



# Impact report

2024-25



**The  
Workforce  
Development  
Trust**



# Foreword

In the past year, public service organisations across the UK have faced profound workforce and skills challenges. Against a backdrop of economic uncertainty, rising demand for services, and ongoing reform across health, justice, and local government, employers have had to respond to a competitive talent market, shifting employee expectations, persistent skills gaps, and increasing pressure to deliver more with less.



In this context, we are proud to have stood alongside our partners - co-creating innovative, sustainable workforce solutions that not only address immediate operational needs but also contribute to long-term societal resilience. Our work has helped build skilled, adaptable teams capable of delivering high-quality services in an increasingly complex environment.

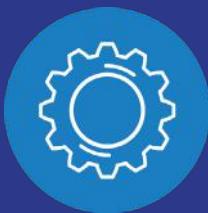
This year's impact report showcases the breadth of our contribution to workforce development across the UK and internationally. From supporting frontline staff to enabling strategic workforce planning, our programmes have empowered individuals and organisations to thrive amid change.

We are also proud to welcome iCQ Awards into the Workforce Development Trust Group. Their expertise in vocational qualifications and commitment to supporting diverse sectors strengthens our collective ability to deliver high-impact, future-ready skills solutions.

Our success is rooted in the expertise and dedication of our people, who work with integrity, passion, and purpose - guided by our values and charitable mission. The Workforce Development Trust and our family of brands continue to play a vital role in shaping workforce strategies that **improve lives through better skills and better jobs delivering better services**.

As we move into 2025/26, we remain committed to supporting service transformation, helping employers build inclusive, future-ready workforces that can meet the evolving needs of society.

**John Rogers,**  
Chief Executive,  
The Workforce Development Trust



Over

**270**

qualifications,  
programmes,  
frameworks  
developed or  
refreshed, shaping  
workforce capability

Partnered with

**764**

organisations,  
transforming  
workforce  
development and  
learning strategies

Over

**100,000**

learners gaining  
vital skills to  
strengthen services

More than

**7,500**

voices driving  
improvement  
through surveys

# Skills and Growth

We're committed to skills development as a driver of organisational resilience and societal progress. Over the past year, we've championed workplace learning across diverse sectors - helping individuals grow, teams adapt, and organisations thrive. Through targeted interventions, we've built future-ready workforces that deliver high-quality services in complex environments, strengthening communities and supporting long-term economic and social wellbeing.



## Supporting national workforce priorities

by expanding and modernising qualifications, apprenticeships, and professional standards across public-facing sectors.



## Boosting capability and progression

through targeted skills development that improves retention, productivity and service quality.



## Driving sector transformation

with evidence-led workforce insights and tools that help organisations adapt to changing needs.

# Transforming careers and workforce pathways

## Empowering NHS careers: a decade of apprenticeship impact

We celebrated **10 years supporting the NHS Trailblazers programme**, transforming healthcare apprenticeships.

**40** apprenticeship standards that support up to **25,000 apprentices** annually. This enables the NHS to invest over **£220 million of levy funding each year**, strengthening career pathways and workforce capability. Through these initiatives, we are helping to deliver a quarter of a million skilled staff, driving long-term sustainability and growth across the health sector.



### Vocational training in policing

We launched a **Level 5 Diploma in Professional Policing Practice**, accrediting the training of new recruits via the Police Constable Entry Programme (PCEP).

Developed with input from UK police forces and aligned to national standards, the qualification provides formal **recognition for the fourth entry route into policing**.

### A skills roadmap for Northern Ireland's tourism economy



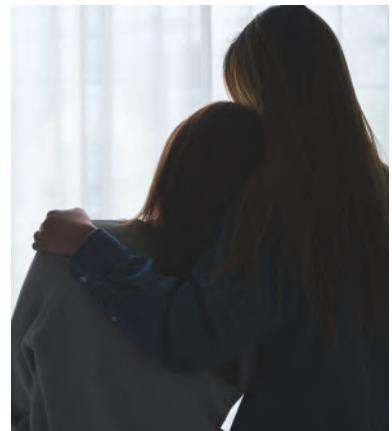
employing over **75,000** people and contributing **£2.3 billion** to the economy.

Grounded in robust labour market evidence and employer insight, the plan sets out a clear roadmap to strengthen skills, improve retention, and support long-term sector sustainability, ensuring the tourism sector remains a vibrant contributor to Northern Ireland's economy.

# Promoting community safety and public service impact

## Evidence-based evaluation driving national change

We evaluated the DRIVE Domestic Abuse Perpetrator Programme across Bristol, South Gloucestershire, and North Somerset - assessing its impact on reducing reoffending and addressing complex behaviours. Our cost-benefit analysis informed Avon and Somerset Police's future delivery and provided evidence for national policy. **This evaluation supported the UK Government's £53 million investment** to expand DRIVE nationally, reinforcing its commitment to early intervention, perpetrator accountability, and victim protection. Our work shows how rigorous evaluation drives strategic investment, strengthens public protection, and supports scalable, sustainable solutions for safer communities.



### Creating safer futures for women in Wales

We developed a theory of change model for the Welsh Government to advance its strategy to end violence against women, domestic abuse, and sexual violence (VAWDASV).

Informed by nearly

# 100

stakeholders, the framework turns policy ambition into measurable action - enabling more effective interventions across health, justice, and community services.

By mapping how collective efforts deliver safer outcomes, it is reducing harm, shaping the next national strategy for 2026, and supporting the vision of making Wales the safest place to be a woman.



## Building safer communities through youth engagement

The Level 2 Award in Fire and Rescue Service – Introduction to Working with Children and Young People enhances community safety by equipping staff and volunteers with skills to engage positively with young people. Developed with fire and rescue services, it promotes a person-centred approach to prevention and standardises training nationally for consistent, high-quality support. **This initiative strengthens early intervention, builds trust, and fosters safer, more inclusive communities** - reflecting a commitment to improving lives and public service impact.



### Empowering support professionals to deliver public impact

We introduced two qualifications to strengthen capability in vital administrative roles. The Level 3 Award in Professional Executive Assistant, Personal Assistant and Administration Skills equips learners with advanced skills for modern support roles.

The Level 2 Certificate in Administrative Support for Public Safety Roles addresses a critical gap in emergency services, recognising the contribution of

**60,000+**  
administrative staff.



These sector-specific programmes enhance operational efficiency, support career development, and enable frontline teams to focus on life-saving services.



# Building capacity for inclusive, person-centred care

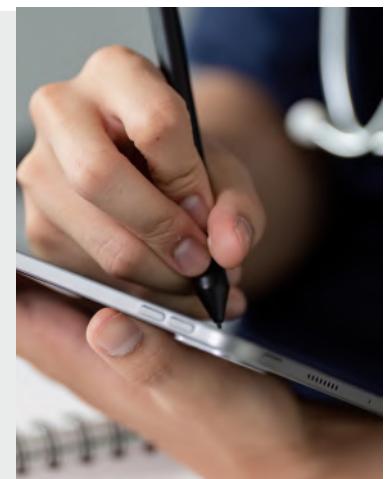


## Strengthening social care in Northern Ireland

Social care is Northern Ireland's largest workforce, **with over 75,000 professionals**. To meet rising demand, we launched three new qualifications aligned to regional apprenticeship frameworks and the Care in Practice model. These pathways promote career progression and embed essential skills for consistent, person-centred care. By investing in workforce development, we're improving care quality, empowering practitioners, and strengthening community resilience as well as supporting vulnerable individuals and building a healthier, more inclusive society.

## Driving local health and care transformation

The Anchor Evaluation project showed how the EPIIC model empowers universities to drive change in local health and care systems. By collaborating with Integrated Care Boards, Systems, and community projects, universities advanced workforce development and improved wellbeing for millions. This approach accelerates innovation, strengthens services, and creates equitable, responsive care - offering a scalable blueprint for impactful partnerships worldwide.



## Strengthening community wellbeing through workforce strategy

We partnered with Halton Borough Council to create an adult social care workforce strategy addressing a **40% rise in residents aged 65+ over** the next decade.

The plan supports

**1,000+**  
care professionals

with clearer career paths, fair pay, and stronger standards, building a skilled, stable workforce to improve care quality and outcomes for Halton's **128,577 residents**.



# Driving efficiency through data-led workforce solutions

## Optimising workforce planning in policing



With over

# 16,000

police officers and thousands of civilian staff, Police Scotland is one of the UK's largest public service employers.

We will help modernise its workforce role profiles by creating a role comparison tool, modernisation toolkit, and civilianisation framework. These solutions reduced duplication, improved strategic planning, and enabled evidence-based role redesign - enhancing consistency, deployment efficiency, and service delivery across Scotland.

## Empowering Network Rail with predictive workforce tools



We created a vacancy estimator tool for Network Rail's 6,000+ signallers - critical staff **managing 30,000 daily train movements across 20,000 miles of track**. By forecasting five-year recruitment needs for around 500 new signallers annually, the tool improves strategic hiring, cuts overtime reliance, and delivers cost savings. Most importantly, it strengthens operational resilience to keep the rail network safe and efficient. This work was recently recognised with a national RailStaff Award nomination.

## Supporting employee wellbeing through workplace care solutions

We developed Care Compass, a first-of-its-kind tool combining eLearning and action-planning to help employers create tailored caregiving support. It strengthens wellbeing, retention, and productivity, and is now available across all European Bank for Reconstruction and Development (EBRD) supported regions benefitting thousands of employers across 40 economic regions and fostering healthier, more inclusive workplaces.

# Resilience

In an increasingly unpredictable world, our commitment to supporting front-line public services has never been more vital. Over the past year, we have focused on strengthening societal resilience by delivering workforce solutions that enhance organisational readiness and response to crises. Our mission is to build capability and capacity across sectors - ensuring services can prepare for, withstand, and recover from adverse events. These efforts reflect our belief that resilient workforces are central to resilient communities, and that skills development is key to safeguarding public wellbeing in times of uncertainty.



## Enhancing organisational readiness

through training and tools that strengthen crisis response and recovery.



## Developing national standards and qualifications

with evidence-led workforce insights and tools that help organisations adapt to changing needs.



## Supporting societal resilience

by enabling cross-sector collaboration and improving the ability of services and communities to manage emerging risks.

# National emergency preparedness

## Whole-of-society resilience: a national framework for emergency preparedness

To strengthen the UK's preparedness for future emergencies, we led the development of the Resilience and Emergencies National Occupational Standards (NOS) - the first national framework outlining the skills and knowledge needed to support whole-of-society resilience. Modernising the former Civil Contingencies NOS, **we collaborated with over 375 experts across more than ten sectors**, including government, health, utilities, transport, and emergency services. Through six expert working groups, 11 core standards were approved by the UK NOS Panel, supported by tailored guidance for training and HR implementation. **These standards underpin workforce development across critical sectors, helping to build a coordinated, skilled response to adverse events** - from climate-related disruptions to cyberattacks. At a time when the UK faces increasing threats to public safety and infrastructure, this work lays the foundation for a more resilient society, ensuring that organisations and communities are equipped to respond, recover, and adapt.



# Building a security-conscious workforce

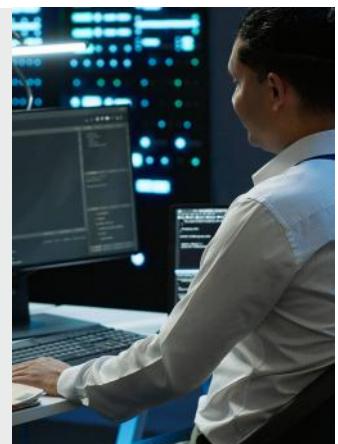


## Supporting safer communities with security qualifications

We're working in partnership with [the National Counter Terrorism Security Office \(NaCTSO\)](#) to develop a Level 3, Ofqual-regulated qualification. With the working title of the Competent Person in the Workplace (CPiW), this qualification will be suitable for businesses looking for NaCTSO-endorsed, counter-terrorism specific protective security and preparedness training. The qualification is designed to help organisations design and develop suitable counter terrorism protective security and preparedness plans and mitigations.

## Raising standards in protective security

The launch of the Level 4 Certificate for Protective Security Advisers, developed with the Home Office's Protective Security Centre, marks a major step in strengthening the UK's protective security workforce. Integrating physical, personnel, technical, and cyber security, it helps organisations protect people and assets from complex threats. [Endorsed by all three National Technical Authorities \(NPSA, NACE, NCSC\)](#), it sets a new benchmark for national standards.



## Building digital resilience: equipping the workforce for a safer future



With cyberattacks on UK sectors up 130% this year, we launched two qualifications to build a more cyber-aware workforce. The Level 4 Certificate in Internet Research and Investigation trains learners in ethical, secure online investigations, while the Level 2 Award for Industrial Cyber Security – Threat Awareness builds foundational skills to recognise and respond to industrial threats. Together they help organisations protect essential services and recover from digital disruption.

# Introducing iCQ Awards

Earlier this year we were proud to welcome iCQ Awards to the Workforce Development Trust family. With a pedigree in offering regulated qualifications across health and social care, hospitality, catering, travel and tourism and more, the team from iCQ have slotted in perfectly to life at the Trust.

## iLearner: the leading-edge system that supports learners and centres alike

iCQ's not-so-secret weapon, **iLearner**, is a fully integrated learning platform for employer providers, centres and students. Offering end-to-end support for learner journeys, the system streamlines administrative and learner management processes - improving quality outcomes for learning programmes.



## Ensuring excellence with TUI

Over the past 15 years, TUI has recruited thousands of apprentices across its operations, ensuring its **9,000-strong workforce** is equipped to deliver outstanding customer experiences. As an employer provider, TUI relies on us to deliver high-quality End-Point Assessments that give apprentices the confidence and competence they need to succeed. This partnership not only supports individual career progression but also strengthens industry resilience and service excellence.

## Shaping future talent with Trailfinders



Privately owned and employing over **1,000 people**, **Trailfinders has created tailor-made travel plans for over 16 million clients**. As their trusted End-Point Assessment partner, we ensure apprentices complete their journey with confidence and competence. This collaboration not only empowers individuals with valuable qualifications but also strengthens the travel sector by fostering talent and supporting long-term career progression.

# Amplifying our impact

## Media and thought leadership

Over the past year, our work has not only shaped workforce development but also sparked national conversations on public service transformation, resilience, and skills investment. Through strategic media engagement and expert commentary, we've helped raise awareness of critical workforce issues and shared insights with diverse audiences across the UK.

- **Shining a light on justice reform**

Our report on the Prisoner Early Release Scheme, supported by prison and probation unions, was featured in Mirror Online, highlighting the operational challenges and workforce implications of ECSL and SDS40. The coverage helped inform public debate and supported the case for a more sustainable transition plan.

[The Mirror](#)  
[The Times](#)

- **Driving awareness of skills reform in healthcare and emergency services**

Our work on apprenticeship reform and skills investment was spotlighted in HSJ and Emergency Services Times, reinforcing the importance of strategic workforce planning and inclusive growth.

**Find out more**

[HSJ article](#)  
[Emergency Services Times](#)

- **Championing resilience in turbulent times**

Our thought leadership on the UK's resilience agenda was featured in Training Journal, Municipal Journal, and iNews, exploring how employers can prepare for future emergencies and build whole-of-society resilience.

**Explore our insights**

[iNews](#)  
[Training Journal](#)  
[The Municipal Journal](#)



# Supporting our communities



## Our Health Heroes

Recognising the 40% of the NHS and wider healthcare workforce who work behind the scenes, the Our Health Heroes Awards celebrate the vital contributions of everyone from porters, cleaners and receptionists to healthcare assistants and security staff. These individuals are essential to patient care and service delivery - ensuring services run safely, smoothly, and with compassion. Through this programme, we honour their impact and elevate the voices of those who often go unseen.



## Federation of Awarding Bodies Award

We were proud to be named End-Point Assessment Organisation of the Year (SME) at the prestigious Federation of Awarding Bodies (FAB) Qualification and Assessment Excellence Awards 2025.

This award celebrates the commitment of our team to delivering an exceptional experience at the final stage of an apprentice's journey. Their dedication ensures that every apprentice feels supported and valued as they achieve this important milestone.

## Inspire Justice Awards

Celebrating operational staff who keep our criminal justice system running - case administrators, catering managers, health and safety officers, peer support workers, prison employment leads and many more. Often overlooked, these professionals play a vital role in delivering safe, effective justice services. This unique awards programme covers the whole justice system, recognising impact, elevating voices, and highlighting the essential contribution made to public safety and rehabilitation.



## AA College Restaurant of the Year Award

We were proud to once again sponsor this award which plays a vital role in raising standards across vocational hospitality education. By recognising innovation, teamwork, and inclusive practice, it inspires colleges to deliver exceptional training experiences. Awards like this spotlight the transformative power of hands-on learning in shaping the future of the hospitality sector, providing students with industry-relevant skills, community engagement opportunities, and a pathway to excellence.

# Doing the right thing

## Carbon reduction

This year we have made great progress in our carbon reduction, reducing our environmental impact through a range of initiatives including:

- Installing solar panels and LED lights.
- Developing and implementing our Sustainable Travel Policy.
- Carpooling, and active transport benefit schemes to encourage green commuting, as well as cycling training to empower employees to get on their bike safely.

**Overall, our carbon emissions this year have fallen by 38.8 tCO2e – equivalent to 22% of total emissions.**



## Financial support for our staff

This year we introduced opportunities to improve financial literacy for our staff. Through the Bristol Financial Resilience Action Group (BFRAG) employees can access free financial education, internal resilience initiatives, and expert-led webinars. We also introduced Money Guided - a simple app that helps employees manage spending and gain greater control over their finances, all in one place.

## Showing support for our armed forces

We strengthened our commitment to the armed forces community by signing the Armed Forces Covenant. This action ensures fair treatment for service members, veterans, and families, while providing workplace flexibility for reservists and volunteers. The pledge also supports charitable initiatives and recognises the valuable skills armed forces personnel bring to the workforce, reinforcing inclusion and opportunity.

# 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.



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