

Turning Point: A Community Renewal Fund project.

Evaluation Report

Prepared for Growth Works on behalf of the Cambridgeshire and Peterborough Combined
Authority

March 2023








FINAL REPORT



Contents

Project Summary	3
Introduction	4
Purpose of this document	4
Scheme overview	4
Evaluation objectives and approach	8
Report Structure	8
Design	9
Programme rationale	9
Programme design and delivery	10
Contextual changes and implications	13
Performance	15
Programme expenditure	15
Outputs	16
Outcomes	17
Value for Money	18
Service Take Up	18
Delivery and management	20
Delivery performance	20
Governance and management	23
Outcomes and Impacts	25
Conclusions	27
Key findings	27
Learning for future programmes	29
Appendix: Survey feedback	1

Project Summary

Outputs				
 2,875 People supported (423% of target)		 103 Businesses supported (23% of target)		
Outcomes				
 970 People engaged in job search (222% of target)	 1,071 People in education/training (293% of target)	 101 People getting a qualification (532% of target)	 69 Employment increase in supported businesses (108% of target)	 72 Jobs safeguarded as a result of support (360% of target)
Impacts				
<ul style="list-style-type: none">Supporting people onto the next stage of their learning or work journey, through training enabling them to: gain skills, re-skill or up-skill relevant to local employer skills needs.Enabling employers to access the skills and talent they need in their local area, providing training to secure 72 jobs and create 69 new job opportunities.				
Key Findings		Recommendations		
<ul style="list-style-type: none">The project rationale was robust & the project was appropriately designed to provide support to people at transition points in their lives. The programme addressed a gap in existing provision.The programme faced challenges with a delayed start date and changing timescales, resulting in a remodelled delivery approach and a small underspend.The support was absolutely targeted at the right people, with demographic analysis showing the project supported younger, harder to reach groups.The programme has been warmly received by beneficiaries, with positive feedback and demand for future similar programmes.The collaborative approach ultimately taken to delivery has helped to secure stronger outcomes and is a key lesson for future delivery.		<ul style="list-style-type: none">The timescales for future programmes should be committed to further in advance, with any extensions or changes quickly communicated.More resources will be required to deliver similar programmes in future. This would enable more proactive communication and engagement with beneficiaries.Working with businesses to tailor the internships to the needs of the business (including offering resources to help businesses do this for themselves) would be beneficial and make future programmes more attractive to businesses.Expanding the geographical focus of the programme could be worthwhile, as there are other areas and sectors which could also benefit from this type of scheme.		

Introduction

Purpose of this document

This document is an evaluation of the Turning Point programme delivered by Growth Works, against its intended outputs and outcomes, and the value for money provided by the programme. The programme was delivered from March–November 2022. This evaluation was prepared from November 2022– January 2023, with meetings held with the delivery team throughout delivery.

UK Community Renewal Fund

The UK Community Renewal Fund (CRF) is a £220 million scheme launched in May 2021 with the aim of supporting the transition between the end of the EU structural funds (culminating in 2023) and launch of the UK Shared Prosperity Fund. The CRF was designed to pilot innovative approaches to addressing local challenges and local need across the UK, and to test a greater flexibility across the following investment themes:

- investment in skills;
- investment for local businesses;
- investment in community and place; and,
- supporting people into employment.

To ensure CRF funding reached the communities most in need, 100 priority places were identified for investment. Both Peterborough and Fenland were identified as priority areas. As assigned Lead Authority, the Cambridgeshire and Peterborough Combined Authority (CPCA) led the initial application and appraisal process for each place, with the final shortlist of projects reviewed by the UK government for funding. Turning Point was one of these projects, securing £865k of funding to deliver intensive targeted support to 680 individuals and 500 businesses.

Scheme overview

Rationale

Turning Point (hereafter referred to as ‘the programme’) was a programme focused on transitions: points in people’s lives where their employment and education statuses change, presenting both challenges and opportunities. The programme was designed to specifically target those on furlough who were technically ‘employed’ but not working – and therefore needed support to upskill, reskill and gain confidence but would not have recourse to public funds that would be available to those on universal credit. Other examples include individuals switching from education into employment, changing jobs or leaving school which are all challenging processes, and those who don’t manage a successful transition risk unemployment, periods of economic inactivity and being unable to put their skills and qualifications to good use.

Metro—Dynamics

It also means businesses cannot hire the people they need and have them perform all in their job.

Despite the challenges inherent in transition points, there is typically little support available for people undergoing them. Employment support programmes are often about helping beneficiaries to the point where they are able to make a transition, but the support stops there. There is no safety net during the transition, and little is done to make their destination (e.g. a workplace taking on an intern) an easy place to land. The rationale for this programme was to test a new approach to addressing this market failure, supporting people to achieve more successful outcomes during transition points.

Delivery model

The programme consisted of four related activities, which are set out in the table below alongside their intended outcomes.

Activity	Description	Outcomes
Personal Skills Analysis (PSA)	<p>To guide individuals in understanding and identifying opportunities for re-skilling, up-skilling and re-training. This involved working with individuals who were unemployed, economically inactive, or employed individuals looking to transition into a new job.</p> <p>Due to changes in how the programme was delivered due to the substantial delay and the entry point of individuals to the programme much of this activity was ultimately delivered by partner organisations</p>	<ul style="list-style-type: none"> • People engaged in job-searching following support • People in education/training following support
Free short course training	<p>Raising awareness of, signposting to, and providing 80 vouchers up to £600 to enable access to free short course training not currently funded via other means to enable re-skilling, up-skilling and re-training and promote development of digital, net-zero, and management/leadership skills, as well as ‘work re-entry’ workshops to support transition back to work from unemployment / furlough. Short courses were demand led.</p>	<ul style="list-style-type: none"> • People gaining a qualification following support • People engaged in job-searching following support • Jobs safeguarded as a result of support
Training Needs Analysis (TNA)	<p>To identify re-skilling, up-skilling and re-training opportunities within a business.</p> <p>Due to changes in how the programme was delivered due to the substantial delay and the entry point of individuals to the programme, much of this activity was ultimately delivered by</p>	<ul style="list-style-type: none"> • People in education/training following support • People gaining a qualification following support

Metro—Dynamics

	partner organisations	
Funded internships with local businesses	Delivering realworld experiences of work through 100 12-week funded internships. Funding of £5k per internship provided to employers to provide new work opportunities. In addition, wraparound support for businesses considering internships, including workshops and webinars on a 1-to-many basis on the benefits and opportunities of internships; securing and matching 3 month paid internships; and 'Learning Mentor Training' of the host organisation.	<ul style="list-style-type: none"> • Employment increase in supported businesses as a result of support • People engaged in job-searching following support • People in education/training following support • People gaining a qualification following support

Intended outputs and outcomes

The aims and objectives of the programme were to:

- Support 680 people onto the next stage of their learning or work journey, through training enabling them to gain skills, re-skill or up-skill relevant to local skills needs.
- Enable employers to access the skills and talent they need in their local area, providing training to secure 20 jobs and create 64 new job opportunities.

The intended outcomes of the programme were:

- For people: 436 people engaged in job-searching, 365 people in education or training, and 19 people gaining a qualification.
- For businesses: employment increase in supported businesses resulting in 64 FTE jobs created and 20 jobs safeguarded.

Delivery

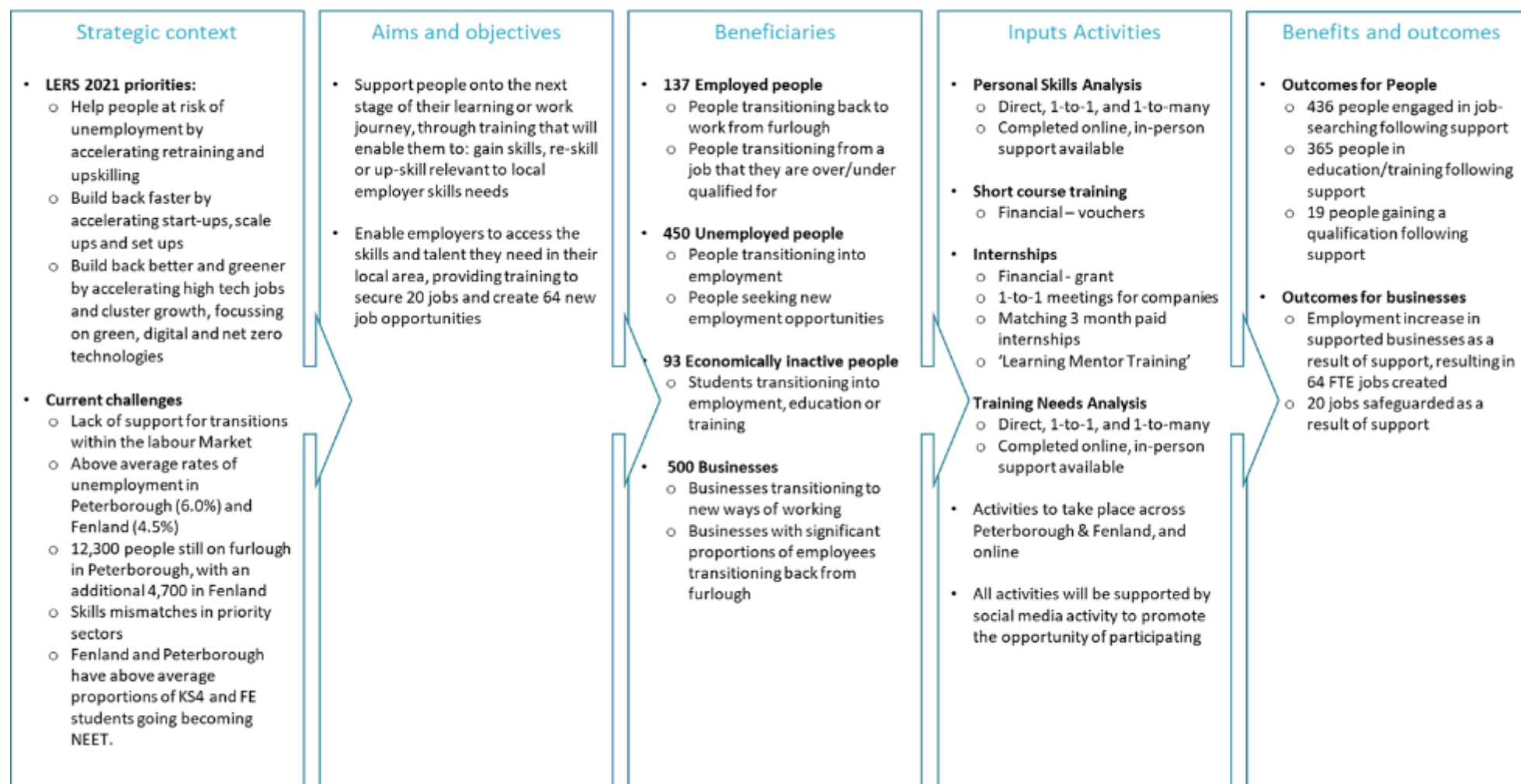
The scheme was delivered in Peterborough and Fenland, districts with persistent labour market challenges necessitating targeted support.

The programme was scheduled to run from September 2021 to March 2022, however the programme underwent some re-design following the initial bid, to accommodate delays in activity, with delivery eventually running from March 2022 to November 2022 (with delivery timeframes changing within this overall window, from March to June, then May to August, and finally July to November). As is set out in the Design section, a number of contextual changes impacted on how the programme was ultimately delivered.

A Theory of Change for the programme (prepared during initial design) is set out on the following page.

Metro—Dynamics

Theory of Change



Evaluation objectives and approach

Metro Dynamics have been appointed to deliver:

- A review of the effectiveness of Growth Works with Skills' Turning Point programme, using UK Community Renewal Fund (UKCRF) guidance;
- An assessment of the value for money provided by the Turning Point programme, and its performance against its intended outcomes.

This evaluation uses the UKCRF framework to evaluate the programme's design, the rationale and assumptions behind the design, and any changes to scope, as well as progress, performance, outcomes and value for money. The evaluation will also share lessons learned from the programme, given that a key element of the UKCRF was to test new approaches and forms of support ahead of the launch of the UK Shared Prosperity Fund (UKSPF).

Report Structure

The remainder of the report is as follows:

- **Programme design** evaluating the rationale behind the programme, the design and set up of the programme, and any contextual changes that occurred during the programme and their impact.
- **Programme performance** evaluating the progress of the programme against expenditure, activity and output targets.
- **Delivery and management** evaluating the delivery and implementation of the programme.
- **Outcomes and impact** evaluating the outcomes and impact derived from the programme
- **Conclusions** evaluating the overall performance of the programme and lessons for the future.

Design

This section sets out learnings regarding the programme rationale and explores the policy and economic context within which Turning Point was delivered. The analysis is drawn from stakeholder interviews and desk-based research to explore:

- Whether the initial rationale for the intervention was justified;
- Whether the programme's design was suitable for the underpinning rationale; and
- How contextual changes affected delivery and whether changes in design were justified in response to circumstances.

Programme rationale

What was the programme seeking to do?

The programme aimed to support people into employment and onto the next stage of their learning or work journey. Support was delivered through training, enabling people to upskill or re-skill based on local employer skill needs, and through funded internships offering real work experience with local businesses. The programme also aimed to enable employers to access the skills and talent they need in their local area, and to support them to be ready to onboard new workers more effectively through wraparound support and learner mentor training, for mutual benefit.

The overarching objectives of the programme were aligned to the 'investment in skills' and 'investment for local business' investment priorities of the UK CRF. The aims and objectives were summarised as:

- Supporting 680 people onto the next stage of their learning or work journey, through training enabling them to: gain skills, re-skill or up-skill relevant to local employers' skills needs.
- Enabling employers to access the skills and talent they need in their local area, providing training to secure 20 jobs and create 64 new job opportunities.

A Theory of Change for the programme was set out in the initial application and has been consistently followed throughout (notwithstanding some changes to the delivery approach).

Economic and policy context

The programme was designed in early 2021 during the Covid-19 pandemic and was intended for delivery in Peterborough and Fenland, two areas in Cambridgeshire and Peterborough which experience above average rates of unemployment (6.0% and 4.5% respectively in 2021), high levels of young people who are NEET, and sustained high levels of economic inactivity.

At the time of design, large numbers of residents in Peterborough and Fenland were facing transition points, for instance the 17,000 people who were furloughed across the area in February 2021. Key sectors in the area, namely manufacturing and retail and hospitality were particularly affected by pandemic restrictions and prolonged shutdowns. As the local economy reopened, it seemed likely that significant numbers of people would require support returning to

Metro—Dynamics

work or reskilling to access new employment opportunities in the post-Covid workforce. The programme was designed to respond to these economic conditions.

The programme was aligned to relevant local strategic priorities, particularly those set out in the 2021 Cambridgeshire and Peterborough Local Economic Recovery Strategy, which showed a north-south divide in the impact of Covid19, with a greater risk of unemployment becoming embedded in the north of the region. This solidified the programme's focus on the areas of Peterborough and Fenland. The objectives of the programme aligned with two LERS priorities:

- Help people at risk of unemployment by accelerating retraining and upskilling
- Build back better and greener by accelerating high tech jobs and cluster growth, focussing on green, digital and net zero technologies.

Programme design and delivery

Organisations involved in delivery

Delivery occurred through the CPCA's Growth Works consortium, with activities delivered by GPC Skills Ltd, the lead on the Skills Brokerage Service in the Growth Works consortium. GPC Skills built a small local team in Peterborough and Fenland dedicated to delivering the activities. Delivery was overseen by the Combined Authority via Growth Works. This approach to delivery was effective, with direct contact with beneficiaries managed by the local GPC Skills team, and oversight and links to other activities provided by Growth Works. This also allowed the programme to dovetail with other support activities offered across the region.

How delivery was set up to occur

The flowchart on the following page sets out how delivery was set up to occur.

The 'Digital Talent Platform' that acted as a virtual shop window for the programme was a pre-existing technology solution deployed for the skill brokerage service in the CPCA area. Enhancements specifically for this programme enabled employers to list internship vacancies, and candidates to create a profile and apply for internships. The platform also hosted resources and links to content and support information. Stakeholders considered the platform to be effective and appreciated the use and modification of an existing solution.

Market engagement and lead generation activity were designed to bring people to the platform as a first step to accessing further support. Lead generation was carried out through existing networks via Growth Works' Skills Brokerage Service, and also through links to ESF-funded programmes and relationships with other organisations, including DWP, the National Careers Service, Jobs Centre Plus, the Chamber of Commerce and Federation of Small Business and others. All activities were supported by social media activity to promote the opportunity of participating in the programme to both individuals and local businesses. The collective impact of this work was to secure a strong pipeline of prospective beneficiaries for the programme.

Short courses were searchable and available via the core Digital Talent Platform. Individuals were able to access short courses via local providers and those ineligible for funded learning could apply for a voucher to cover the cost of the training. The team worked with providers to

Metro—Dynamics

ensure courses were sourced locally when appropriate, with online courses also used. A review of the initial application forms for training vouchers show that a broad spectrum of training was accessed through the programme, including in the fields of health and beauty services, business management, leadership, marketing, creative writing, construction, web and data analytics, and project management.

The delivery team provided support to businesses and individuals throughout the programme, helping to solve issues as they arose. An essential aspect of the programme was the support provided to businesses considering taking on interns, in the form of material on effective HR and personal development, regular reviews with the delivery team, and help with specific issues such as setting rates of pay and communicating expectations to interns. The Chartered Institute of Personnel and Development (CIPD) framework was used to create a Charter that was used by every employer to guide their approach to delivering internships. Internships were designed, structured and delivered to be a quality experience for both individuals and businesses, recognising that both actors are important to enabling successful transition points.

The personalised support provided by the delivery team was highly regarded, although some beneficiaries noted that a lack of resources for the programme meant that support was something which at times had to be sought out, rather than it being actively provided.

Activities

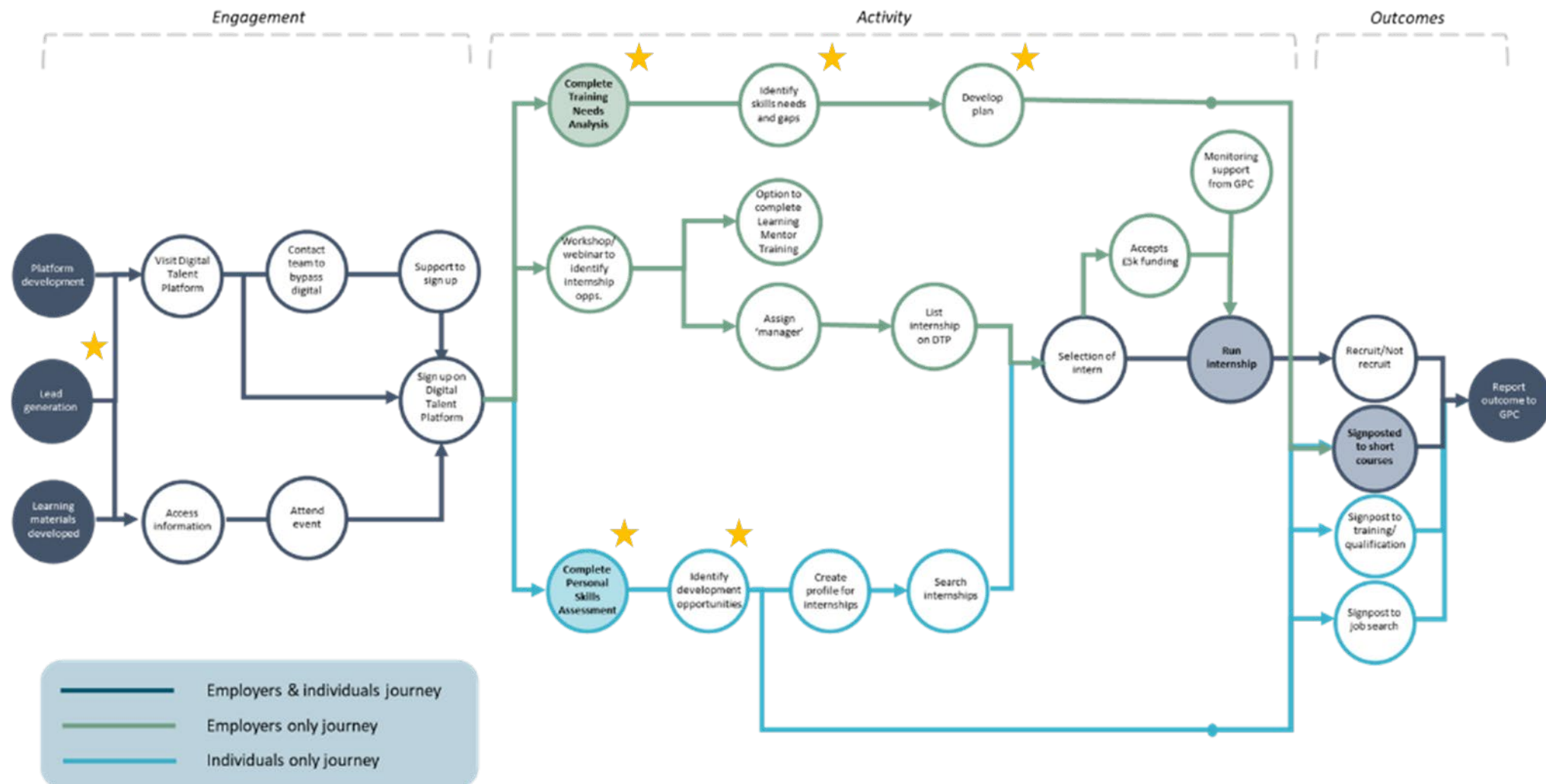
Activities specifically targeted transitional points within the labour market, aiming to catalyse and smooth these for individuals and employers. Stakeholders were generally satisfied that activities were appropriately designed to achieve the programme's objectives. The funded internships in particular were considered to be highly effective and resulted in positive employment experiences and outcomes for many individuals. The delivery team noted that training vouchers were harder to manage, both in terms of ensuring that the right beneficiaries were targeted and that the training undertaken was additive to their needs. The delivery team felt that some businesses wanted to use training vouchers for CPD purposes rather than to upskill staff, which was the intended purpose of the vouchers. Clarity was provided to businesses on the scope of training which could be supported through the programme, which addressed these concerns.

As is described in the 'Contextual changes and implications' section below, the 'Personal Skills Analysis' and 'Training Needs Analysis' activities within the programme were predominantly carried out by delivery partners who would then feed individuals into the programme once they were ready for the more substantive support delivered through the programme. As a result, delivery of this programme was focused particularly on the training vouchers and funded internships, as these strands of the programme delivered greater outcomes for beneficiaries and did not duplicate existing support.

Metro—Dynamics

Figure 1. Flow chart for how activities were designed to be delivered

Gold stars indicate activities ultimately carried out by partner organisations.



Metro—Dynamics

Intended beneficiaries

The intended beneficiaries for the programme are set out below.

- **680 people**, of which: 137 individuals who are employed, 450 who are unemployed, 93 who are economically inactive
- **500 businesses** of which: 420 micro and small businesses, 72 medium-sized, 8 large.

These targets equated to 0.54% of the population (1 in 183 people) and 3.7% of the business base (1 in 27 businesses) in Peterborough and Fenland. The initial application for the programme deemed these targets to be realistic based on the delivery team's existing networks and support from the wider Growth Works consortium and other partners in reaching beneficiaries.

The beneficiary groups were chosen for different reasons, in part to test the suitability of the programme to different beneficiary types. Unemployed individuals were those seeking new opportunities or practical experience of work, particularly those affected by structural unemployment caused by Covid-19. Economically inactive individuals were those requiring guidance or experience to transition into employment, education or training.

Businesses were those in local priority sectors (life sciences, digital and AI, advanced manufacturing and materials, agri-tech) with requirements to transition to new ways of working, and those in sectors which were particularly impacted by the pandemic and had increased requirements to transition employees back from furlough or to upskill/reskill employees to adapt to a changed work environment post-pandemic. Businesses of different sizes were targeted, with a preference towards micro and small businesses, which make up the great majority of the local business base and were also deemed as most in need of targeted support, as smaller businesses are less likely to have dedicated resources available to support hiring and onboarding.

Contextual changes and implications

Between approval of the application and the start of the project, there were a number of contextual changes that impacted the project. The most significant changes have been detailed below.

Change in delivery model due to changing timescales

The programme was initially designed to run for six months from September 2021. Delays to project approvals and receipts of funds pushed the timescales back to a January 2022 start and June 2022 finish, and a further delay meant delivery ultimately commenced in March 2022. Delivery was therefore scheduled to finish in September 2022 but a further extension to the delivery window meant delivery ultimately continued until December 2022. The delivery team noted that the initial delay, changes and subsequent extensions to the delivery window were often communicated at short notice, which significantly impeded planning and prevented delivery from occurring as originally envisaged.

The programme was initially designed with large numbers of workers returning from furlough in mind, anticipating that many of these workers would be returning to a changed job market and hence would need to transition in some way. However, the Coronavirus Job Retention Scheme

Metro—Dynamics

(CJRS, 'furlough') officially came to an end in September 2021, before programme delivery commenced. This necessitated a change in approach to focus more on individuals who were already in employment and looking to change jobs, and those who were unemployed and economically inactive and looking to either enter training or employment via an internship.

The shifting timescales also resulted in a change in approach to delivery. During the initial delay to the programme starting in early 2022, the delivery team worked with partner organisations (including DWP, Serco, Reed, the National Careers Service, Papworth Trust, Headway Cambridgeshire and local Housing Associations) to develop a pipeline of beneficiaries for the programme, meaning that as soon as the delivery window opened individuals could be placed into funded internships and access short course training. This was done due to concerns that if the delivery window wasn't extended there wouldn't be sufficient time available to deliver the activities, given the internships were designed to run for 12 weeks.

In establishing this pipeline, partner organisations had already worked with businesses and individuals to ascertain business training needs and personal skills requirements, and as such, there was no need to duplicate this work through the Training Needs Analysis and Personal Skills Analysis aspects of the programme which were part of the initial design. Delivery of the programme was therefore focused on the funded internships and training vouchers. All consultees were clear that this did not amount to 'outsourcing' activities from the programme, but rather a sensible approach that reduced duplication and ensured that as many beneficiaries as possible received the right support available to them at the right time. This work to build the pipeline before the delivery window properly opened meant that most grant funding for internships had been allocated within two months of the programme commencing, a positive sign that this prestart work aided programme delivery.

It was felt that whilst the extension helped the programme to meet targets and support more people, the delivery team would have been able to use the additional time more effectively had it been communicated further in advance. More marketing and promotion could have been done, and some of the internships ended up being shorter than the intended 12 weeks (the shortest was 8 weeks), and these could have been longer with more time.

Change in personnel

Initially there were three team members working on the delivery of the programme. However, the salary funding was not extended in line with the programme delivery timescales, so as the programme tapered to a finish two of the three team members were moved off the programme and onto other activities (although still worked with their interns to an extent). This meant that there was just one person left managing the delivery of the remainder of the programme.

Performance

Section Three of this report reflects on the progress of the project to date, assessing whether it has met, or is on course to meet, what it set out to. It includes analysis of expenditure and outputs.

The data used to inform this section has been taken from the lead partners internal project reports and financial records, which were recorded and updated on a monthly basis.

Programme expenditure

The application sought a grant investment of £847,305 from UKCRF. Additionally, a 2% management fee of £16,946 was budgeted for, resulting a total CRF contracted value of £864,251. In addition, matched staff time equating to £47,500 over the duration of the project was also part of total programme expenditure.

The final expenditure as of the programme completion date (31st December 2022) is in the figure below.

Figure 2. Final expenditure

Item	Proposed Spend	Actual Spend	Variance	% Variance
CRF Contracted Value	£847,305	£783,259.12	£64,045.88 underspend	8% underspend
Contracted Management Fee	£16,946	£16,946	£0	0%
Total CRF Contracted Value	£864,251	£800,205.12	£64,045.88 underspend	7% underspend

Overall the programme has reported an underspend of £64,045.88, or 7% of the total CRF contracted value.

Feedback from the delivery team and partners goes some way to explaining the underspend, with some businesses and partners noting they were offered additional budget but were unable to spend it within the timeframe, and the extensions to the programme were communicated too late for this money to be spent, with the team noting it could have been spent on additional marketing activity or on additional (or longer) internships or training vouchers.

Outputs

Targets were set for the quantity of each activity to be delivered as part of the programme. The data is sourced from the final claim form submitted to DHL UK. Performance against these targets is set out in the table below.

Figure 3. Activity

Activity	Target output	Target delivered	Percentage of target
Funded internships	100 individuals	100	100%
Training vouchers	80 individuals	90	112%
Personal skills analysis	680 individuals	2,875	423%
Training needs analysis	500 businesses	103	21%

It is important to note that these figures reflect the changes in the delivery model. As described in the Design section, the delayed timescales in starting the project meant that much of the activity originally due to be part of the Personal Skills Analysis and Training Needs Analysis were undertaken by other organisations, such as DWP, Serco, Reed and the National Careers Service. These individuals were then referred into the programme once they had received that support. Because of the way data was captured for the programme, these figures include outcomes from people referred by partner organisations. They also include the activities delivered directly by the Turning Point team on the funded internships and training voucher schemes.

The figure below breaks down the output performance by specific targeted groups.

Figure 4. Reported outputs so far by target groups

Target group	Number achieved	% of target
People – Economically Inactive	1,292	1,389%
People – Unemployed	1,118	248%
People – Employed	465	339%
People Total	2,875	423%
Businesses – Small	90	21%
Business – Medium	10	37%
Businesses – Large	3	38%

Metro—Dynamics

Businesses Total	103	21%
------------------	-----	-----

The adjusted delivery approach enabled significantly higher numbers of individuals to be reached than anticipated. The delivery team noted in its final claim form to DHLUC that “working closely with DWP, REED and SERCO and orgs that support people back into work provided greater opportunity to engage with individuals seeking work and or training. In addition, the contract extension to a 12 month programme allowed continued engagement over a greater period of time.”

Targets for businesses were not fully met for businesses engaged in Training Needs Analysis again reflecting changes to the delivery approach and the way in which data was captured. The delivery team noted in its final claim form to DHLUC that the delay in project start date led to the creation of a pipeline of interested companies that were eligible for funding. Once the project went live this focused our staffing resource to managing engagement with businesses without the need for localised events and extended business engagement activities. Access to grant funding and meeting eligibility requirements tended to determine levels of business support and their continued engagement with the programme.

Outcomes

The data used to assess the project’s performance against intended outcomes has been taken from the final claim form submitted to DHLUC in January 2023. The table below summarises performance against outcomes.

Figure 5. Reported outcomes to date (January 2023)

Outcome name	Contracted outcome target	Outcomes delivered	Outcomes delivered %
Employment increase in supported businesses as a result of support	64	69	108%
Jobs safeguarded as a result of support	20	72	360%
People in education/training following support	365	1071	293%
People engaged in job-searching following support	436	970	222%
People gaining a qualification following support	19	101	532%

All outcome targets were exceeded by considerable levels. The figures include all those who engaged in job searching activities through third party engagement and activities. The

Metro—Dynamics

‘employment increase in supported businesses’ outcomes are directly attributable to the funded internship aspect of the programme. The final claim form submitted to DHLUC noted that the adapted engagement model and increased project length led to greater exposure to the programme and provided extra opportunities to engage with individuals seeking work, which explains why some outcome targets were substantially exceeded.

Value for Money

This section sets out the value for money achieved through the project, based on the financial information submitted in the programme’s final claim form to DHLUC. The change in delivery approach supported the programme to provide enhanced value for money. The programme over-delivered against output targets overall, meaning the cost per output and therefore value for money was stronger than expected.

Figure 6. Cost per output table

Output	Target	Achieved
People	680	2,875
Businesses	500	103
Total outputs	1,380	2,978
Cost	£864,251	£800,205.12
Cost per output	£626.27	£268.71

Service Take Up

This section reviews whether the programme engaged with and selected the right beneficiaries. Demographic data was captured for the funded internship aspect of the programme for beneficiaries which initiated an internship, and also for those wishing to access training vouchers during the expression of interest stage

Internship programme

Demographic data was collated at the end of the scheme to demonstrate which groups had benefited most. Data was captured on an intern’s age, gender, disability status, employment status and ethnicity. 80 Interns completed the survey.

Over half of the interns were aged between 16 to 24, with almost 70% in total under the age of 30. As the scheme set out to target people who were either NEET, or had recently left education this is to be expected, and suggests the project succeeded in capturing the right beneficiaries. With over 30% of interns over the age of 30, the scheme did also capture people who were older and who were also at a turning point in their lives, be it emerging from unemployment, inactivity or looking for a career change.

Metro—Dynamics

Economically inactive people were noted as the most difficult to attract to the programme, with none of the interns surveyed reporting as being economically inactive. 53% were unemployed, with 45% in employment (the remainder chose not to say). The initial targets were for 66% of beneficiaries to be unemployed, 20% to be employed and 14% economically inactive. This means that the internship scheme overperformed initial targets for employed individuals and under-performed amongst unemployed and economically inactive people. It was noted that economically inactive people were the hardest to capture, and that the programme may have been more successful at attracting economically inactive individuals if it had launched as furlough ended as originally planned.

Full data is included in the appendix to this report.

Training vouchers

Demographic data was collated at the expression of interest stage of the scheme. Data was captured on age, gender, disability status, employment status and ethnicity. Data was captured on 433 expressions of interest.

Expressions of interest in the training vouchers were received from individuals across broad age ranges, with no one age group dominating. The largest groups were those aged 16 - 24 (19%) and 35 - 39 (18%). 40% were 34 years old or below, and 19% were aged 50+. This broad interest demonstrates the wide applicability of the programme and the need to support upskilling and reskilling across life stages.

63% of those who expressed interest in training vouchers were employed with 37% being unemployed, demonstrating the programme's attraction to people for both upskilling in existing employment and as a means to securing employment through acquiring new skills.

63% of those who expressed interest in training vouchers were female. 9% of respondents indicated they had a disability. 62% of those who expressed interest were of an English / Welsh / Scottish / Northern Irish background.

62 people who expressed interest in training vouchers also listed themselves as undertaking an internship as part of the programme. This is a high crossover between the two activities and demonstrates how the various aspects of the programme worked together to support individuals to access employment and to upskill or reskill to be ready for that employment.

Full data is included in the appendix to this report.

Delivery and management

This section examines the effectiveness of the project's delivery and management processes. The findings are drawn from a review of project reporting documents used by delivery partners, forms completed by businesses and interns, consultations with four businesses involved with the programme and several members of the Growth Works delivery team and also from written feedback obtained from other businesses and individuals offered funded internships.

Delivery performance

Overall, the project was felt to have made a significant, positive impact. Feedback from individual and business beneficiaries was extremely positive, with all identifying a clear need for, and success of, the scheme.

Feedback was collated for both the training voucher and internship schemes. Users provided quantitative and qualitative feedback via surveys at the outset, midpoint and end of their engagement. The appendix to this application provides tables of quantitative feedback on the funded internship (for businesses and individuals) and the training vouchers (for individuals). The information below draws out the key themes.

Funded Internships

Feedback from individuals was highly positive across all aspects, including on the overall experience and on the value added of the programme for future employment outcomes. Interns consistently reported that they felt the process was well managed, that they felt supported and that they had benefited from the scheme. Feedback was more mixed on how well individual organisations had been able to manage the internship process, but still generally positive.

Outcomes from internships were generally very positive relative to the pre-internship statuses of beneficiaries, with 70% offered permanent positions, whilst 19% had their internships extended. 80% of interns accessed internal training during the programme, with just under half accessing external training, most of which was funded by Growth Work. 99% of interns would recommend taking part in an internship to other people.

It is clear that overall, the internship scheme was very well received by interns and was a positive learning experience, in many cases helping them to either secure jobs or gain the relevant experience to become much closer to being job-ready.

"I can't believe how quick that 12 weeks went and wow what an experience it has been! I have learnt so much in this time not only about the job I am now about to take on but also about myself, I am now more confident and my self-esteem is growing every day. I wasn't sure what I wanted to do with my life and being 35 I didn't know where to start or even if I had it in me to

Metro—Dynamics

start a new career all over again however starting an internship with Little Miracles has help me understand and realise where I want to be in the future and how I'm going to get there. I would like to take this opportunity to say how grateful I am for Little Miracles and Growth Works for giving me this opportunity."

Intern

Businesses involved in the internship scheme were also invited to provide feedback at the beginning, midpoint and end of the internship. Feedback from businesses was also positive, again showing that the initial project set up and design worked well and that businesses benefited from the scheme overall. In particular, businesses highlighted that access to full funding for internships was a key factor in their decision about whether to train an intern, and the success of this initial fully funded internship has increased the likelihood of businesses hiring more interns in future. Further, feedback from the start to end points of the programme indicates that the wraparound support provided to businesses (such as the Learner Mentor Training) helped more businesses improve their hiring and onboarding processes, easing transition points for future employees.

It was noted—both by the delivery team and businesses that small businesses were more receptive to the programme than larger businesses. An initial assumption behind the programme was that the opposite may be the case and that large businesses would be more involved, because they were more likely to already possess the business infrastructure required to take on interns (HR functions, onboarding practices etc). In reality, small businesses were both easier to engage with and more inclined to take on interns as part of the programme. The fully funded nature of the internships, which eased the decision for small businesses, was likely a factor in making the programme more attractive. It was suggested that because larger businesses are more likely to already have their own recruitment programmes, they didn't feel this programme was as necessary or appropriate for them. Larger businesses also struggled because their internal hiring processes generally took longer. Smaller businesses were able to be more flexible in their decision making and could onboard interns faster because there were fewer corporate processes to negotiate.

Business feedback from the beginning and midpoints of the programme are included in the appendix to this evaluation. The table below summarises the feedback from the 68 businesses who completed the survey at the end of the internship scheme.

Figure 7. Feedback from businesses at the end of the Internship programme (n = 68)

<i>Statement</i>	<i>Yes</i>	<i>No</i>
Will you be offering the intern a permanent position?	59%	41%
Will you be extending the internship (funded by yourself)?	22%	78%
Will you be providing the intern with a reference?	90%	10%
Will you consider hiring an intern again?	99%	1%

Metro—Dynamics

Do you feel that having an intern added value to your business?	97%	3%
Did having funding make a difference as to whether or not you hired an intern?	99%	1%
Is the organisation willing to fund future internships?	56%	44%
Does the organisation now have a trained mentor in place?	78%	22%
Does the organisation now have an established internship development plan?	76%	24%

Training Vouchers

Feedback was also provided on the training voucher scheme. Again, feedback from the beneficiaries of the scheme was highly positive overall, with all recipients completing their course apart from one, who didn't start due to obtaining employment. Beneficiaries noted the support helped them to achieve their personal objectives, and that the training met their development needs.

The feedback at the end of the scheme from beneficiaries is summarised below.

Figure 8. Feedback from beneficiaries at the end of the Training Voucher scheme (n = 85)

<i>Statement</i>	<i>Yes</i>	<i>No</i>
I will be undertaking further training after this course	78%	22%
This course is part of my internship training	19%	81%
Did you achieve your personal objectives?	99%	1%
Have you been offered employment/an internship/an apprenticeship as a result of your training?	29%	71%
Did the training meet your development needs?	98%	2%
Did you complete this training?	94%	6%
Has this training led to a positive outcome?	96%	4%

"I have started a role a Tax Assistant. Absolutely loving it!!! The plan for the future is to finish ATT Studies and then possibly start studying towards ACA-CTA qualification to become an absolute

Metro——Dynamics

professional within accounting and taxation. During the time of studies and working in Tax, open a company and start gathering clients. One day become my own boss and retire by the age of 55.

A bit of a stretch with planning taken in mind the things that are happening in the world... But all the negativity should not break us to achieve our goals!

Once again thanks for all the help and support!!!”

Training Voucher beneficiary

The delivery team did note that the training voucher aspect of the programme was harder to manage than the internship programme and the direct benefit it provided to recipients was harder to measure. This was due to the constraints of geographical limitations for the programme and businesses wanting it for their own CPD requirements which fell outside of programme scope. That said, this aspect of the programme exceeded its target to provide training vouchers to 80 recipients, ultimately providing 90. The delivery team felt that more could have been achieved with more manpower to deliver the activities and increased marketing activity to ensure the training vouchers reached the right recipients. A training provider also noted during beneficiary interviews that working more closely with accredited training providers could have helped to identify individuals most in need of support, matching them with the highest value training. However, the delivery team felt that most individuals knew what course they wanted so there wasn't a need to scope this out with training providers. Where individuals were unsure, introductions to training providers were made and advice provided.

“Taking part in a tailored Quickbooks bookkeeping course has enabled me to take the first steps to setting up my own business, as there is so much to learn and do to manage a start-up, this has really given me the upfront knowledge I needed to ensure I start on the right footing! Overall the course has been a really great push in the right direction and I feel confident and competent to get going, knowing I am managing the day to day books correctly and efficiently.”

Training Voucher beneficiary

Governance and management

Oversight and direction were provided by Growth Works, who were responsible for delivering the programme. Through GPC Skills Ltd, Growth Works had an existing team for delivery which would have been able to mobilise quickly upon receipt of funding. However, as outlined above the delays to the programme meant that resource was only available for one full time team member, as opposed to three as first intended, and this created a significant capacity constraint. Despite this constraint stakeholders consistently noted that delivery occurred to a high standard. Their feedback suggests that the success of the programme was largely down to the strength and commitment of the delivery team, and to repeat or to scale this programme additional resources would be required.

It was generally felt that more planning could have occurred pre-delivery, with consultees involved in delivery describing the initial weeks of the programme as a steep learning curve. In some respects the initial delay to the programme was helpful, because it did allow that planning

Metro—Dynamics

to occur. It also allowed the delivery team to reshape the programme to suit the economic context relevant at the point of delivery, shifting focus from furlough to other transition points.

A notable success for the programme's delivery was using the initial delay to build a pipeline of prospective beneficiaries. The delivery team made generally good use of existing networks and partner organisations to build the pipeline, illustrated by the rapid rate at which output targets were achieved.

There was some feedback from businesses around the set-up of the programme and how this made it difficult to retain interns. Some suggested that a six-month programme, possibly with a mix of full and half wages, might have worked better and provided more sustained support than the 12-week internships which were on offer. However most felt that both the business and the intern had benefited from the support, with a number of interns moving into permanent employment within the businesses.

Some beneficiaries did observe that they felt there were too many forms to fill out, and it was generally felt that the process took a long time to set up and then complete. However, this needs to be balanced against the need for the delivery team to ensure public funds were being used and managed appropriately. A minimum level of diligence was required for this, with the delivery team noting that administrative processes for beneficiaries were deliberately light touch compared to other support programmes.

Some delivery partners also noted that the weekly reviews were difficult, as information had to be copied and pasted out of the reviews into the format that Growth Works required. Yet delivery partners were clear that the Growth Works team were helpful and supportive and were always at the end of the phone line whenever any issues arose. The delivery team accepted other formats from partner organisations if they had their own forms, and would then handle any additional administration required to standardise information and formats.

“[The delivery lead] was absolutely amazing. There were some hurdles re file exchange for the forms being returned but [the lead] was brilliant and supportive at finding different ways for that to work.”

Delivery Partner

Overall, the programme was felt to have been successful by the delivery team, beneficiaries and partners. There was clear appetite for a similar programme to run again, with some businesses suggesting that a subsequent programme should span a wider geographical area, as there are more places that could benefit from this type of support.

Outcomes and Impacts

Section 5 of the report considers what the project has achieved, in respect of the outcomes and impacts realised so far. The impacts have been informed by the project evaluation forms completed by beneficiaries as well as testimonies provided by both partners and beneficiaries via interviews.

Impacts

Short term

All project outcomes were secured via the revised delivery model and the programme was successful in achieving its overarching aims and objectives. Delivery partners were clear that the programme has increased employment and the work readiness of beneficiaries, whilst the beneficiary survey results show that 70% of interns were offered a permanent position, and that a further 19% had their internship extended.

Meanwhile, 94% of respondents to the training voucher survey completed their training, resulting in 90 professional training courses completed. 29% of respondents (at least 25 individuals) were offered either employment, an internship or an apprenticeship as a result of their training, whilst 78% (at least 66 individuals) will be undertaking further training as a result of the support.

In terms of the beneficiaries targeted, the programme was successful in supporting unemployed individuals and those already in support, but fewer 'economically inactive' individuals received support than were targeted. This was due to difficulties reaching this target group.

The above demonstrates that the programme has made a positive impact in creating jobs, delivering professional qualifications and increasing the employment prospects of beneficiaries, many of whom are subsequently building further on the support. In general, delivery of the programme was favourably perceived as contributing to wider strategic objectives for the 2021 Cambridgeshire and Peterborough Local Economic Recovery Strategy. Delivery partners and beneficiaries have been clear in their assessment that the programme was largely a success, with scope to be repeated in future.

Longer-term

Given the short period of time that has passed since the completion of the programme, it is too soon to be certain of long-term impacts. In cases such as falling rates of NEET, unemployment and economic activity the impacts will only show over time. However, interviews with delivery partners and feedback from beneficiaries shows that the programme has already ~~de~~

Metro——Dynamics

progress towards the desired longer-term impacts and has helped individuals to build the confidence needed to succeed and employment and navigate future transition points more effectively. Likewise, the programme has encouraged more businesses to improve their recruitment practices and the support they provide during onboarding processes, lessons which will be carried forward in future, resulting in benefits for future employees.

Additionality

Despite the changing scope of the programme, the outputs that were delivered would not have occurred without the programme due to it addressing a gap in market provision. Likewise, the wider additionality provided by the programme would not have occurred.

The programme has performed particularly strongly for the number of people supported, through a mixture of supporting people into or towards employment through internships and training. Feedback from beneficiaries was very positive across the workstreams, clearly illustrating that the programme has either supported people towards employment, or upskilled them and enabled them to move into the next stage of their career.

This movement into, and progression through, the labour market will be reflected in future data, when these longer term benefits of the programme continue to be realised, which will further strengthen the value for money of the programme.

Conclusions

This section summarises the key conclusions and highlights recommendations for similar future projects.

Key findings

Was the rationale for the project robust?

The programme had a clear rationale for delivery, underpinned by addressing a gap in market provision for support for individuals during transition points. This was reaffirmed by stakeholders interviewed as part of the evaluation. The rationale and objectives were responsive to local, regional, and national strategic, economic and market circumstances, including alignment to the C&P Local Economic Recovery Strategy. Feedback from beneficiaries and partners showed there was a clear demand for the programme: that its focus on transitions offered something different to other forms of support available. A clear Theory of Change underpinned the programme which was consistently followed, albeit changing circumstances necessitated a remodelled approach to delivery.

What factors influenced the project's delivery and management?

Shifting and uncertain delivery timescales had a significant impact. The timescales were initially felt to be realistic, although delivery became more difficult as timescales were delayed. This meant that the programme missed the window of furlough that it was initially conceived to address, so the delivery team had to reconsider who the key beneficiaries would be and what the turning points in individuals' lives were in the changing economic context. The delays were ultimately beyond the control of the delivery team and whilst the initial window of furlough was missed, it was felt that the programme did address a gap in provision by providing support to beneficiaries undergoing different types of transition, but with similar needs. Further, the changes made to the delivery model to account for the changing timeframes and economic context were deemed to have been effective, allowing the delivery team to focus on the highest value aspects of the programme, namely the funded internships and the training vouchers, while partner organisations provided the 'feed in' activities of Personal Skills Assessments and Training Needs Analysis.

Earlier communication of delays and extensions to the programme would have enabled the delivery team and partners to utilise time and resources more effectively, including increasing marketing activity and ultimately enabling more individuals and businesses to benefit from the programme, using the underspend that the programme finished with.

Innovation in Service Delivery

The focus on transitions points as a time when individuals require support was an innovative approach to service delivery. Activities provided the scaffolding between traditional step off points in education and employment, offering support for individuals as they moved from

Metro—Dynamics

unemployment to training or work, from training into work, or from one job to another. Typically there is little support for individuals during these processes, which increases the risk of failure.

The programme showed further innovation in service delivery through its approach of deploying multiple activities which together offered layers of support for individuals and businesses during transition points. Activities offered a safety net for individuals during transition points in the form of subsidised training, incentives for businesses to hire people they otherwise wouldn't via funded internships, and a softer landing into employment via funded internships (which de-risked business hiring) and learn-a-mentor training which helped businesses improve how they onboarded new staff. In addition, all businesses signed up to a Charter based on a CIPD framework which supported businesses to deliver high quality internships.

Further, the programme adopted an open approach to eligibility that enabled any individual or business in Peterborough and Fenland to potentially access support. For example, mid-career professionals were able to access funded internships which are normally ringfenced for new talent – thereby providing a step change in supporting mid-career changes for those underemployed or at risk of redundancy due to an outdated skill set, which was considered to be particularly relevant to the post-Covid workforce. The short and intense interventions allowed individuals to transition without having to take a career break to change their career.

Critical success factors

There was a clear demand for this type of intervention and support, targeting groups that were previously underserved by existing support. The programme has supported people both into and towards employment, has been received very warmly and there is clear appetite for similar programmes in the future. A number of critical success factors were key to the programme's success:

- The approach of targeting 'transition points' in people's lives was successful and addressed a gap in existing provision, minimising duplication and extended support to people who needed it but who would otherwise find no support available.
- The approach to offering fully-funded internships with wraparound support incentivised more businesses to take on interns and enabled them to do so more effectively, delivering a higher quality experience for both businesses and interns.
- The support successfully reached the right people, with demographic analysis showing the project supported younger, harder to reach groups. The approach of not 'ringfencing' support opened the programme to different groups.
- There were multiple access points to the programme, including a digital portal and one-on-one sessions with the delivery team. The delivery team engaged proactively to generate leads for the programme and also made good use of existing networks to identify and target beneficiaries, which resulted in a strong pipeline.
- Whilst the delay to delivery times made set up more difficult, it also encouraged more creative thinking around who the project should seek to target and benefit, which ultimately meant that the support offered targeted an audience that had been underserved for a long time previously. It also enabled partners to work together to adapt their approach to delivery and build a strong pipeline of prospective beneficiaries, meaning that once delivery did commence its benefits could be quickly realised.

Metro—Dynamics

- The delivery lead was praised by both delivery partners and beneficiaries for being fully immersed in the project, supportive and as communicative as possible, given resource constraints.

The delivery of the programme could have been enhanced in ways including:

- Clearer deadlines and timescales, with a commitment to a set window of delivery, and earlier communication around any changes (this was outside of the control of the delivery team).
- More resource allocated to programme delivery, which would have allowed the delivery team to be less stretched and communicate with beneficiaries and partner organisations more consistently and proactively.
- Fewer forms to fill in (recognising that a robust level of diligence is required when allocating public funding, and that the delivery team had designed administrative aspects of the programme to be as simple as possible), and more data collected upfront rather than retroactively.
- More opportunities for delivery partners to collaborate and share learnings, recognising the short and uncertain timeframes for delivery made this difficult, as the team's focus was first and foremost on delivery.

Learning for future programmes

The programme overall has made good progress towards meeting or exceeding the outputs and outcomes set out prior to delivery. There are a number of lessons learned from delivery that may be considered in developing future programmes of this nature. These are set out below.

Programme design

There is a clear demand for this kind of programme that addresses a gap in existing provision. The fact that internships were fully funded (as opposed to requiring some contribution from businesses) was considered a particularly important factor in engaging businesses and incentivising them to hire interns. The number of interns offered full-time employment (or reaching other beneficial outcomes) has justified this approach, although there may be scope in future programmes to explore an in-kind contribution from businesses to reduce the public cost of the programme. An initial assumption behind the programme was that large businesses may be more inclined to take up the internship programme than smaller businesses. This turned out not to be the case, with strong interest and take up among small businesses. Future programmes may wish to focus explicitly on small businesses, tailoring engagement and delivery to their needs.

The delivery team did note that the training voucher aspect of the programme was harder to manage than the internship programme and the direct benefit it provided to recipients was harder to measure. The delivery team felt that more could have been achieved with more manpower to deliver the activities and increased marketing activity to ensure the training vouchers reached the right recipients. A training provider also noted during beneficiary interviews that working more closely with accredited training providers could have helped to identify individuals most in need of support, matching them with the highest-value training.

Metro—Dynamics

The short delivery window was a constraint for the programme, with people ending up needing to be turned away, and a feeling from the delivery team that there was not the time and space to reflect on successes appropriately due to the pace of delivery and the need to achieve outputs and outcomes in short timespans. One example of how this impacted delivery was that the funded internships could only last for 12 weeks. Some businesses and individuals felt there would have been further benefits from longer internships, up to six months, as this longer duration may have encouraged more businesses to offer interns ~~fill~~ the positions.

The way in which delivery was remodelled in response to the ~~the~~ delayed timeframes supported successful outcomes and may be a blueprint for how future delivery should occur, where the programme focuses on delivering the specific funded internships and training vouchers which generate the outputs and outcomes, while ~~working~~ with partner organisations to build the pipeline of prospective beneficiaries and help match individuals to businesses and to training opportunities. The delivery team and partner organisations have demonstrated the ability to collaborate well to deliver support, and opportunities for more collaboration should be explored in future.

It was also suggested by some delivery partners that working with businesses to tailor the internships to the needs of the business would be beneficial and make future ~~programmes~~ more attractive to businesses. It was acknowledged, however, that this is not specifically down to Growth Works and again timescales were a constraint.

Administration and management

Some delivery partners and beneficiaries noted that keeping up with the paperwork could become overwhelming, and simplifying this would be useful for future programmes.

It was also noted by the delivery team that the forms for the training vouchers could have been changed to become more text box focused, enabling more qualitative information to be inserted, including information on whether the participants got a job at the end of the scheme.

Resource constraints in delivering the programme meant the delivery team lacked the ability to ‘go out and see’ interns on the job. More of this kind of direct beneficiary engagement may benefit future programmes and enable delivery to be tailored more effectively.

Future programmes

The programme has demonstrated that focusing on ‘transition points’, where there is typically little other support on offer, is a successful approach that leads to positive outcomes for individuals and businesses.

There is strong support for the programme to be repeated and extended in future. It was noted that expanding the geographical focus of the programme could be worthwhile, as there are other areas outside of Peterborough and Fenland which could also benefit from this type of scheme. There are specific industries and sub-sectors that could benefit from support, so a wider target area and target audience could be explored for future delivery.

A learning for future programmes is to explore partnership working as part of initial design as a means of streamlining services and reducing duplication. For example, future programmes could intentionally be designed to collaborate with partner organisations to identify the training needs of businesses and the personal skills analysis for individuals, who could then be directed to the programme for funded internships and training vouchers. This approach would closely

Metro——Dynamics

follow how delivery of the Turning Point programme ultimately occurred. Delivering in this way would require a longer timeframe for the programme, allowing partners to collaborate and market the programme before applications.

Future programmes would require additional resource to be delivered effectively. Consultation for the evaluation showed that the programme's success was largely dependent on the quality of the delivery team and their existing relationships, but that may not be the case for future programmes. Given the strong value for money attained through the programme, there is a good case for additional investment in future programmes to support delivery.

It was also suggested that a scheme such as Turning Point could be used to kick start and accelerate other economic priorities which require businesses to think and behave differently such as increasing the level of green skills and green jobs within companies. There could be an opportunity for a future scheme such as Turning Point to focus on green skills and achieving sustainability commitments.

Appendix: Survey feedback

Internship feedback and demographics

All interns were asked to provide feedback via a survey at the beginning, mid-point and end of their internship. A series of questions were posed and interns were asked to provide a response from 1 – 10, with 10 being the highest score. The results and findings are presented below.

Feedback from the 110 applicants to complete the form is summarised in the figure below:

Figure 9. Internship initial application form

Statement	Average	Median	% 1-5	% 6-10
My experience of the application process was positive	7.5	8	3%	97%
I am confident with how my role fits within the organisation	7.5	8	4%	96%
I am clear about the job role and purpose	7.5	8	3%	97%
I am confident that I can complete the tasks assigned to me	7.3	8	3%	97%
I understand the process for monitoring my progress	7.1	8	9%	91%
I feel confident that the support provided will help me succeed	7.6	8	3%	97%

Interns were then asked again to provide feedback midway through their internship, with all 100 interns completing the form, with a mix of quantitative and yes / no questions. Feedback is summarised in the figure below:

Figure 10. Internship mid-point form

Statement	Average	Median	% 1-5	% 6-10
My experience of the internship is positive	7.7	8	1%	99%

Metro—Dynamics

I remain confident that my role fits within the organisation	7.7	8	3%	97%
The job role and purpose remain clear	7.7	8	5%	95%
I remain confident that I can complete the tasks assigned to me	7.5	8	3%	97%
The process for monitoring my progress is effective	7.5	8	2%	98%
I feel confident that the support provided is helping me succeed	7.7	8	2%	98%
<i>Statement</i>	<i>Yes</i>		<i>No</i>	
My job description reflects the job I am doing	100%		0%	
I can speak to my learning mentor when needed	100%		0%	
I have reviewed my development plan with my employer	94%		6%	
I am being paid as and when expected	100%		0%	
Support is being provided when required	99%		1%	

Interns were then asked for their final reflections upon completion of their internship. The completion rate for the post-internship forms was lower, at 79%, due to the survey being undertaken after the scheme had ended. Feedback is summarised in the figure below:

Figure 11. Internship final form

<i>Statement</i>	<i>Average</i>	<i>Median</i>	<i>% 1-5</i>	<i>% 6-10</i>
The organisation's recruitment process was smooth	7.9	8	1%	99%
The organisation understands the business benefits of hosting an internship	7.7	8	3%	97%
The organisation is able to provide training for a mentor	7.6	8	5%	95%
The organisation has provided a mentor for you	7.5	8	5%	95%
The organisation has a clear process for monitoring your progress	7.7	8	3%	97%

Metro—Dynamics

How confident are you that the organisation has the skills to manage and support you as an intern?	7.8	8	3%	97%
How confident are you that your organisation has the knowledge to manage and support you as an intern?	7.8	8	1%	99%
Is the organisation able to provide training for you as an intern?	7.6	8	6%	94%
To what extent do you agree that the organisation has an appropriate internship development plan in place?	7.5	8	5%	95%
To what extent do you agree that the organisation is able to manage the internship process?	7.7	8	1%	99%
How confident are you that the organisation has the time to manage an internship process?	7.5	8	5%	95%
<i>Statement</i>	<i>Yes</i>		<i>No</i>	
Were you offered a permanent position?	70%		30%	
Will the internship be extended by the company beyond the 12-week time frame?	19%		81%	
Were you provided with a reference?	54%		46%	
Would you consider being an intern again?	85%		15%	
Did having funding make a difference as to whether or not you were hired as an intern?	80%		20%	
Is the organisation willing to fund future internships?	80%		20%	
Does the organisation now have a trained mentor in place?	75%		25%	
Does the organisation now have an established internship development plan in place?	81%		19%	
Does the organisation now have sufficient	97%		3%	

Metro—Dynamics

knowledge to manage the internship process?		
Are you likely to recommend an internship to other businesses?	99%	1%
Are you likely to recommend taking part in an internship with this organisation?	95%	5%
Are you likely to recommend taking part in an internship to other people?	99%	1%
Did you access internal training during the programme?	80%	20%
Did you access external training during the programme?	47%	53%
Did you have sufficient support from Turning Point?	94%	6%
Was the 12-week duration of the internship appropriate?	91%	9%
Do you feel that being an intern added value to the business?	96%	4%
Do you feel that you were treated as a valued member of the organisation?	97%	3%
Do you feel that you were given appropriate tasks to do?	99%	1%

As well as the interns, businesses involved with the internship scheme were also invited to provide feedback at the beginning, midpoint and end of the internship scheme. Throughout the process, feedback from the businesses was also positive, again showing that the initial project set up and design worked well and that businesses benefited from the scheme overall. Business feedback is set out below.

Figure 12. End of internship feedback from businesses

<i>Statement</i>	<i>Average</i>	<i>Median</i>	<i>% 1-5</i>	<i>% 6-10</i>
My organisation is confident in sourcing intern candidates	7.3	8	9%	91%
My organisation is confident in recruiting intern candidates	7.3	8	7%	93%

Metro—Dynamics

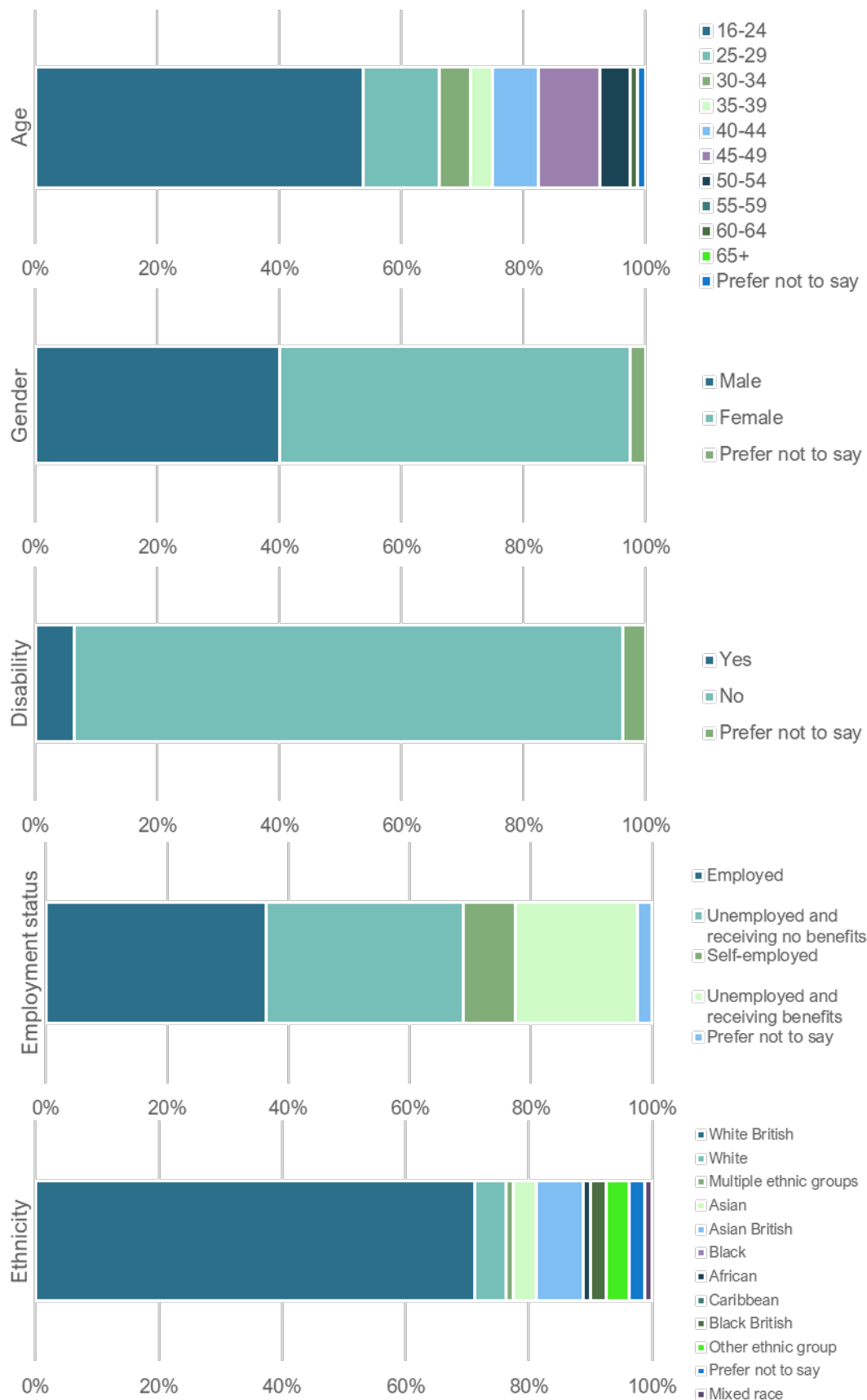
To what extent do you think that your organisation understands the financial cost of running an internship?	7.6	8	3%	97%
To what extent does your organisation understand the business benefits of hosting an internship?	7.5	8	7%	93%
How confident are you that your organisation is able to provide training for a mentor?	7.3	8	7%	93%
How confident are you that your organisation can monitor an intern?	7.3	8	6%	94%
How confident are you that your organisation can support an intern?	7.4	8	6%	94%
To what extent is your organisation able to provide training for an intern?	7.3	8	4%	96%
How confident are you that your organisation can evaluate the effectiveness of an internship for the intern?	7.2	8	9%	91%
To what extent can your organisation evaluate the effectiveness of an internship for the business?	7.3	8	6%	94%
To what extent do you agree that your organisation has an appropriate internship development plan in place?	6.9	7.5	13%	87%
To what extent does your organisation feel able to manage the internship process?	7.3	8	6%	94%
<i>Statement</i>	<i>Yes</i>		<i>No</i>	
Will you be offering the intern a permanent position?	59%		41%	
Will you be extending the internship (funded by yourself)?	22%		78%	
Will you be providing the intern with a reference?	90%		10%	
Will you consider hiring an intern again?	99%		1%	
Do you feel that having an intern added value to your business?	97%		3%	

Metro—Dynamics

Did having funding make a difference as to whether or not you hired an intern?	99%	1%
Is the organisation willing to fund future internships?	56%	44%
Does the organisation now have a trained mentor in place?	78%	22%
Does the organisation now have an established internship development plan?	76%	24%
Does the organisation now have sufficient knowledge to manage the internship process?	99%	1%
Are you likely to recommend an internship to other businesses?	100%	0%
Did your intern access internatraining during the programme?	99%	1%
Did your intern access external training during the programme?	60%	40%
Did you have sufficient support from Turning Point?	96%	4%
Was the 12week duration of the internship appropriate?	81%	19%

Metro—Dynamics

Demographic details of individuals who completed internships (n = 80)



Training Voucher feedback and demographics

Beneficiaries of the training voucher scheme also provided feedback on the scheme. Beneficiaries completed an initial review, and then a further survey at the end of the scheme.

A series of questions were posed and beneficiaries were asked to provide a response from 1 to 10, with 10 being the highest score. There were also statements which beneficiaries were asked to respond to with 'yes' or 'no'. The results and findings are presented below.

Feedback from the 92 beneficiaries to complete the form is summarised in the figure below:

Figure 13. Training Voucher initial review feedback

<i>Statement</i>	<i>Average</i>	<i>Median</i>	<i>% 1-5</i>	<i>% 6-10</i>
This training will help me secure employment	6.5	8	26%	74%
This training is part of my personal development	7.5	8	5%	95%
I am accessing this training to develop skills needed in my current role	6.2	8	33%	67%
This training will help me gain promotion	5.4	5.5	50%	50%
I am using this course to help me change career	5.3	6	46%	54%
I am hoping to begin an internship after this course	3.0	1	78%	22%
I am hoping to begin an apprenticeship after this course	2.9	1	79%	21%
<i>Statement</i>	<i>Yes</i>		<i>No</i>	
I will be undertaking further training after this course	76%		24%	
This course is part of my internship training	25%		75%	

Beneficiaries were then asked for their final reflections upon completion of their internship. The completion rate for the post-internship forms was lower, with 85 forms completed, due to the survey being undertaken after the scheme had ended. Feedback is summarised in the figure below:

Figure 14. Training Voucher final review feedback

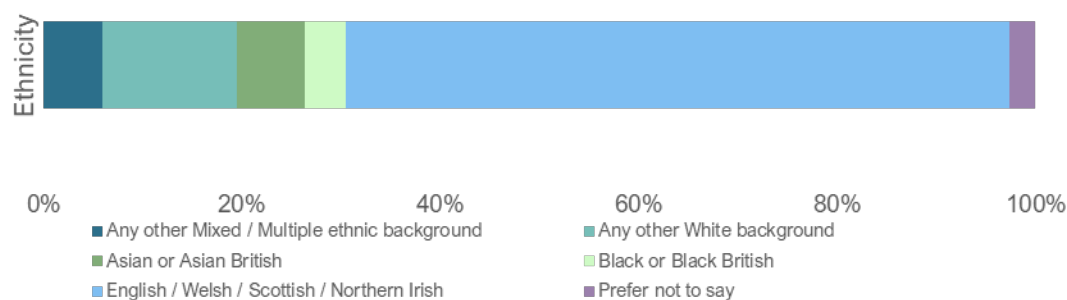
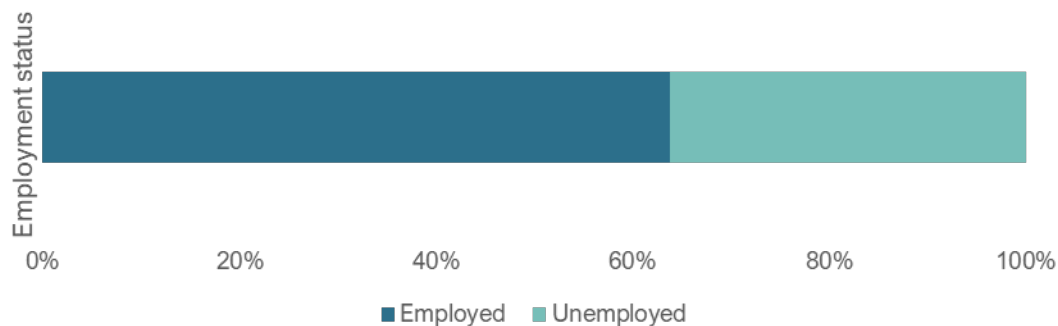
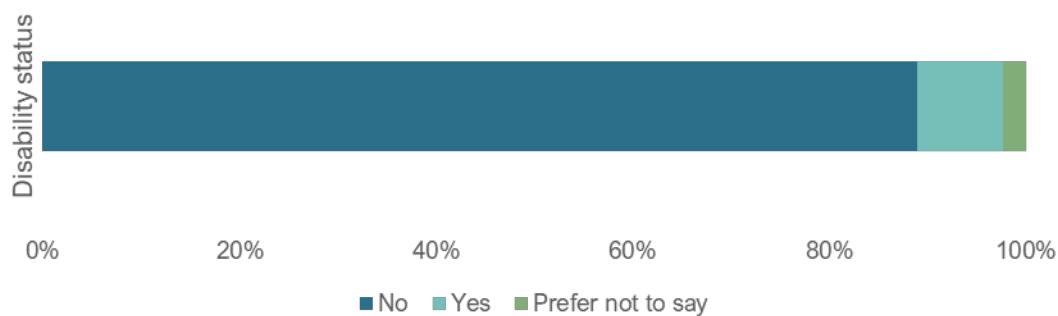
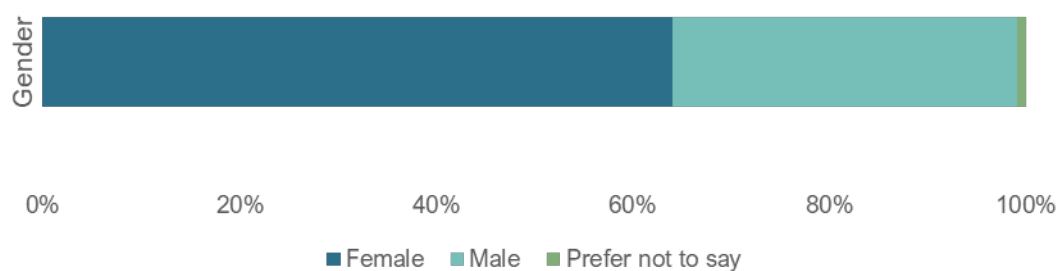
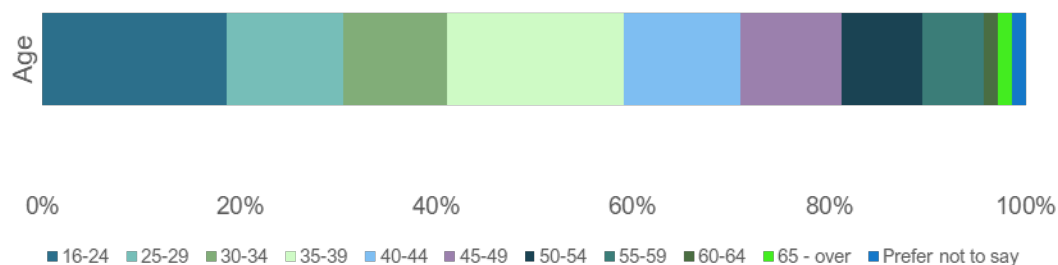
<i>Statement</i>	<i>Average</i>	<i>Median</i>	<i>% 1-5</i>	<i>% 6-10</i>
This training will help me secure employment	6.6	8	25%	75%

Metro—Dynamics

This training is part of my personal development	7.5	8	6%	94%
I am accessing this training to develop skills needed in my current role	6.5	8	26%	74%
This training will help me gain promotion	5.3	6	46%	54%
I am using this course to help me change career	5.3	6	48%	52%
I am hoping to begin an internship after this course	2.6	1	82%	18%
I am hoping to begin an apprenticeship after this course	2.5	1	84%	16%
<i>Statement</i>	<i>Yes</i>		<i>No</i>	
I will be undertaking further training after this course	78%		22%	
This course is part of my internship training	19%		81%	
Did you achieve your personal objectives?	99%		1%	
Have you been offered employment/an internship/an apprenticeship as a result of your training?	29%		71%	
Did the training meet your development needs?	98%		2%	
Did you complete this training?	94%		6%	
Has this training led to a positive outcome?	96%		4%	

Metro—Dynamics

Demographic details of those who completed the expression of interest form for training vouchers
(n = 433)



At Metro Dynamics, we **care** about places, our clients, and our colleagues.

We are an **independent** organisation, **curious** about our work, and **collaborative** in our approach. We strive to **make a difference** in all that we do.

3 Waterhouse Square

138 Holborn

London

EC1N 2SW

020 3868 3058

metrodynamics.co.uk

Orega

1 Balloon Street

Manchester

M4 4BE