



Improving lives through better skills and  
better jobs delivering better services

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# Impact Report 2021/22

# Foreword

## John Rogers, CEO, The Workforce Development Trust

Our 2021/22 impact report is a glimpse into the many ways that we support the skills development of individuals and teams across a broad range of sectors, both in the UK and internationally.

I would like to thank colleagues across the group for everything they have achieved. The results this year are impressive, demonstrating what is possible when you have the right vision and team in place.

We advance into 2022/23 with optimism and pride, and with clearly defined objectives that will drive forward our vision of improving lives through better skills and better jobs delivering better services:



- ▶ Through our consultancy and research provision, we support the health and justice sectors in developing their workforce to improve service outcomes whilst building capacity and capability for employers.
- ▶ Through our digital solution capabilities we provide eRostering and eLearning solutions to support organisations to provide the best healthcare, effectively and efficiently, whilst sustaining staff development and wellbeing.
- ▶ Through our collaborations with international governments, industry and stakeholders, we identify, design and implement solutions that build, develop and retain inclusive skilled workforces.
- ▶ Through our awarding organisation provision we provide high quality specialist qualifications and assessment processes, adding value and impact to the development of workforce skills, flexibility and jobs.

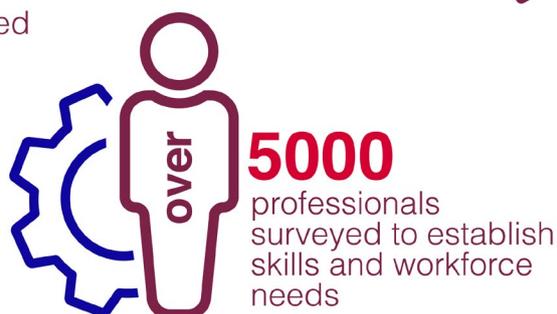
## Our 2021/22 impact:



individuals improved



programmes, qualifications, frameworks and standards developed and reviewed



professionals surveyed to establish skills and workforce needs



organisations engaged/supported

## Defining workforce trends, skills needs and challenges

Our expert researchers have worked on over 35 projects nationally and internationally to deliver data-driven insights that give organisations the confidence to make informed decisions to overcome workforce challenges.

- ▶ A pivotal report we created for the Mayoral Office for Policing and Crime in London to map violence across the capital is helping the police and partners to determine the drivers of violence, including poverty and austerity cuts, and to take action to prevent violence now, and in the long-term.
- ▶ Our research on behalf of NHS England and Improvement and Health Education England into healthcare support workers and their employment is playing an important role in understanding issues around recruitment, retention and training for the role. The research findings are already being used by stakeholders and will help to better support the development of individuals in this valued profession.
- ▶ The labour market research and youth employment strategies that we developed in countries including El Salvador, Dominican Republic, Bolivia and Honduras has resulted in the release of multi-million pounds worth of skills funding and supported more effective spending in technical, vocational education and training.



## Success stories



Working with the NHS South East London Integrated Care Board on workforce planning across their primary care networks, which bring together 17 separate local partners, encompassing 1.9 million residents of South East London, we have helped to implement workforce planning measures that will ensure the staffing numbers needed to meet the long-term service needs of patients are in place.

*"I think that's probably the lasting legacy of this programme, is that you left us with the ability to adapt our workforce plans iteratively and your approach ensures we can adapt our workforce assumptions to make it futureproof."*

- NHS South East London Integrated Care Board



On behalf of the Inter-American Development Bank, we undertook rapid assessment research and developed a skills recovery package that could be applied across the Latin America and Caribbean region to address the challenges and opportunities faced beyond the Covid-19 pandemic. A strategy and step-by-step roadmap were developed to transform workforce skills across hospitality, tourism, agriculture, retail, ICT, healthcare and construction sectors.

*"The joint work has been very valuable, timely and relevant, and we are optimistic that it will contribute to improving the lives of people in the region. People 1st International's conviction, experience and knowledge in upskilling and reskilling solutions aligned with job and business opportunities adds great value."*

- Inter-American Development Bank

## Increasing opportunities and promoting equality, diversity and inclusion

The skills standards, frameworks, programmes and models we have developed have supported our sectors in offering a range of quality opportunities and provided tools to help foster equality, diversity and social inclusion.

- ▶ We facilitated the development of the Cultural Leadership Programme, which recognises that “inclusive cultures depend on inclusive leaders”. Insights from NHS England show compassionate and inclusive working environments positively impact staff engagement; an increase of 0.12 in staff engagement scores within the NHS staff survey correlate with a 0.9% decrease in agency spending, saving £1.7 million for the average trust.
- ▶ Having directly facilitated four of the top five NHS apprenticeships, our work has played a major part in the number of apprentices entering and progressing through roles within the NHS (24,000 last year) and enabled NHS trusts to effectively invest circa 80% of its £200 million apprenticeship levy.
- ▶ Over the last two years we have been working closely with the national policing Project Uplift Team to help them in their efforts to increase police numbers. Our work this year culminated in a report on the positive roles of black police officers to support the police in adopting better recruitment and retention procedures which will ensure that recruits better represent the communities they serve.



## Success stories



Marcos Miranda de la Fuente is one of many individuals who have benefited from the apprenticeships that we have provided End-Point Assessment for.

Marcos trained with Sussex Police to become a Police Community Support Officer. He faced the additional challenge of being both dyslexic and a non-native English speaker. Despite this, he was able to achieve a double distinction in his End-Point Assessment and is now looking ahead to his next role within policing.

*“The Police Community Support Officer role is a perfect steppingstone if you want to have a career in policing. Achieving my apprenticeship gave me the confidence to be able to achieve whatever I intended. I applied to a fast-track detective program with Sussex Police and I am currently in my fourth week of training!”*



After the Covid-19 crisis deepened inequalities and disproportionately affected young people and women in Colombia, a national strategy for economic recovery in the country prioritised the infrastructure and construction sectors.

We were commissioned by the Foreign and Commonwealth Development Office to develop and pilot a training and labour inclusion model for the construction sector. The model was adopted by the Colombian Chamber of Construction and can now be replicated elsewhere in Colombia and with other stakeholders in the construction value chain.

## Building workforce capability

As organisations compete for skilled talent, our consultancy services and skills solutions have helped develop the capabilities and expertise our sectors need now and into the future, improving performance and productivity.

- ▶ We developed the Level 3 Award in Supporting Survivors of Domestic Abuse to enable those that work with survivors to align their work with current practice and legislation. Reviewed and updated in collaboration with a centre and a domestic abuse charity to align with new legislation, the qualification gives confidence to the sector that those who support individuals have up to date knowledge and skills.
- ▶ We have helped improve the standards for apprenticeships across health, justice, hospitality, retail, travel and aviation to create employment opportunities, giving workers more chances for onwards progression, as well as better working conditions. Our health apprenticeship standards and resources alone have attracted over 58,000 downloads.
- ▶ The funding and finance models we have developed to operationalise sector skills organisations in Uganda, the Philippines and Georgia have strengthened governance structures, action plans and public-private partnerships, helping to develop skilled workforces.



## Success stories



In July 2020 the government set His Majesty's Prison and Probation Service targets to recruit more trainee Probation Officers to help cut crime and protect the public.

We have supported over 100 Probation Officers to qualify as Practice Tutor Assessors (PTAs). These roles support learners to complete training and education to become officers in the Probation Service. In supporting existing staff to qualify as assessors, the Probation Service has the capability to recruit the new officers they need, in line with governmental targets.

These recruits are vital to the supervision and rehabilitation of high-risk offenders released into the community. Reoffending accounts for around 80% of all recorded crime, and costs around £18 billion per annum. This work also helps to increase diversity within the workforce, with nearly 1 in 5 new recruits coming from an ethnic minority background.



As part of the NHS Professionals (NHSP) National Vaccination Booster project to support the accelerated roll out of the booster jab, we delivered the NHSP team a training solution in just 10 days. This enabled them to rapidly train and deploy vaccination staff at a crucial time. To date, over 8,000 vaccine staff have been onboarded delivering hundreds of thousands of booster jabs across the UK.

*"Without digital technologies, there is no way that we would've been able to mobilise an army of paid vaccinators as quickly we did and at such scale."*

- NHS Professionals

## Evolving workforce practices & efficiency savings

Our services and solutions have created optimal learning experiences, assessed critical workforce skills and simplified and standardised processes, helping to build skilled and compliant workforces and ensure safe, effective and efficient working practices.

- ▶ Over 100,000 learners have actively used our eLearning courses this year to cover their statutory and mandatory training, enabling them to safely continue their work. The redesign that we have completed on two of our eLearning courses will save 385,000 hours of healthcare workers' time on training in the coming year.
- ▶ Our eRostering solutions have been used by over 12,000 users, ensuring that the right people are in the right places, at the right times. Approximately 9,500 work patterns have been created and checked for compliance by our software, making sure that doctors are always working safe hours. We estimate 45,000 hours have been saved by doctors using our rostering solutions over the past year.
- ▶ We have delivered over 1,100 apprenticeship End-Point Assessments, including 350 for Emergency Contact Handlers in police, fire and rescue and 111 contact centres, ensuring that staff working in these challenging roles develop the skills, knowledge, and behaviours to perform the role effectively.



## Success stories



The Northern Ireland Fire and Rescue Service (NIFRS) needed to obtain feedback from employees based across their 68 sites. Previous surveys had resulted in responder fatigue. Through membership of Skills for Justice, they were able to implement our market-leading Ambit survey. The increased functionality and flexibility the system allowed NIFRS to tailor their survey to their objectives and achieve their Investors in People re-accreditation.

*“The USP is that it is free of charge, so it is a real cost-saver, but the ability to change the tool and design it according to your needs was a game-changer. We promoted Ambit as an organisational development survey and this helped with buy-in as employees genuinely want to see real improvements in the service that we deliver.”*

– Northern Ireland Fire and Rescue Service



Schoen Clinic UK required a capable and trusted Learning Management System (LMS) which could centralise training for learners and bring disparate compliance tracking tools together.

They chose our bespoke LMS solution LearnSpace because they appreciated the flexibility of the solution. LearnSpace was configured to Schoen Clinic UK's requirements within 8 weeks and we have since worked with Schoen Clinic to transform their compliance reporting.

*“Compliance is non-negotiable for Schoen Clinic and finding a solution that met our reporting needs was critical; the project team planned and implemented with speed and professionalism and the continued support and maintenance is first class.”*

– Schoen Clinic UK

## Transforming workforce skills

The robust workforce development programmes and qualifications we have developed, reviewed and assessed have empowered individuals with the future skills to thrive in an ever-changing work environment, and have helped organisations to develop a productive, highly skilled, cost-effective workforce.

- ▶ We have provided custom certification to 36 training programmes which has enabled flexible skills development to be recognised and has provided confidence and trust that learners have met defined learning outcomes for programmes of learning.
- ▶ Our work with His Majesty's Prison Service (HMPPS) to improve health and rehabilitation outcomes by developing the 'Adult Health, Care and Wellbeing Core Capabilities Framework' for Prison & Probation Staff has supported employment, education and training within the sector.
- ▶ The customer service skills of over 3,000 participants have been transformed through our WorldHost programme which has supported businesses in improving their customer experience, offering benefits such as improved customer reviews, repeat custom and increased revenue.



## Success stories



To get businesses ready to welcome guests to the West Midlands for the Birmingham 2022 Commonwealth Games and beyond, West Midlands Growth Company engaged us to develop a tailored training programme based on the foundations of WorldHost.

The Getting Games Ready programme provides regional knowledge and enhances the wider tourism offer through improving visitor welcome and customer service experience.

Leaving a legacy, the programme has since been adapted to provide a learning programme to further education providers in the region to help upskill future talent.



The National Training and Development Event run by Women in the Fire Service UK has been running for over two decades and is open to all genders in any role in the fire and rescue service.

In support of our commitment to raising skills and increasing gender equality, we certified the learning and development opportunity free of charge.

Over 225 delegates joined the event which covered a range of contemporary issues in fire and rescue services including mental health and racial equality to hazmat incidents and fire safety in commercial buildings.

## Recognising and celebrating workforce achievements

### Our Health Heroes

Our Health Heroes was created to champion real people, who are at the heart of our healthcare system. From porters and cleaners to receptionists, gardeners to security guards, these often-unsung heroes make up roughly 40% of the NHS's million-strong workforce; Our Health Heroes Awards is a national celebration of their achievements and an opportunity to give thanks for the important role that they play in keeping our health service functioning.

*"The Our Health Heroes Awards shine a light on the incredibly high standard of work and the vital role played by both apprentices and support workers. Every single person that received a nomination should feel very proud of themselves for going above and beyond every day to support our patients and communities."*

- Dr Navina Evans, Chief Executive of headline sponsors Health Education England



### Inspire Justice Awards

The first-ever Inspire Justice Awards took place in November 2022, with a ceremony dedicated to awarding our public service heroes. Across 10 categories, the awards recognise the outstanding achievements of workers in the justice sector and staff in policing.

As the Sector Skills Council for Justice, Skills for Justice is a vocal champion of the community safety and criminal justice workforce and launched these awards to say 'thank you' to all those who have gone above and beyond to make a difference.



*"It's the first time I've been to something like this and for people working in the background it's really nice to be recognised for all your hard work."*

- Lisa Mockridge, Receptionist, Liverpool North PDU

### AA College Restaurant of the Year Award

Launched in 2016 in partnership between People 1st International and AA Hotel Services, the AA College Restaurant of the Year Award recognises the hard work of chef lecturers and student brigades that run college restaurants. Part of the AA's annual Hospitality Awards, the award gives colleges an unprecedented opportunity to be part of one of the industry's most prestigious events and put their restaurants well and truly on the map.



*"This award cements that we are doing it right. We are giving our students creative freedom in the kitchen and the front of house skills that have now been recognised by top industry professionals as a model for other colleges."*

- Jo Lello-Dunn, Programme Team Leader Hospitality, Beauty, and Hairdressing, Truro & Penwith College (2022 Winner)

## Employee perspectives

*"We have a very real impact in the sectors we serve. Our approach is grounded in this philosophy. It's very rewarding to see the consistently positive feedback colleagues receive from our partners and clients."*

Jon Freegard, Principal Consultant Workforce Development

*"I love having a voice within my team, and the organisation as a whole. We all support each other and work together to offer creative feedback and then make our ideas a reality. I love being appreciated and listened to and find that I actually enjoy coming to work everyday thanks to the brilliant people I get to work with."*

Chelsea Littleton-Harper, Product Development Officer

*"There is so much expertise within the organisation and everyone is committed to our mission and the benefits we provide in respect of improving skills, jobs and services."*

Candace Miller, Executive Director

## Thank you

We would like to thank our clients, partners and supporters who have trusted in our expertise and supported our vision to improve lives through better skills and better jobs, delivering better services.

We recognise the huge and ongoing contribution made by our employees and we extend our appreciation to them all and acknowledge their passion and commitment to our work. The team go above and beyond to support the delivery of sustainable workforce solutions for the future, aligned to our values and charitable aims.

We would also like to thank our board members for the time and support that they have given during the year.

## Discover more



[skillsforjustice.org.uk](https://skillsforjustice.org.uk)



[people1st.co.uk](https://people1st.co.uk)



[skillsforhealth.org.uk](https://skillsforhealth.org.uk)



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