



The
**Workforce
Development
Trust**



**Improving lives through better skills and
better jobs, delivering better services**

**Impact Report
2022/23**

Foreword

John Rogers, Chief Executive The Workforce Development Trust

The past year has seen organisations face a myriad of workforce and skills challenges with a competitive talent landscape, evolving employee expectations, persistent skills gaps and pressure to control costs.

This dynamic environment has created new opportunities for employers to be more innovative for the benefit of their workforce and their services. We are proud to be working alongside organisations to help them navigate the rapidly changing landscape, co-creating transformational solutions to build a skilled, resilient and sustainable workforce.

Our impact report provides a glimpse into the many ways that we have supported the skills development of individuals and teams across a broad range of sectors, both in the UK and internationally over the past year. Our success demonstrates the tremendous range of experience and capabilities of our team who work with integrity, passion and purpose, aligned to our values and charitable aims.



Through our brands under The Workforce Development Trust, we have a deep history of supporting employers to improve skills and enhance jobs. I am very proud of what we have collectively achieved this year and the role we have played in influencing and increasing the effectiveness of workforce development practices and learning strategies.

We advance into 2023/24 with optimism and pride to drive forward our vision of improving lives through better skills and better jobs to deliver better services.

Achievements in numbers



Defining workforce trends, skills needs and challenges

Our expert researchers have worked on 37 projects nationally and internationally to deliver data-driven insights that give organisations the evidence base to make informed decisions to overcome workforce and skills challenges.



Using our Six Steps Methodology to Integrated Workforce Planning®, we have supported NHS trusts and integrated care boards (ICBs) to define workforce needs and build effective strategies to develop the future workforce. **Recognised in the NHS Long Term Workforce Plan for its potential to build capacity in workforce transformation**, the methodology has helped organisations to ensure a workforce of the right size with the right skills to deliver the highest quality services in the most efficient way.



The labour market research that we have conducted in countries across Latin America and the Caribbean has helped to identify the priority growth sectors aligned with national and regional economic recovery policies. The findings have informed the creation of **youth employment and skills strategies that will address the economic constraints faced by young people** and support the improvement of technical and vocational education.



Our Clinical and Care Professional Leadership Guidance report, which describes the experience of implementing local plans for the future of 42 integrated care systems (ICSs), captures the challenges, opportunities and future trends of multi-professional, multi-agency and multi-disciplinary leadership. **The report enables the National Community of Practice to draw from evidence and experience-based insights on how to best implement the guiding principles for leadership in ICSs.** This will form the backbone of leadership over the next decade and complements the Messenger Review's call for talent pipelines and management standards.

Success story

Investment in skills development for Hyatt Regency Cairo West improves diversity and employee retention

Through a project to support the five-star Hyatt Regency Cairo West to analyse skills needs, strengthen current training plans and develop curricula and capacity building programmes to scale up and improve talent, we have helped improve workforce diversity, employee retention and customer ratings.

Through delivery of disability equality training, disability ethics training and support to improve HR policies in the hotel, the number of women employed by the hotel has risen from 12% to 18%. Management and leadership training has also led to a reduction in employee turnover from 45% to 25%.



Increasing opportunities and promoting equality, diversity and inclusion

We have produced a range of skills standards, frameworks and models, alongside our tools and programmes, to support our sector to foster equality, diversity and social inclusion.



The new Peer Worker apprenticeship that we have spearheaded with our partners is set to attract around 400 apprentices a year. It will **allow those who have experienced health or social problems to move forward into employment and provide peer support and trauma-informed care**, whilst supporting thousands of service users across health, social care and justice who are experiencing similar challenges.



We have helped **improve the technical vocational education and training systems in countries including Serbia, Belize and Georgia** by developing sustainable strategies that strengthen the linkages between government, education and industry. The sector skills bodies we have supported are now able to position themselves to deliver the solutions that will ensure the relevance of skills training and promote gender, economic and social inclusion.



Through Action Learning Sets we have supported the implementation of the NHS Culture and Leadership Programme across 11 trusts, ICSs and specific NHS teams. The programme has been available to over 30 programme leads, people promise managers and retention leads. Supporting culture change, **the programme will help to create compassionate and inclusive cultures, and positive and inclusive work environments.**

Success story

Elevating women from all ethnic backgrounds who work in policing

The talent management development programme we have created in partnership with Bedfordshire, Cambridgeshire and Hertfordshire (BCH) Women of Colour in Policing has trained 55 women in 2023. Of these, six have secured promotions, while a further four have reversed decisions to leave policing altogether.



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.



94% of NHS trusts across England and Wales have made a declaration of alignment to the Skills for Health Core Skills Training Framework® (CSTF), giving them confidence in the content of their statutory and mandatory training. This accounts for approximately **1.19 million employees who are able to passport their skills around the system**, reducing costly and unnecessary duplication, whilst also supporting the flexibility and mobility of health sector workers.



We have helped develop fifteen new apprenticeship standards for the health sector. These apprenticeships are **set to attract around 1,000 new starts a year and will underpin the ambitions in the NHS Long Term Workforce Plan** to recruit and retain more health professionals and expand the use of apprenticeships. Our online health apprenticeship standard pages and resources alone have attracted more than 360,000 views and 90,000 downloads.



We facilitated the development of the Custody and Detention Modern apprenticeship in Scotland and developed a robust training course that is now included as part of the apprenticeship framework. **Over 330 apprentices are expected to join the programme in the first year**, helping to attract new officers into positions that are increasingly difficult to recruit for.

Success story

Transforming management and leadership at Public Health Wales

Our system leadership programme is helping to equip the leadership team of Public Health Wales with the capabilities required to create the conditions for culture adaptation, which will ultimately be reflected in a public health strategy that will transform population health across the nation.

In our early delivery of the programme, we are seeing senior leaders make meaningful connections with peers and starting to collaborate on initiatives to collectively transform the organisation. Critically, we are observing participants at the outset of a systems leadership movement, acquiring a better understanding of leadership impact on culture, helping to elevate the way they lead in a complex system.

"We have been working in partnership with Skills for Health for a year to transform management and leadership in Public Health Wales. Their approach has been inspirational to the team and steering group in both its flexibility, its completeness and its expertise, and the quality of all aspects of delivery is outstanding. A wonderful team of partners and true specialists in their field."

Public Health Wales



Evolving workforce practices and 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 legally compliant workforces and ensure safe, effective and efficient working practices.



We have supported more than **100,000 medical professionals to stay up to date with the latest training** by delivering over 850,000 courses that fulfil statutory and mandatory training, enabling them to safely continue their work. Through the improvements we have made to the content on 29 of our eLearning courses, we estimate to have saved over 140,000 hours of healthcare workers' time spent on training.



The apprenticeship End Point Assessments we have completed for **448 firefighters, 87 police community support officers, 126 emergency service contact handlers and 596 custody and detention staff** have ensured that staff working in these challenging roles are equipped with the skills, knowledge and behaviours to deliver frontline services that are critical to public safety.



Our eRoosting solutions have empowered 55 NHS trusts to make informed data-driven decisions on staffing levels, positively impacting on key performance factors such as quality of care and waiting times. Approximately **10,000 rota patterns have been created and checked for compliance** by our software, making sure that doctors are always working safe hours. Our system has also helped over 30,000 doctors to better manage their holidays and shift coverage.

Success story

Increasing the number of probation officers in HM Prison and Probation Service

Between August 2020 and April 2023, we supported the Ministry of Justice in upskilling 225 experienced probation officers to become trainee practice tutor assessors. These individuals have been equipped with the skills to support newly appointed probation officers to complete their professional qualification in probation and become fully qualified in their role.

As a result, by the end of March 2023, 863 more probation officers were in service to supervise offenders and support rehabilitation. This is helping to bolster the government's target to increase staffing within HM Prison and Probation Service to help cut crime, reduce reoffending and protect the public.



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. These programmes and qualifications are supporting organisations to develop productive, highly skilled and cost-effective workforces.



The **customer service skills of over 3,400 participants** in the UK have been transformed through our WorldHost programme which has supported businesses across a wide breadth of sectors to improve their customer experience, offering benefits such as improved customer reviews, repeat custom and increased revenue.



Over 4,800 apprentices have been certificated for successful completion of apprenticeship frameworks across health, justice, hospitality, retail, travel and aviation, demonstrating they have achieved the knowledge, skills and behaviours to perform effectively within their roles. Earning a nationally recognised qualification, these apprentices have been certified as fully competent and now have the opportunity for onward progression.



As part of our commitment to provide a more robust and streamlined examination process, **we migrated 607 learners over to online assessments**, helping to reduce the need for paper-based evaluation. Digital assessments are more inclusive, more environmentally friendly and ensure integrity. They also allow learners to access results more quickly and reduce the administrative burden of paper-based examinations.

Success story

Improving the patient experience for The London Clinic

Eager to continually raise standards and deliver the best-in-class experience, we worked with The London Clinic to develop a bespoke WorldHost training programme to empower their employees to go above and beyond - to meet patient expectations and deliver a consistent level of service.

The initial workshops proved overwhelmingly positive with 100% of participants saying they would recommend the training to colleagues. With in-house trainers from The London Clinic now trained to deliver WorldHost, they will be rolling out the programme across the organisation, helping to add value with consistently high-quality personalised service.



Celebrating workforce achievements



Our Health Heroes Awards celebrates the wider healthcare workforce that supports our NHS doctors and nurses on the frontline. From porters and cleaners to receptionists, gardeners and security guards, these often unsung heroes make up roughly 40% of the NHS's million-plus workforce.

The seventh annual Our Health Heroes Awards took place in June 2023 to highlight the contribution that these inspirational teams and individuals make to the health of the nation and to thank them publicly for the sacrifices they make.

"Huge congratulations to all the Our Health Heroes finalists and winners. The NHS simply could not function without the whole team. These awards shine a light on outstanding individuals whose work helps keep quality patient care at the core of the NHS. The hard work, dedication and expertise of health staff deserves to be recognised. These accolades give everyone the chance to celebrate the entire team."

**Sara Gorton, Head of Health
UNISON**



The Inspire Justice Awards celebrates and shines a light on the wider justice workforce that keeps our criminal justice system running smoothly. From case administrators, catering managers and health and safety officers to peer support workers and prison employment leads, the Inspire Justice Awards celebrates the operational support staff who rarely get the credit they deserve.

In its second year, the Inspire Justice Awards took place in October 2023 helping to share the stories of these inspirational teams and individuals ensuring the safety of our communities.

"I am delighted to be here at the Inspire Justice Awards, recognising those people who make such an important contribution to our justice system. It only works if everyone plays their part – from judges through to people who work in IT and beyond – to ensure that we come together to deliver what is so vital for the citizens of our country and our reputation abroad."

**The Rt Hon Alex Chalk KC MP,
Secretary of State for Justice**

Employee perspectives

My favourite thing about working at The Workforce Development Trust is...

"My colleagues! Everyone is helpful, friendly and super knowledgeable. I'm also pleased to be part of a values driven organisation, making a difference to people's lives."

Kate Stephenson,
Governance Officer

"The people I work with and the social impact that we have. Delivering qualifications for the greater good of the community and transforming learners lives and careers."

Kathryn Broadbent,
Head of Customer and Commercial Engagement

"At The Workforce Development Trust, I feel like every task I complete has a larger, positive impact beyond myself and beyond the company. In a round about way, my role has a positive benefit on wider society and the sectors we serve."

Naomi Kendall,
Digital Marketing Executive

"Definitely the sense of community and the promotion of staff wellbeing within my team and the organisation as a whole, it makes me feel valued and motivated."

Nina Mortimer,
Market Engagement Officer



Thank you

We would like to thank our clients, partners and supporters who have trusted 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 goes above and beyond to support the delivery of sustainable workforce solutions, aligned to our values and charitable aims.

We would also like to thank our board members for their unwavering support and commitment given throughout the year.

Discover more



skillsforjustice.org.uk



people1st.co.uk



skillsforhealth.org.uk



sfjwards.com



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