



## Trustee recruitment pack

January 2024



### Introducing Workwhile

We're working with employers to create good work and ensure everyone can access it – because good work is everyone's business.

Our vision is of an equitable world of work, where everyone has access to meaningful, lasting employment.

### Our history

[Workwhile](#) is an innovative initiative, which has grown from a highly successful pilot project, the London Progression Collaboration (LPC). We are currently incubated by leading progressive think tank [IPPR](#) (the Institute for Public Policy Research).

The LPC built on IPPR's [New Skills at Work](#) research programme and a subsequent feasibility study, which identified the potential for an employer-facing (demand-side) intervention to stimulate demand for skills and address barriers to progressing into and in work.

The LPC launched in 2020, aiming to address the progression barriers facing low-paid, disadvantaged and marginalised Londoners by making the apprenticeships system work better in the capital. The pilot project, supported by the Mayor of London and JP Morgan Chase, worked with employers to create new apprenticeship opportunities which supported Londoners into and in good work.

By delivering a practical support service for SMEs, and leveraging unspent apprenticeship levy funds for redistribution, in three years we have created in excess of 1,750 new apprenticeships and redistributed over £15m of unspent apprenticeship levy funds. Having achieved proof of concept – including a positive evaluation from Learning & Work Institute – the core work of the LPC continues to this day, creating high-quality apprenticeships with our large network of businesses and training providers.

With the support of funders including Youth Futures Foundation, Trust for London, Gatsby Foundation, CVC and The Crown Estate, since 2022 we have also built and now deliver a wider portfolio of projects including the *DevelopMentor* line management training pilot. In 2022, we secured a competitively tendered Department for Education contract to support SME apprenticeship creation in Merseyside and Blackpool. This is complemented by traded consultancy work, including a major contract with UCL and the East Bank partners.

The practical insights from and impact of our apprenticeship creation work have been the foundation to influence government policy, from the introduction of the gov.uk levy matching portal to the lifting of the annual cap on SME apprenticeship starts. The LPC has been cited as an example of best practice by the OECD, and we have received national press coverage for our work on the apprenticeship minimum wage. Our report on the role of apprenticeship intermediaries, published by IPPR, can be found [here](#).

Workwhile builds on these strong foundations.



## Why is Workwhile needed?

*"I left school without much of a plan for the future, and I'd worked in a few sectors cause I needed to support myself financially. But I never really felt like I belonged or like I was making much of a difference – I couldn't really see much of a future for myself. My apprenticeship has changed everything, I love my work, but also I can be myself at work and I belong. It makes the world of difference that my boss asks me how I am. I'm proud that the events I work on bring joy to other people. That's what I can give to the world."*

Myles, a 24-year-old live events technician from East London

As Myles conveys so powerfully, work is not everything, but good work can be. It can be the difference between poverty and a family-sustaining wage; between social exclusion and thriving community; between low-growth economies and successful ones.

But in the UK, the odds are stacked against you accessing good work if you're from a disadvantaged or marginalised background. Talent is everywhere, but opportunities to access good work are not. Entrenched inequalities, limited support and missing opportunities to upskill are restricting people to low-paid, low-quality work.

Young people, women and those from marginalised backgrounds are more likely to be in low-paid and unstable work than their peers. At the same time, significant barriers hold people in low-paid work back from progressing into better-quality, higher-paid work – including employers' chronic under-investment in training.

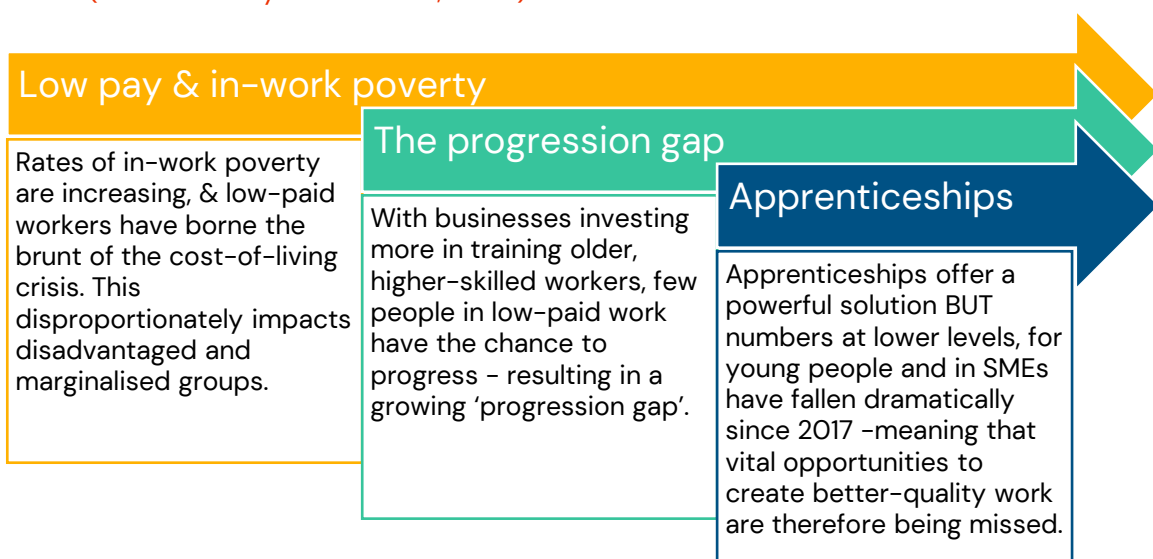
All in all, it means that people from disadvantaged backgrounds are more likely to be experiencing in-work poverty and the wider impacts of poor-quality work than their peers. It's bad for individuals, and contributes significantly to the UK's lagging productivity.

It's time for change. We believe in the power of good work to transform lives, communities and the economy. By working with employers, we can make more jobs good jobs. When this happens, we will have an inclusive, equitable and thriving economy – and a brighter future for everyone.

## Why apprenticeships?

*"...apprenticeships are one of the most effective means of boosting social mobility for workers from poorer backgrounds."*

(Social Mobility Commission, 2020)





## Beneficiaries and impact

### Our beneficiaries

Since our launch in 2020, Workwhile's flagship apprenticeship creation programme has created over 1,750 apprenticeships. With our focus on creating accessible employment opportunities, the majority of these have been at levels 2-4 (89%).

- 56% of these have benefited young Londoners, aged 25 and under
- 45% have benefited Londoners from black, Asian and minority ethnic backgrounds
- 36% have benefited people who weren't previously in full-time employment
- 18% have benefited people who were previously unemployed (including NEET young people)

Our data also shows that we are challenging the status quo: the apprenticeships we create don't follow the expected labour market patterns. For example, there *isn't* an increasing proportion of white apprentices as the levels get higher, *nor* a diminishing proportion of female apprentices.

We have achieved this by working closely at the interface of employers and training providers, supporting over 425 SMEs. We can therefore be trusted to work effectively with SMEs to create apprenticeship opportunities which are accessible to the groups who have the most to gain.

### Our impact

Our impact to date falls into three key areas:

#### a) Helping to address the fall in apprenticeships starts in London

- To date, Workwhile has **created over 1,750 new apprenticeships** for low-paid, disadvantaged and marginalised Londoners
- **These opportunities have benefitted those most in need of support.** As above, 56% of the apprenticeships created so far have benefited young Londoners aged 25 and under, and 45% have benefited Londoners from ethnic minority backgrounds.

Redistributing unspent apprenticeship levy funding has been key to this achievement, with over **£15 million of funds transferred to date**, reaching the SMEs and apprentices for whom they can make the greatest difference. Workwhile has built a significant network of partners committed to investing in apprenticeships. This includes over 425 SMEs who have been supported to take on new apprentices and over 100 large prestige employers who are sharing unspent apprenticeship levy funds, including Amazon, Schroders, EDF, Mitie and Thames Water.

#### b) Improving the quality of work in foundational sectors

Through two pilot programmes, Workwhile has begun to improve the quality of work offered by the SMEs with whom we work.

- The DevelopMentor programme supports the line managers of disadvantaged young apprentices in SMEs, building on evidence clearly relating line management quality with learner progression outcomes.
- The good work healthcheck is being delivered as part of the East Bank shared apprenticeship programme, assessing employer practice across a range of good work indicators and signposting a set of recommendations for areas of improvement.



*"My apprentice was about to give up, but the training got me thinking how I could prevent that happening by talking with the apprentice to better understand what they wanted... I got the apprentice involved in the decision making around how and what they need to achieve as part of their apprenticeship. In the beginning she didn't seem engaged due to external distractions in life, but when I involved her, she took it on board, listened and made some changes in how she engaged with her training. [The apprentice's engagement] is a lot better now, she is asking questions, taking the initiative, taking notes and researching around the topic. The apprentice looks more confident and asks questions about the course."*

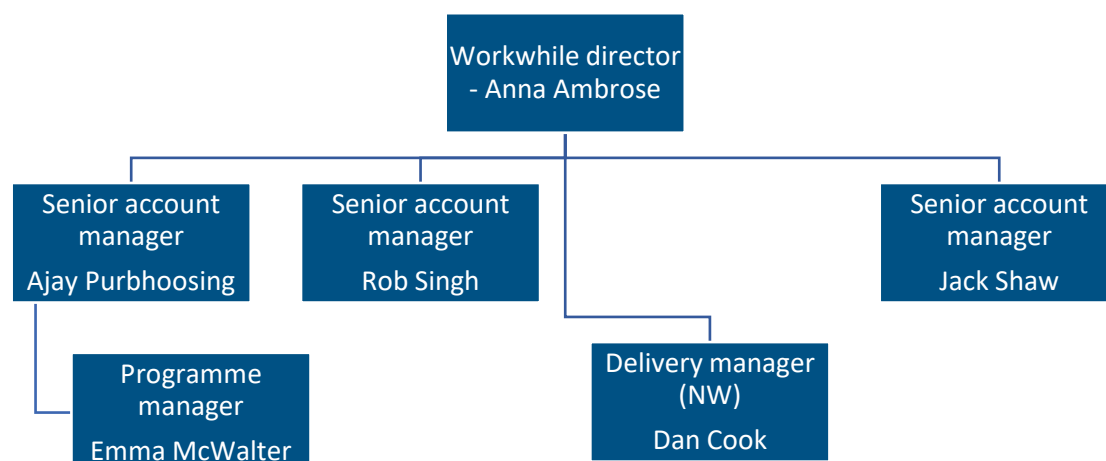
(DevelopMentor programme participant)

## c) Deepening the evidence base & influencing policy

- Our pilot demonstrated that independent business support can increase the number of apprenticeships available to low-paid Londoners. Our independent evaluation, commissioned from the Learning and Work Institute, showed strong signs of the 'additionality' generated by our work.
- Building on this, the DfE is currently funding a 'pathfinder' programme in the north of England to further test the impact of SME-facing apprenticeship support. Workwhile holds the contract to deliver this work in Merseyside and Blackpool.
- In spring 2023, we launched a report funded by Gatsby Foundation examining the role of apprenticeship intermediary organisations in England. This can be found on IPPR's website [here](#).

## The team

Workwhile is led by director Anna Ambrose. Anna has developed all aspects of the initiative as it has moved from the LPC feasibility study and pilot towards maturity, leading its strategy, delivery, operations and partnerships. She therefore has extensive experience of engaging with employers of all sizes to create new apprenticeships and improve the availability of good work. Prior to leading the LPC, Anna worked in a senior role for education charity Ambition Institute, working with schools serving high proportions of disadvantaged students to improve the quality of school leadership.



The Workwhile team are all in externally-facing, delivery-focused roles, with individuals in the team bringing experience and expertise in the skills sector, employability, local government, policy, marketing and comms. Full team biographies can be found [here](#).

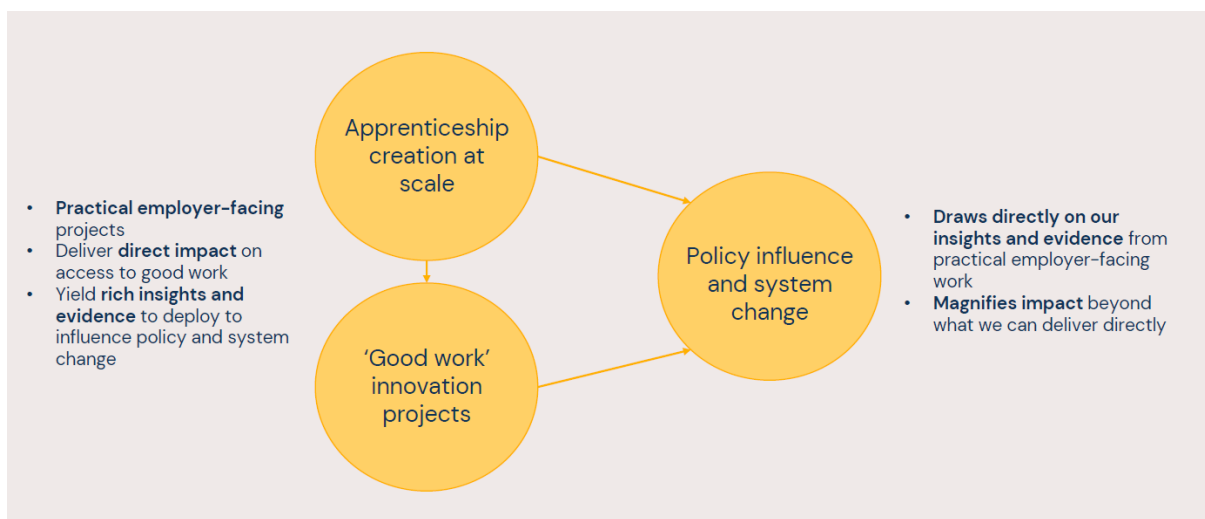


## Strategy

### Summarising our theory of change



### Three inter-related strategic pillars





## Incubation exit

Workwhile is incubated by the [Institute for Public Policy Research](#) (IPPR), a registered charity and the UK's leading progressive think tank. Workwhile therefore currently sits within IPPR's governance and line management structures, ultimately overseen by its [Trustees](#).

Workwhile has also been supported by an Advisory Group, meeting on a quarterly basis. This group includes senior business, central and local government representatives, with experience of programme design, delivery, influencing and communications. It has been chaired by Clare McNeil, an Associate Fellow at IPPR and until November 2021 Associate Director for Work and the Welfare State at IPPR.

The incubation exit process involves registering Workwhile as a charity with the charity commission. Before this can commence, Workwhile needs to have appointed its board of trustees, including a chair. From this point, the process of exiting incubation involves a series of legal steps (contract novation, staff tupe etc.), which will be supported by pro bono legal support. The technical set-up process for the new charity will run in parallel, ensuring it has the tech, payroll, HR support etc. it needs from 'day 1'.

The new charity will therefore exist as a 'shell' for a period of time, before Workwhile's staff, contracts and finances are transferred to it.

## Finances

- Workwhile's finances are currently managed as a department within IPPR.
- Our annual budget, at our current scale and including salary costs, overheads and external expenditure, is c.£400-450k.
- Since 2020, we have always made an in-year surplus, allowing funds to be carried forward into the next year.
- We carried forward £85,850 from 2023 into 2024.
- We have currently secured >90% of our budget for 2024 to remain at our current scale, with a significant growth pipeline – c.£600k bids under development / in discussion, and a number of potentially larger funding conversations at an earlier stage.

	2023	2024
<b>Charitable funders</b>	Youth Futures Foundation CVC Trust for London Gatsby Charitable Foundation	Youth Futures Foundation CVC Trust for London The Crown Estate Urban Partners
<b>Public funders</b>	Department for Education	Department for Education Central London Forward
<b>Consultancy clients</b>	University of London UCL / East Bank Partners	University of London UCL / East Bank Partners London Borough of Hounslow The Crown Estate
<b>Event Sponsors</b>	NOCN The Skills City & Guilds	