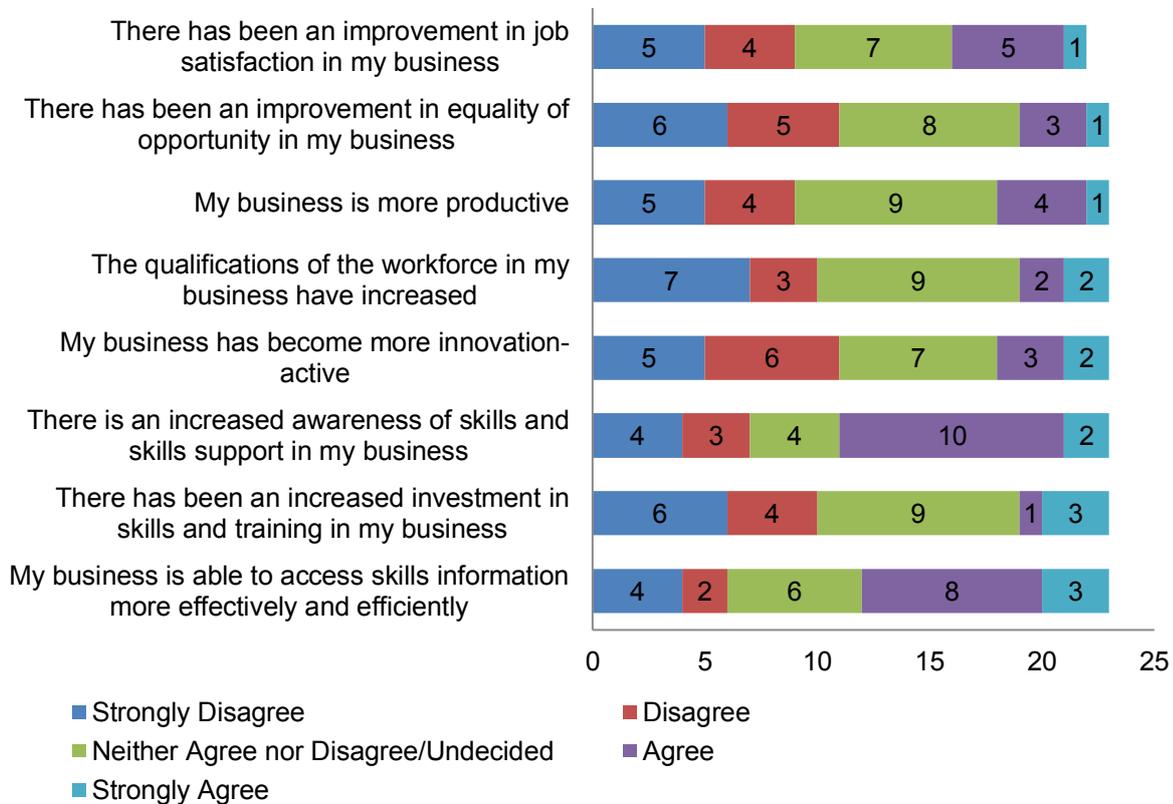
more detail. In addition, they highlighted the need for the service to be promoted more and that the website could have direct links to relevant training courses with their costs. This was supported by findings from the Business Wales Customer Satisfaction Survey, as none of the respondents heard of SGfB in the regional press and only 9 per cent through an email from Business Wales or Welsh Government²⁹.

Overall benefits of the SGfB service

- 3.47 Finally, respondents were asked to reflect on some statements and whether their engagement with SGfB had had some effect on their business.
- 3.48 The most positive outcome cited by 12 participants was an increased awareness of skills and skills support for their businesses, along with the ability to access skills information more effectively and efficiently (11) see Figure .
- 3.49 Respondents who have used the service, in general, have benefited from it, although not all their expectations were met. This could be because they were looking for information and/or advice not provided by SGfB, such as courses they were not eligible for as mentioned in the client evaluation forms, but it could also be because the service might not have been tailored sufficiently to their needs.

²⁹ Business Wales Customer Satisfaction Survey Wave 2 Q5 How did you first hear about the Business Wales service (base: 56) 0% Regional/Local press, 9% Email from Business Wales/Welsh Government.

Figure 9: The extent to which respondents agree with the statements, following their engagement with SGfB (number of responses)



Source: Miller Research survey of engaged Business (Jan 2018) Q22. Base: 23, multiple answers allowed

Value for Money

3.50 It is unfeasible to provide an overall assessment of the value for money provided by SGfB, especially in the absence of recent output information (latest June 2017). SGfB will be undertaking an internal value for money assessment. However, in terms of the available alternatives, it would seem that the approach taken, of ‘piggy-backing’ onto the existing Business Wales call centre is an attractive choice as regards fixed operational overheads. Our estimate, based on evaluations of other public-sector advice lines would be that this may have achieved up to a 50 per cent saving on alternative approaches involving office and telephony setup and maintenance. Overall value for money, however, would be maximised by matching demand to the capacity of the service and so SGfB may wish to consider increasing marketing activity to drive further demand for the service.

4. Conclusions

- 4.1 In the discussion on the background to the service, **it was clear that SGfB is aligned with its policy drivers**, aiming to support businesses to improve their labour market position through upskilling their existing workforce and recruiting the appropriate staff.
- 4.2 The delivery of the service is lean on cost. **Integration with existing infrastructure of Business Wales and Growth Partnership Wales means delivery has an efficient structure.** As SGfB is so embedded externally -in terms of the website and helpline (therefore driving traffic to SGfB), and internally - in terms of the hosting arrangements, beneficiaries tended to view the service as an extension of or branch within Business Wales. Beneficiaries were positive about the perceived seamless service as SGfB seemed part of an already “trusted brand”.

Awareness

- 4.3 Of the non-engaged businesses who were aware of SGfB, they had mostly **found out about the service through Business Wales**. The engaged businesses tended to be **referred to the service by Business Wales advisers** or had navigated to the site through the Business Wales website.
- 4.4 **The SGfB service is currently not widely or frequently marketed.** When campaigns do take place, they are not targeted to individual networks³⁰, regions or sectors. Targeting campaigns around funded programme or specific priorities, e.g. delivering 100,000 apprenticeships³¹, may ease issues of ineligibility and relevance of information and therefore help to manage client expectations. It would also be beneficial to try and increase demand for the service through marketing and promotion, due to the ability of the service to quickly and efficiently support businesses, i.e. through the detailed online information.

³⁰ For example, to organisations in a specific sector, stage of growth, size or location.

³¹ Prosperity for All: the national strategy, Welsh Government, 2016-2021

<http://gov.wales/docs/strategies/170919-prosperity-for-all-en.pdf>

Satisfaction and effectiveness of the service

- 4.5 **The quality and amount of information on offer was also seen as a positive** by stakeholders and beneficiaries. The content on the website is extensive and detailed, and is seen as a 'one-stop-shop' for skills advice. Stakeholders involved in management were of the opinion that the regional skills advisers needed to provide more detailed information and advice, as opposed to guidance. This seemed to be the case already, as regional skills advisers prepare and deliver tailored advice to each organisation. The issue at hand seemed to be reporting arrangements, more detail provided in section **Error! Reference source not found..**
- 4.6 **Busier employers tended to find the quantity of information on the website daunting.** They were more interested in completing the Skills Profile and receiving a call or contacting the helpline. They were of the opinion they would receive tailored support faster this way.
- 4.7 **Most of those who engaged with the SGfB service were pleased with the advice given.** The small number who were not happy mainly cited factors such as lack of funding or that they were ineligible for their programmes of interest. This may have been due to a lack of understanding of the aims of the service being signposting and advice, as opposed to providing employers with training directly (apart from e-learning through BOSS).

Comprehensiveness of the service

- 4.8 **Overall, the advice provided by the regional skills advisers was deemed to be of a high quality.** Stakeholders involved in delivery were impressed with the level of advice the regional skills advisers gave their clients, however some management of expectations may be needed in terms of what employers expect from the service. Though the primary offer is information on funded programmes, advisers believe that offering advice on all available courses relating to their business need, regardless of whether they are funded is important. Beneficiaries were of the opposite opinion and were not pleased when presented with courses that required them to pay or that they may be ineligible for. Regional skills advisers use networking to maintain current

knowledge of training and skills programmes and maximise the usefulness of their advice to beneficiaries.

Satisfaction and effectiveness of the Skills Profile

- 4.9 **The Skills Profile, though easy to complete and relatively short, could benefit from additional tailoring.** Users were unsure of its relevance to their business and felt if it had been sector specific or designed to include more specialist questions it would have been of more use. Furthermore, beneficiaries were unaware of how to access BOSS courses from the Skills Profile reports. Many were recommended to look at BOSS courses relating to softer skills such as presentations or communication. However, as use of BOSS requires registration with Business Wales beneficiaries were unable to access them.
- 4.10 **The Skills Profile completion reports were met with mixed reviews.** The survey respondents felt they were not very helpful, whereas those who participated in moderated user observations were pleased with their content and valued them to inform their internal training programmes. In some cases, the COBRA generated reports provided contradictory or incorrect advice, such as a requirement to undertake Welsh language courses when the organisation was fully bilingual.
- 4.11 **Call-backs following the completion of the Skills Profile often did not take place.** Most received a COBRA generated email providing them with additional advice.

Actionable advice and impact of skills investment

- 4.12 **Despite undertaking a full 18 months of delivery, few client evaluation forms have been completed.** Therefore, measuring the outcomes and impacts of service users who received support from the regional advisers is beyond the scope of this evaluation. Of those who completed an evaluation form, only a small number have acted on the advice received.

4.13 **There is a further difficulty in assessing longer term outcomes and impacts**, as they are very reliant on externalities. SGfB is an advice and signposting service, providing information on available programmes and recruitment support. SGfB does not have control over the quality of the programmes or their intended benefits. Therefore, it is hard to make a judgement on a number of the impacts expected for the service. The logic model should therefore have tested the assumption that the actions described would deliver the desired impacts.

5. Recommendations

Awareness

- 5.1 Based on the opinion of stakeholders involved in delivery and management of the service, we suggested **a review of the purpose of SGfB**. There has been suggestion that the service may need to **focus on either broad awareness-raising or deeper intervention with a smaller number of organisations**. It can however be argued that the organisations most in need of support would be those less likely to seek it and therefore a combination of awareness-raising and intensive support is beneficial.
- 5.2 **Raising awareness of the service amongst businesses is important.** Many of the beneficiaries engaged through the 20 moderated user observations had not previously heard of SGfB but were interested in its content and felt the service was useful to them. As much of the service is offered online, SGfB should therefore undertake promotional activities via social media. By using a dedicated SGfB social media account or raising the profile of SGfB on the Business Wales profile, SGfB could organise targeted campaigns to link up with existing networks and wider promotion for those not involved in networks and to ensure they are reaching the 'unengaged' audience.
- 5.3 **Employers also need to be aware of the 'human' elements of the service.** Some organisations do not engage with social media, as reported in the moderated user observations, and therefore alternative forms of promotion and engagement are recommended such as through networking events, in newsletters, a radio campaign or wider advertising.
- 5.4 During promotion, **SGfB needs to be clear on the type of service it is offering**, that of advice and signposting rather than funding or provision. This would help to manage employer expectations.

Skills Profile use

- 5.5 While the number of completions of the Skills Profile is rising, further work on defining its aim would encourage employers to undertake the questionnaire. **The Skills Profile needs to have one clear aim.** This can be that of a promotional

activity, focussed on engaged employers into the service. Or the profile needs to ask more detailed and sector specific questions to fully assess the needs of the employers and enable it to provide them information on funded programmes they are both eligible for and that are relevant.

- 5.6 As per the survey, none of the employers who had undertaken the Skills Profile received a phone call from the skills enquiry co-ordinator to discuss their results, receive further information, or be referred onto a regional adviser³². **The procedure for ensuring call-backs therefore needs to be improved.** SGfB could potentially introduce a chat-bot function which would pop up once the individual has completed the Skills Profile and ask to book in an appropriate time for the skills enquiry co-ordinator to contact them.

Website

- 5.7 A number of users, though pleased with the detail in the content on the website, struggled with the amount of information and therefore found it difficult to find potential courses relevant to them. **Introducing filtering or routing on the Skills Development page** would make it easier for employers to find sector specific, funded courses available to them in their local area.

Evaluation

- 5.8 **Evaluation procedures need to be fully implemented across the skills enquiry co-ordinators, regional skills advisers and Skills Profile completions.** Tracking employers post-intervention should include those who had undertaken the Skills Profile and received advice from the skills enquiry co-ordinator. Inclusion of an additional question about satisfaction of the profile would provide the SGfB team with continuous, up to date feedback on its structure, layout and usability. Mechanisms for wider evaluation such as encrypted satisfaction surveys sent to beneficiaries within a few months of their engagement with the service should be considered.

³² Miller Research survey from 2 January 2018 to 16 January 2018, sample: businesses who have engaged with SGfB (base: 24) Question 9: Did you have a follow up call or email from a skills enquiry co-ordinator? (base: 9)

Annex 1: Evaluation Framework

		Evaluation Question (Section)	Evaluation Question	Data Type	Data Source	Indicator	Overall Target (by project close)
Policy drivers							
What are the key policies driving the rationale for SGfB? The key policy drivers are...							
P.1	Skills Implementation Plan	How does SGfB meet the needs of current policy?	How well does SGfB align with government and agency priorities?	Qual	Desk research Interviews with stakeholders (WG, BW)	n/a	
P.2	Economic Prioritisation Framework		To what extent are these policy goals realistic?				
P.3	Welsh Policy statement on Skills						
P.4	WFGA						
P.5	Prosperity for All' report (2017)						
Needs							
What is the need for SGfB? There is a need for/to...							
N.1	A single point of contact for business regarding skills support	Do these needs justify SGfB intervention?	How would you define the need for SGfB?	Qual	Interview with strategic stakeholders and desk research	n/a	
N.2	Develop a skills system to deliver joined-up employment		To what extent does SGfB align to these identified needs?				
N.3	Develop skills that employers value		To what extent do these needs justify the SGfB?				
N.4	Develop skills for jobs and growth						
N.5	Develop skills that response to local needs/reduce skills gap						

Objectives						
What change is SGfB trying to achieve?						
OB.1	Deliver a single engagement assessment and referral service for employers to access skills support	Do these objectives address the needs?	How would you define the SGfB objectives?	Qual	Interviews with strategic stakeholders	n/a
OB.2	Develop a future of innovation & high quality provision in the delivery of skills		To what extent are these the correct objectives? How can they be measured?		delivery team	
OB.3	Increase employability		To what extent do the objectives address the need/policy goals underpinning SGfB?		and desk research	
OB.4	Increase the uptake of apprenticeships by businesses		Are there additional objectives that SGfB should be seeking to achieve?			
OB.5	To reduce skills gaps and increase skill levels		To what extent is SGfB expected to increase the uptake in apprenticeships?			
OB.6	Raise quality of service delivered (for skills)		To what extent is SGfB expected to increase e-learning?			
OB.7	Increase e-learning		How many businesses is SGfB expected to engage?			
OB.8	To engage with businesses					
Inputs						
What is SGfB inputting in order to achieve the objectives						
I.1	Website: LMI info, Skills Profile, recruitment support service	Does SGfB have the necessary inputs/resources to achieve its objectives?		Qual / Quant	Interviews with strategic stakeholders	n/a
I.2	Skills and knowledge of advisers		How well do the knowledge and skills of the SGfB team align to the objectives?		delivery team	
I.3	Project Delivery Team		Is the amount of time / effort assigned to SGfB sufficient for it to achieve its objectives?		and desk research	
I.4	Apprenticeship referral service on website		How effectively is the SGfB integrated with other activities/initiatives aimed at supporting businesses in Wales?		monitoring data	

I.5	Asset building and equipment BW helpline		Are the infrastructures and equipment available suitable to deliver the objectives?				
I.6	Management of the project/finance (budget?)		To what extent are the management and governance structures for SGfB appropriate?				
I.7	Availability of BOSS skills-based courses		Is there sufficient demand from businesses to enable SG4B to achieve its objectives?				
I.8	Marketing and communications plan		Are the communications and marketing arrangements suitable for SGfB to achieve its objectives?				
I.9	Monitoring and evaluation processes		Does the SGfB team have the necessary technology and facilities for SG4B to achieve its objectives?				
I.10	? Funding		Is the budget sufficient for SGfB to achieve its objectives?				
Activities							
What is SGfB doing with the inputs in order to achieve the objectives							
A.1	Develop of website and update	Are these right activities to achieve the objectives?	How is the delivery team developing the website?	Qual / Quant	Review of Operation Documentation & Key Stakeholder Interviews and moderated user observations	# of visits to skills gateway webpages -	2500 per month from April17- March18, 30,000 total
A.2	Develop and maintain Skills Profile		How is the maintenance of the Skills Profile undertaken?			# of businesses completing Skill Profile	30/month 360 per year
A.3	Produce Skills Profile Report		How is SGfB producing the Skills Report?				
A.4	Call back /face to face visit from adviser		What service is delivered during the call back? How could the service be improved?				
A.5	Contact sent to National Training Federation Wales		What service is delivered during the face to face visit? How could the service be improved?				

A.6	Helpline inquiries		What service is delivered via the helpline?			# of referrals to skills provision -	30 per month from April17- March18, 360 total
A.7	Skills Development Guidance inc BOSS		How does SG4B signpost businesses to skills developments/training?				
A.8	Marketing campaigns and promotional material		What marketing activities are undertaken to promote the SGfB?			# of visits to twitter profile -	500 per month from April17- March18, 6,000 total
A.9	Collection of monitoring data and progress reports		What data are collected? How is this data used?				
Outputs							
What is being produced by SGfB' s activities?							
OP.1	# of visits to the website # of visits to twitter profile	How well do these outputs relate to the SGfB activities and objectives?		Qual / Quant	Operation Documentation & Evaluation Interviews / surveys		Target: 2500/month, 30,000/year Twitter: 500/month, 6,000/year
OP.2	Data on current skills requirements of businesses (from Skills profile)		How are the data obtained used by SGfB?			training and recruitment needs	30 businesses/month
OP.3	Signposting to training options		How is the signposting to training designed?			report filled by advisers	
OP.4	Development of Training Plan		How are the training Plans developed by the advisers?			Regional Skills Advisers- Development Plan template	
OP.5	Businesses helped to find suitable recruitment service		How does SGfB monitor the number of businesses helped to find a suitable recruitment service?				
OP.6	Signpost to Skill Profile (Skills Profile completed 30/months, 360/year)		How well does the signposting to the Skills Profile relate to SGfB activities and objectives?			businesses filling the Skill Profile following the helpline call	
OP.7	Funded Skills Programme info						
OP.8	Increase awareness of the SGfB service (30 referrals/month, 360/year)		How well does the increase of awareness of the SGfB relate to SGfB activities and objectives?			referral to SGfB by other org.	
OP.9	Evaluator						

Outcomes						
What are the short and medium-term results from these outputs						
OC. 1	Businesses can more effectively and efficiently access skills information	Are these the best outcomes to determine if SGfB will achieve its objectives?	To what extent are businesses able to access skills information more effectively and efficiently, as a result of engaging with SGfB?	Qual / Quant	Businesses interview	
OC. 2	Develop skills-based courses to meet requirements		To what extent do the skills-based courses developed meet the requirements set by SGfB		# of skilled-based course developed (BOSS)	
OC. 3	Increase in staff training		To what extent has SGfB helped to increase staff training?		# of skilled-based course undertaken	
OC. 4	Wider appreciation and awareness of skills and skills support		To what extent has the number of visits increased the awareness of skills and skills support?		# of visits of the website	
OC. 5	Recruit staff with the right skills					
OC. 6	Increase knowledge of skills opportunities (apprenticeship, >50 years age and investment)		To what extent the increase of knowledge of skills opportunities can be linked to SGfB?		# of training undertaken	
OC. 7	Increase skill levels		To what extent have the skill levels increased?		increase of qualifications levels of NQF	
OC. 8	SGfB is known as one stop support for businesses in terms of skills		To what extent has the marketing campaign contributed to SGfB being known as one stop support for businesses in terms of skills?			
OC. 9	Evaluation report					
Impacts						
What are the long-term results from these outputs?						
IM.1	Increase in number of innovation-active businesses	Will these impacts address the operation's objectives	How will SGfB lead to an increase in innovation-active businesses? To what extent has this happened?	Qual / Quant	Community innovation Survey BIS	% of businesses which are innovation-active
IM.2	Increase in investment in skills and training		How will SGfB lead to an increase in investment in skills and training?			

IM.3	Increase in qualified workforce		How will SGfB lead to an increase in qualified workforce?		Annual population survey (% of adult)	% of qualifications levels of NQF	
IM.4	Increase productivity		How will SGfB lead to an increase in productivity?		ONS regional Economic Analysis: Sub regional productivity indicators	Increase in GVA p/h?	
IM.5	Higher skills economy		How will SGfB lead to higher skills economy?		Annual population survey	% in employment	
IM.6	Equality of opportunity in the workplace improves		How will SGfB lead to improvement of equality of opportunity in the workplace?		Labour force, ONS	% in employment on permanent contracts (or not seeking)	
IM.7	Increase in job satisfaction		How will SGfB lead to higher job satisfaction?		National Survey for Wales	% moderately or satisfied with job	
IM.8	Lessons learnt and added value of the project						

Annex 2: Moderated User Observation Technical Findings

Route/Page type	Microsite Page	Priority One	Priority Two
General Website Improvements	Overall, there is a need to clarify the role of the SGfB website, increase awareness and condense the content of text heavy webpages.	<ul style="list-style-type: none"> • Synthesise the content by setting filtering options to reduce the amount of information presented to each user. The aim of this is to allow individuals to find what they are specifically looking for. • Engage in social media advertisements and target promotion to improve awareness of the website. For example, produce promotional activity which can be distributed by banks, as all small businesses engage with these entities. • Emphasise the key selling point; the information is free, and skills training is potentially free. By detailing what can be gained users will better understand the service. 	<ul style="list-style-type: none"> • Amend all hyperlinks to other documents, websites and articles to open in a separate tab from the Skills Gateway.
Homepages	Business Wales home page	<ul style="list-style-type: none"> • Amend the search conditions so that searches such as 'skills and training' take you to the SGfB site. 	

	Skills Gateway homepage	<ul style="list-style-type: none"> • Create a description of SGfB alongside the title, explaining what the service offers and how businesses benefit from it. • Make the toolbar clear and more prominent. 	<ul style="list-style-type: none"> • Change the bullet list into a moving slider. • Reduce the speed of the moving slider. • Incorporate a link to Twitter on the homepage. • Move the success stories closer to the top of the page.
Red Toolbar/ menu		<ul style="list-style-type: none"> • Amend the homepage slider so that users can select either the picture or the text to click through. 	
Homepage toolbar			<ul style="list-style-type: none"> • Make the toolbar more consistent by having a sub menu for each.
	Skills News	<ul style="list-style-type: none"> • Make the Business Wales events finder more prominent. 	<ul style="list-style-type: none"> • Assign the blogs to another page as they are not news. • Amend the content on the page so that it is less chaotic and varied, for example emphasis one element a month such as PR.
	Business Skills Profile	<ul style="list-style-type: none"> • Make the Skills Profile more prominent on the homepage. • Make the questions more specific. 	<ul style="list-style-type: none"> • Clarify the option for 'other' within the business type section of the profile. • Add a description to the Skills Profile to aid clarity and create a strong distinction between of 'Learning' and 'organisational development'. • Create drop down options within the staffing questions.

			<ul style="list-style-type: none"> • Eliminate the step count within the Skills Profile, as progression can be seen through the tick boxes on the sidebar. • Create an instant feedback page.
	Skills Development		<ul style="list-style-type: none"> • Include links to external relevant sources on this page.
Link from Skills Development page	Starting your business	<ul style="list-style-type: none"> • All businesses are interested in finance, therefore this should be the top priority on the page. 	
Homepage toolbar	Skills funding and support	<ul style="list-style-type: none"> • Change the order of the toolbar so that users find the support that they need first, then support in your area. 	<ul style="list-style-type: none"> • Address the technical issues that can occur with the bubbles.
	Support in your areas	<ul style="list-style-type: none"> • Once users click on your area- the list of options needs explanation – categorise them or group thematically. 	<ul style="list-style-type: none"> • Make the hyperlink clearer and more prominent as this section is useful to users. • Increase the size of the map to ensure that it is clear.
	Staffing		<ul style="list-style-type: none"> • Reduce the number of bubbles around the three main topics to make the information more succinct. • Change the description on each option as they are currently unclear. • Include an area which addresses staffing problems.

Link from Staffing page	Apprenticeships	<ul style="list-style-type: none"> Move the 'Is my business eligible' section to the start of the page, as this is something users need to know initially (applicable to all programme pages). 	<ul style="list-style-type: none"> Add a summary under each success story picture, allowing people look into the ones that may interest them. Make the page more interactive through the implementation of aspects such as pop-ups. Make the content of the page more succinct, possibly through the use of bullet points.
	Jobs Growth Wales	<ul style="list-style-type: none"> Change the tagline of the bubble. The second sentence on the page is a possible suggestion. ("Take on an unemployed person and we'll help meet"). 	
	ReAct		<ul style="list-style-type: none"> Make the Information on the page more succinct by using bullet points.
	Access to Work		<ul style="list-style-type: none"> Make the format more dynamic and interesting.
	Active Inclusion Wales		
	Business Class	<ul style="list-style-type: none"> Re-organise the content of the page so that it is clearer to the user. 	<ul style="list-style-type: none"> Make the format more interesting.
	GO Wales - Achieve through Work Experience	<ul style="list-style-type: none"> Change the title 'Go Wales' to something that is more relevant to the function. This title doesn't portray the service. 	

	Upskilling at work		<ul style="list-style-type: none"> • Make the description clearer. • Include more visuals such as videos.
Homepage toolbar	Recruitment support	<ul style="list-style-type: none"> • Rename the page to 'recruitment organisations' as the page only refers you to such entities. • Promote the free analysis as this would be greatly beneficial to businesses. • Make it clearer that there are programmes available to support recruitment. 	<ul style="list-style-type: none"> • Add visualisations/infographics to the page. • Include contact information for recruitment support within this page.
	Labour Market Information		<ul style="list-style-type: none"> • Update the information so that references do not become outdated.
Need Help? Function		<ul style="list-style-type: none"> • Make the live chat function clearer, users thought it was a cookies warning. 	<ul style="list-style-type: none"> • Amend the colour of the chat function so that it aligns with and compliments the website.

Annex 3: Surveys of engaged and non-engaged businesses English and Welsh

Questionnaire for Businesses which have not engaged

Skills Gateway for Business

1. Have you heard of Skills Gateway for Business?

Yes

No

IF YES AT Q1

2. How did you hear about Skills Gateway for Business?

Business Wales adviser

Through a colleague / through my workplace

Family member or friend

Television, radio or newspaper

Social media

Other (please specify)

Don't know / can't remember

3. Have you ever been on the Skills Gateway for Business website?

Yes

No,

IF NO AT Q1

4. What would you expect this service delivers?

(Open text response)

(New page)

Skill Gateway for Business is a support service funded by Welsh Government which was created following the launch of the Policy Statement on Skills in 2014.

Skills Gateway for Business is a branch of Business Wales offering advice and signposting on skills, training and support for businesses in Wales.

The Skills Gateway for Business service is offered through a website, the Business Wales helpline and a face to face service.

5. Considering the above priorities, what information and support would be useful to you and your businesses? Please select any that apply

- Help with training
- Recruitment support
- Help with skills development
- Availability of funding for development, training
- Labour market information
- A Skills Profile assessment to help businesses evaluate the training needs of their workforce
- Information about apprenticeship possibilities
- Information on wage subsidies for recruitment
- Information on starting a business
- Information on how to upskill the workforce.
- Information on the Regional Skills Partnerships
- None of the above

6. What other skills support (if any) would be useful to you and your business?

(Open text response)

New page

7. The Skills Gateway for Business website includes a Skills Profile Assessment to help businesses evaluate the training needs of their workforce. Would this tool be of use to you and your company?

Yes,

No,

Don't know.

Please explain your answer. (Open text response)

8. Would you consider using the Skills Gateway for Business website to get help recruiting for your business?

Yes,

No,

Don't know.

Please explain your answer. (Open text response)

New page

9. Do you have any further comments about skills Gateway for Business?

(Open text response)

Demography

Name of business

Geographic location – first part of post code

Size of business: 0-9 / 10-19 / 20-49 / 50-100 / 100+

In which year was your business established? (Select from drop-down list) 2017 to 2000 and before

Type of business sector

SIC code

For more information about Skills Gateway for Business please visit:

<https://businesswales.gov.wales/skillsgateway/>

Thank you for participating. Your responses will feed into an evaluation report which will be published on the Welsh Government website in 2018.

Holiadur i Fusnesau nad ydynt wedi cymryd rhan

Y Porth Sgiliau i Fusnes

1. Ydych chi wedi clywed am y Porth Sgiliau i Fusnes?

Do

Naddo

OS DO I C1

2. Sut wnaethoch chi glywed am y Porth Sgiliau i Fusnes?

Cynghorydd Busnes Cymru

Trwy gydweithiwr / trwy fy ngwaith

Aelod o'r teulu neu ffrind

Teledu, radio neu bapur newydd

Cyfryngau cymdeithasol

Arall (nodwch)

Ddim yn gwybod / ddim yn cofio

3. Ydych chi wedi bod ar wefan y Porth Sgiliau i Fusnes o gwbl?

Do

Naddo,

OS NADDO I C1

4. Beth fydddech chi'n disgwyl i'r gwasanaeth yma ei gynnis?

(Open text response)

(New page)

Gwasanaeth cymorth a gyllidir gan Lywodraeth Cymru yw'r Porth Sgiliau i Fusnes a gafodd ei greu yn dilyn lansio'r Datganiad Polisi ar Sgiliau yn 2014.

Gwasanaeth cymorth a gyllidir gan Lywodraeth Cymru yw'r Porth Sgiliau i Fusnes a gafodd ei greu yn dilyn lansio'r Datganiad Polisi ar Sgiliau yn 2014.

Cangen o Fusnes Cymru a Llywodraeth Cymru yw'r Porth Sgiliau i Fusnes sy'n cynnig cyngor, a dangos lle i gael cyngor, ar sgiliau, hyfforddiant a chymorth i fusnesau yng Nghymru.

Cynigir y Porth Sgiliau i Fusnes trwy wefan, llinell gymorth Busnes Cymru a gwasanaeth wyneb yn wyneb.

5. Gan ystyried y blaenoriaethau uchod, pa wybodaeth a chymorth fyddai'n ddefnyddiol i chi a'ch busnes? Dewiswch unrhyw un neu fwy sy'n berthnasol

- Help gyda hyfforddiant
- Cymorth recriwtio
- Help gyda datblygu sgiliau
- Cyllid ar gael ar gyfer datblygu, hyfforddi
- Gwybodaeth am y farchnad lafur
- Asesiad Proffil Sgiliau i helpu busnesau i werthuso anghenion hyfforddiant eu gweithlu
- Gwybodaeth am bosibiliadau prentisiaethau
- Gwybodaeth am gymorthdaliadau cyflogau ar gyfer recriwtio
- Gwybodaeth ar ddechrau busnes
- Gwybodaeth ar sut i wella sgiliau'r gweithlu
- Gwybodaeth ar y Partneriaethau Sgiliau Rhanbarthol
- Dim un o'r uchod

6. Pa fath arall o gymorth sgiliau (os o gwbl) fyddai'n ddefnyddiol i chi a'ch busnes?
(Open text response)

New page

7. Mae gwefan y Porth Sgiliau i Fusnes yn cynnwys Asesiad Proffil Sgiliau i helpu busnesau i werthuso anghenion hyfforddiant eu gweithlu. Fyddai hyn o ddefnydd i chi ac i'ch cwmni?

Byddai,

Na fyddai,

Ddim yn gwybod.

Esboniwch eich ateb. (Open text response)

8. Fyddech chi'n ystyried defnyddio gwefan y Porth Sgiliau i Fusnes i gael help wrth recriwtio ar gyfer eich busnes?

Byddwn,

Na fyddwn,

Ddim yn gwybod.

Ymhelaethwch os gwelwch yn dda. (Open text response)

New page

Demograffeg

Beth yw enw eich busnes

Lleoliad daearyddol – rhan gyntaf y cod post

Maint y busnes: 0-9 / 10-19 / 20-49 / 50-100 / 100+

Ym mha flwyddyn y cafodd eich busnes ei sefydlu? (Dewiswch o restr cwymplen) 2017 i 2000 a chynt

Math o sector busnes

Cod SIC

Am fwy o wybodaeth am y Porth Sgiliau i Fusnes ewch i:

<https://businesswales.gov.wales/skillsgateway/>

Diolch am gymryd rhan. Bydd eich ymatebion yn cyfrannu at adroddiad bwydo a gaiff ei gyhoeddi ar wefan Llywodraeth Cymru yn 2018.

Skills Gateway for Business

Online survey – Engaged businesses

1. Have you heard of Skills Gateway for business?

Yes

No

Don't know/ can't remember

2. How did you hear about Skills Gateway for Business?

- Business Wales adviser
- Through a colleague / through my workplace
- Family member or friend
- Television, radio or newspaper
- Social media
- Other (please specify)
- Don't know / can't remember

3. In which of the following ways, if any, have you used the Skills Gateway for Business service?

- The Skills Gateway website

- The Skills Gateway telephone helpline
- The Skills Gateway 1:1 advice
- None of the above
- Don't know / can't remember

New page

If selected website in Q2; if not directly to Q4

4. How did you find out about the website?

- Referral (please expand below)
- Via Business Wales website
- Via Business Wales helpline
- From another website (please expand below)
- From a search engine
- Other
- (open text box)

New page

**5. What were you looking for when you engaged with Skills Gateway for Business?
(select all that apply)**

- Help with training
- Recruitment support
- Help with skills development
- Information on skills funding available
- Labour Market Information
- To complete the Skill Profile assessment
- Information on apprenticeship possibilities
- Information on Job Growth Wales (wage subsidies for recruitment)
- Information on starting a business
- Information on how to upskill the workforce.
- Information on the Regional Skills Partnerships
- Other, please specify

6. Did you obtain what you wanted?

- Yes
- No, why?
- Don't know / can't remember
If not, why not?

7. Did you call the Skills Gateway for Business helpline?

- Yes
- No
- Don't know / can't remember

New page

If yes at Q6; If not go directly to Q8

8. Was the adviser able to help you?

- Yes, Please expand in the text box below
- No, Please expand in the text box below
- Don't know / can't remember

9. What information were you given by the adviser?

(Open answer)

10. Did the adviser signpost you to the Skills Profile?

- Yes
- No
- Don't know / can't remember

New page

If yes at Q8

11. Did you complete the Skills Profile?

- Yes
- No, why? _____
- Don't know / can't remember

New page

12. If yes at Q9;

What did you think of the report you obtained on completion of the Skills Profile?

Not at all Helpful	A Little Helpful	Somewhat Helpful	Very Helpful	Extremely Helpful
--------------------	------------------	------------------	--------------	-------------------

Please could you explain the reason for this rating?

(open text box)

13. Did you have a follow up call or email from a skills adviser?

Matrix answer:

	Yes	No	Don't know/can't remember
Follow up call			
Email			

New page

If yes to Q11 if not go to Q13:

14. How helpful was the call/meeting in regards to your meeting your skills needs?

Not at all Helpful	A Little Helpful	Somewhat Helpful	Very Helpful	Extremely Helpful
--------------------	------------------	------------------	--------------	-------------------

Please could you explain the reason for this rating?

(open text box)

15. Did you take any action after any of the following;

	Yes	No	Not applicable	Don't know/ Can't remember
The advice you received				
The development plan the adviser designed with you				
The training you were signposted to do				

New page

If Yes to any on Q14, if not go to Q16

16. What actions did you take?

(Open answer)

17. To what extent do you think that Skills Gateway for Business has helped your business in each of the following areas:

	Not increased at all	Increased a little	Increased moderately	Increased considerably	Increased a great deal
Increased staff training					
Increased awareness of skills opportunities					

Increased skills level of my workforce					
Increased access to skills information					

New page

18. Overall, what is the best element of the Skills Gateway for Business service?

(Open answer)

19. What, if any improvements would you make to the Skills Gateway for Business service?

(Open answer)

20. What else would you like to see on the Skills Gateway for Business website?

(Open answer)

21. Overall what do you see as the aim of the Skills Gateway for Business service as a Welsh Government funded service?

(Open answer)

New page

22.

To what extent would you agree with the following statements? As a result of engaging with Skills Gateway for Business ...

	Strongly Disagree	Disagree	Neither Agree nor Disagree/ Undecided	Agree	Strongly Agree
My business is able to access skills information more effectively and efficiently, as a result of engaging with Skills Gateway for Business					
There has been an increased investment in skills and training in my business, as a result of engaging with Skills Gateway for Business					
There is an increased awareness of skills and skills support in my business, as a result of engaging with Skills Gateway for Business					
My business has become more innovation-active, as a result of engaging with Skills Gateway for Business					
The qualifications of the workforce in my business have increased, as a result of engaging with Skills Gateway for Business					
My business is more productive, as a result of engaging with Skills Gateway for Business					
There has been an improvement in equality of opportunity in my business, as a result of engaging with Skills Gateway for Business					
There has been an improvement in job satisfaction in my business, as a result of engaging with Skills Gateway for Business					

1. Do you have any further comments about Skills Gateway for Business?

Demographic information

What is the name of your business

Geographic location – first part of post code

Size of business: 0-9 / 10-19 / 20-49 / 50-100 / 100+

In which year was your business established? (Select from drop-down list) 2017 to 2000 and before

Type of business sector

SIC code

Thank you for participating. Your responses will feed into an evaluation report which will be published on the Welsh Government website in 2018.

<http://gov.wales/statistics-and-research/>

Y Porth Sgiliau i Fusnes

Arolwg ar-lein – Busnesau sy'n cymryd rhan

1. Ydych chi wedi clywed am y Porth Sgiliau i Fusnes?

Do

Naddo

Ddim yn gwybod / ddim yn cofio

2. Sut wnaethoch chi glywed am y Porth Sgiliau i Fusnes?

- Cyngorydd Busnes Cymru
- Trwy gydweithiwr / trwy fy ngwaith
- Aelod o'r teulu neu ffrind
- Teledu, radio neu bapur newydd
- Cyfryngau cymdeithasol
- Arall (nodwch)
- Ddim yn gwybod / ddim yn cofio

3. Ym mha rai o'r ffyrdd canlynol, os o gwbl, ydych chi wedi defnyddio gwasanaeth y Porth Sgiliau i Fusnes?

- Gwefan y Porth Sgiliau
- Llinell gymorth ffôn y Porth Sgiliau
- Cyngor 1:1 y Porth Sgiliau
- Dim un o'r uchod
- Ddim yn gwybod / ddim yn cofio

New page

If selected website in Q2; if not directly to Q4

4. Sut wnaethoch chi ddysgu am y wefan?

- Cael fy nghyfeirio ati (ymhelaethwch isod)
- Trwy wefan Busnes Cymru
- Trwy linell gymorth Busnes Cymru
- O wefan arall (ymhelaethwch isod)
- O beiriant chwilio
- Arall
- (open text box)

New page

5. Am beth oeddech chi'n chwilio pan wnaethoch chi ymuno â'r Porth Sgiliau i Fusnes? (dewiswch bob un sy'n berthnasol)

- Help gyda hyfforddiant
- Cymorth recriwtio
- Help gyda datblygu sgiliau
- Gwybodaeth ar gyllid sgiliau sydd ar gael
- Gwybodaeth am y farchnad lafur
- Cwblhau'r Asesiad Proffil Sgiliau
- Gwybodaeth am bosibiliadau prentisiaethau
- Gwybodaeth ar Dwf Swyddi Cymru (cymorthdaliadau cyflogau ar gyfer recriwtio)
- Gwybodaeth ar ddechrau busnes
- Gwybodaeth ar sut i wella sgiliau'r gweithlu
- Gwybodaeth ar y Partneriaethau Sgiliau Rhanbarthol
- Arall, nodwch

6. Gawsoch chi'r hyn roedd arnoch ei eisiau?

- Do
- Naddo, pam?
- Ddim yn gwybod / ddim yn cofio

7. Wnaethoch chi alw llinell gymorth y Porth Sgiliau i Fusnes?

- Do
- Naddo
- Ddim yn gwybod / ddim yn cofio

New page

If yes at Q6; If not go directly to Q8

8. A oedd y cynghorydd yn gallu'ch helpu chi?

- Oedd, ymhelaethwch yn y blwch testun isod
- Nac oedd, ymhelaethwch yn y blwch testun isod
- Ddim yn gwybod / ddim yn cofio

9. Pa wybodaeth a roddwyd ichi gan y cynghorydd?

(Open answer)

10. A wnaeth y cynghorydd eich cyfeirio chi at y Proffil Sgiliau?

- Do
- Naddo
- Ddim yn gwybod / ddim yn cofio

New page

If yes at Q8

11. Wnaethoch chi gwblhau'r Proffil Sgiliau?

- Do
- Naddo, pam? _____
- Ddim yn gwybod / ddim yn cofio

New page

12. If yes at Q9;

Beth oedd eich barn o'r adroddiad a gawsoch wrth gwblhau'r Proffil Sgiliau?

Ddim yn ddefnyddiol o gwbl	Lled ddefnyddiol	Defnyddiol i ryw raddau	Defnyddiol iawn	Hynod o ddefnyddiol
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Allwch chi esbonio'r rheswm dros ei raddio fel hyn?

(open text box)

13. Gawsoch chi alwad ddilydol neu e-bost gan gynghorydd sgiliau?

Matrics atebion:

	Do	Naddo	Ddim yn gwybod / ddim yn cofio
Galwad ddilydol			
E-bost			

New page

If yes to Q12

14. Pa mor ddefnyddiol oedd yr alwad/cyfarfod o safbwynt diwallu eich anghenion sgiliau?

Ddim yn ddefnyddiol o gwbl	Lled ddefnyddiol	Defnyddiol i ryw raddau	Defnyddiol iawn	Hynod o ddefnyddiol
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Allwch chi esbonio'r rheswm dros ei raddio fel hyn?

(open text box)

15. Wnaethoch chi gymryd unrhyw gamau ar ôl unrhyw un neu fwy o'r canlynol:

	Do	Naddo	Ddim yn berthnasol	Ddim yn gwybod / ddim yn cofio
Y cyngor a gawsoch				
Y cynllun				

datblygu y gwnaeth y cynghorydd ei lunio gyda chi				
Yr hyfforddiant y cawsoch eich cyfeirio ato i'w wneud				

If Yes to any on Q14, if not go to Q16

16. Pa gamau wnaethoch chi eu cymryd?

(Open answer)

17. I ba raddau ydych chi'n meddwl bod y Porth Sgiliau i Fusnes wedi helpu'ch busnes ym mhob un o'r meysydd canlynol:

	Heb gynyddu o gwbl	Cynyddu ychydig	Cynyddu'n gymedrol	Cynyddu'n sylweddol	Cynyddu llawer iawn
Cynyddu hyfforddiant staff					
Mwy o ymwybyddiaeth o gyfleoedd sgiliau					
Cynyddu lefel sgiliau fy ngweithlu					
Mwy o wybodaeth ar gael am sgiliau					

New page

18. Yn gyffredinol, beth yw elfen orau'r gwasanaeth Porth Sgiliau i Fusnes?

(Open answer)

19. Pa welliannau, os o gwbl, fydddech chi'n eu gwneud i'r gwasanaeth Porth Sgiliau i Fusnes?

(Open answer)

20. Beth arall hoffech chi ei weld ar wefan y Porth Sgiliau i Fusnes?

(Open answer)

21. Yn gyffredinol, beth ydych chi'n ei weld fel nod gwasanaeth y Porth Sgiliau i Fusnes fel gwasanaeth a gaiff ei ariannu gan Lywodraeth Cymru?

(Open answer)

New page

22. I ba raddau fydddech chi'n cytuno â'r datganiadau canlynol? O ganlyniad i ymgysylltu a'r Porth Sgiliau i Fusnes ...

	Anghytuno'n Gryf	Anghytuno	Ddim yn cytuno nac anghytuno / heb benderfynu	Cytuno	Cytuno'n gryf
Mae fy musnes yn gallu cael at wybodaeth sgiliau yn fwy effeithiol ac effeithlon, o ganlyniad i gymryd rhan yn y Porth Sgiliau i Fusnes					
Mae mwy o fuddsoddi mewn sgiliau a hyfforddiant wedi bod yn fy musnes, o ganlyniad i gymryd rhan yn y Porth Sgiliau i Fusnes					
Mae mwy o ymwybyddiaeth o sgiliau a chymorth sgiliau yn fy musnes, o ganlyniad i gymryd rhan yn y Porth Sgiliau i Fusnes					
Mae fy musnes wedi dod yn fwy gweithgar o safbwynt arloesi, o ganlyniad i gymryd rhan yn y Porth Sgiliau i Fusnes					

Mae cymwysterau gweithlu fy musnes wedi cynyddu, o ganlyniad i gymryd rhan yn y Porth Sgiliau i Fusnes					
Mae fy musnes yn fwy cynhyrchiol, o ganlyniad i gymryd rhan yn y Porth Sgiliau i Fusnes					
Mae gwelliant wedi bod mewn cydraddoldeb cyfle yn fy musnes, o ganlyniad i gymryd rhan yn y Porth Sgiliau i Fusnes					
Mae gwelliant wedi bod mewn boddhad gweithwyr yn eu swyddi yn fy musnes, o ganlyniad i gymryd rhan yn y Porth Sgiliau i Fusnes					

23. Oes gennych chi unrhyw sylwadau pellach ar y Porth Sgiliau i Fusnes?

Gwybodaeth ddemograffig

Beth yw enw eich busnes?

Lleoliad daearyddol – rhan gyntaf y cod post

Maint y busnes: 0-9 / 10-19 / 20-49 / 50-100 / 100+

Ym mha flwyddyn y cafodd eich busnes ei sefydlu? (Dewiswch o restr cwymplen) 2017 i 2000 a chynt

Math o sector busnes

Cod SIC

Diolch am gymryd rhan. Bydd eich ymatebion yn cyfrannu at adroddiad bwydo a gaiff ei gyhoeddi ar wefan Llywodraeth Cymru yn 2018.

<http://gov.wales/statistics-and-research/>

Annex 4: COBRA (Complete Business Reference Adviser)

COBRA is an online information resource for enterprise support practitioners and small business advisers.

Cobweb Information Limited has been supplying COBRA business information through licence to governmental bodies in Wales since 2002 including Business Eye, Business Connect and subsequently the Welsh Government.

The information is most widely used by the business support Regional Centres and Helpline staff, and covers:

- Business Information Factsheets
- Business Opportunity Profiles
- Local Area Profiles
- Mini Business Opportunity Profiles

Some information is made available externally through a website request system via businesswales.gov.wales, such as Business Opportunity Profiles under the “Starting a business” section.

New factsheets are developed by Cobweb as required.

Annex 5: Skills Profile – Helpline Call-Back Service

The purpose of the call-back service is to provide an employer with the opportunity of a more detailed discussion on the outcomes in the Skills Profile report.

Tracking the number of call-backs was instigated fully by June 2017. Call data recorded to date is:

2017-18 Skills Profile call-backs	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	Total
	N/A	N/A	25	31	21	18	2	8	3	23			131

This data includes all calls attempted whether successful or not. Full details of the interactions are recorded on the Business Account System (BAS) which captures the contact with businesses receiving support.

The call-back system allows for three attempts to contact the Skills Profile completer. Reasons why calls may not lead to further direct contact with an employer are:

- Skills Profile report provides the employer with what they want
- Completers are not available to take a call; on occasion a colleague /PA takes a message and the call is not returned
- Unable to contact employers; if the completer is a Director or Owner Manager it can be difficult to interrupt their time

Where the call-back has not been successful e-mail follow-up is used with similar results as noted above.

Although not formally quantified, approximately 60% of calls are not answered or returned.

Annex 6: Skills Development – Customer Satisfaction Survey

In 2016, ORS were appointed to conduct a bilingual telephone satisfaction survey for Business Wales (BW). The overall programme of research will consist of 4 waves, with the final wave due to be conducted and reported in summer 2018. To date Welsh Government has received 3 wave reports, each consisting of 300 interviews per wave.

The research aims are to:

- Establish levels of customer satisfaction;
- Provide customer insight – particularly service quality and individual's requirements;
- Identify outcomes and impact of the BW services;
- Provide recommendations for improving the BW service;
- Analysis of customer satisfaction across the various business work-streams;
- Understand the willingness, and abilities, of clients to make a financial contribution towards support; and
- Provide comparisons across the various service groups (e.g. BW, Accelerated Growth Programme, etc.)

ORS worked with Welsh Government to devise a questionnaire which seeks to identify insight into customer perceptions of the service with a particular focus on service quality and whether the service was tailored to the client requirements. Following fieldwork, ORS analyse the data and report findings and conclusions in a report for each wave.

Before the start of each wave, Welsh Government provide a database of individuals to ORS who have accessed the service over the preceding six-months and ORS then stratify the sample to include those who have received level 1-4 and level 5 support. All clients had engaged with the service during the previous six months before the start of the interviewing.

A further 15 customers per wave are then re-contacted to provide a further in depth interview to form part of the qualitative report. For the follow-up interviews, ORS review the feedback from respondents to the main telephone survey, and contact those who have “polarised views” (i.e. very satisfied or dissatisfied) as well as those who have specific experience that can be explored further. Again they aim to ensure a broad cross-section from level 1 – 4 and 5.