

WorldSkills London 2011  
5 – 8 October 2011  
Final Report



world skills  
London 2011

Showcasing skills  
that shape our world

WorldSkills  
London 2011



**I AM...**  
**THE FINAL**  
**REPORT**



world skills  
international



**The legacy of WorldSkills London 2011 is contributing to an exciting future for the UK's young people, employers and society as a whole.**




**Chris Humphries CBE**

Chairman,  
WorldSkills London 2011

### Showcasing skills that shape our world

In October 2011, 1,000 Competitors from across the globe travelled to London to compete to be 'the best in the world' at their chosen skill.

The wider ambition for WorldSkills London 2011 was that it would provide a catalyst for growth and economic development in the UK by increasing public awareness, recognition and take-up of vocational skills and careers.

Colleges, businesses, professional associations and a wide range of public agencies from across the world all came together to achieve that ambition, creating a showcase for all that's best in our Further Education, Apprenticeship and training system. The sheer scale of the event tells its own story.

This final report is a reflection on the many achievements, successes and lessons learned from hosting the world's greatest skills competition, future careers and jobs event; it also explains how the legacy of WorldSkills London 2011 is contributing to an exciting future for the UK's young people, employers and society as a whole.

WorldSkills London 2011 set out to achieve all of the promises made in its original bid and to make this the greatest skills Competition, careers and jobs event on the planet. The economic climate of the last three years meant that we had to respond quickly to the changing economic situation, evolving the event to meet new circumstances. Despite this, we hope we have delivered on this ambition. WorldSkills London 2011 was also delivered on budget.

I want to pay tribute to the teams at WorldSkills London 2011 and WorldSkills International for their hard work, dedication and focus during an extraordinary and challenging year. Board members played a vital role in leading the organisations and in responding to the feedback we received - their guidance and support was endless. Special mention must be made of WorldSkills London's Chief Executive Aidan Jones for his successful leadership of such a challenging project and his Senior Management Team for delivering a world class event that exceeded all our expectations.

Finally, I would like to thank everyone involved for their fantastic support and the valuable contribution that they made.



I was delighted that London hosted the biggest WorldSkills Competition in its sixty year history last year.

Put simply, there's nothing more important than helping our young people get the skills they need to get a job and build a career.

For our part, as governments, we must do everything we can to help young people develop their skills, just as you have done.

People often say that our future is in the hands of our young people.

From what I saw at WorldSkills – we have every reason to be optimistic about that future.

**Rt Hon David Cameron MP**  
Prime Minister



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## Our Story

### Foreword

### **WorldSkills London 2011 aimed to raise the profile, awareness and recognition of the value of vocational skills and careers, in the UK and internationally**

WorldSkills London 2011 was the world's largest, international skills Competition, careers and jobs event, where young people from across the globe compete to become the best of the best. At stake: the honour of being the greatest in the world at their chosen skill.

WorldSkills London 2011 took place from 5-8 October 2011 at ExCeL London – bringing together 1,000 young people from 52 countries/regions to compete in 46 skill areas across seven sectors, ranging from creative arts and fashion to transportation and logistics.

#### **Our goals were for WorldSkills London 2011 to positively contribute to:**

- Raising the profile of vocational skills through the WorldSkills Competition being seen on a worldwide stage
- Skills being recognised as critical to wider economic development for global growth
- Delivering an innovative, interactive and global Competition

#### **So:**

- More young people considered and entered vocational skills and careers
- Levels of employer investment and commitment to skills increased
- Standards of excellence in the teaching of vocational skills improved to support future economic development and growth.
- The event had a significant economic and skills impact on London.



**John Hayes**

Minister of State for Further Education, Skills and Lifelong Learning, Department for Business, Innovation and Skills



**For the UK, a main objective of staging the event was to change people's perceptions of skills and to excite and motivate young people to consider and take up vocational career options. This is essential for economic recovery and to support the UK's growth agenda. We certainly achieved this. The 200,000 people attending the event, the majority of who were aged between 14-18 years, exceeded expectations.**



**Tjerk Dusseldorp**

President WorldSkills International (1999-2011)



**I have seen many Competitions in my 30 years with WorldSkills and each one has exceeded expectations and has raised the bar higher for future events. WorldSkills London 2011 was a first class event which put WorldSkills on the world stage and conveyed the messages about skills excellence in an exciting and inspiring environment.**



## Our Story

### Executive Summary

#### **Our ambition was to always be more than an event and to make a lasting impact**

WorldSkills London 2011 was the world's largest international skills Competition, careers and future jobs event on the planet. Held at ExCeL, London Docklands between 5-8 October 2011, the scale of the event was enormous, inviting and welcoming over 200,000 international delegates, Competitors, sponsors, employers, volunteers, staff and students from schools and colleges to take part and to deliver an amazing and memorable event.

The UK Government recognised that the promotion and celebration of excellence in vocational skills is essential to the future growth and competitiveness of the nation and fully endorsed and supported the bid to host WorldSkills London 2011. Our aim was to deliver the WorldSkills Competition in London with the full support and engagement of the four nations of the UK – England, Northern Ireland, Scotland and Wales.

As well as attracting people to visit the event our ambition was for WorldSkills London 2011 to become a catalyst for increased awareness, respect, trust and take up of vocational skills, careers and competitions in the UK and around the world. We hope that we have achieved this ambition.

This report explains more about how and why this happened including the lessons we learned along the way. We sincerely hope that this insight, energy and commitment will be openly shared with other countries and event organisers so that they can also benefit from the immense value that hosting a WorldSkills International and the host nation.



**I take great pleasure in introducing WorldSkills London 2011's Final Report.**



**Aidan Jones**  
Chief Executive,  
WorldSkills London 2011

## Our Story

### Executive Summary

#### The inspiration for new skills, jobs and Apprenticeships

WorldSkills London 2011 inspired more young people to think about their futures by encouraging them to try out the skills on show and to understand more about the skills and jobs needed in the UK and around the world. And we know from research that 80% of young visitors\* agreed that the event had impacted positively on their attitudes towards skills-based education.

To help employers remain competitive in a global economy, we asked more of them to get involved. Over 400 employers and sponsors were directly involved in delivering the event with many more (we saw a 7 per cent increase\*) agreeing in a survey that skills development, through vocational skills, is important to the wider economic development of the country.

The way that we designed and delivered WorldSkills London 2011 with its wide range of wrap around activities was intended to contribute to an increase in the uptake of vocational career opportunities and to improve the self esteem of young people undertaking, or considering, vocational training. By working in partnership with others, we wanted the unique value of WorldSkills for comparing and sharing experiences in vocational learning to be seen first hand – and believed.

WorldSkills London 2011 proved to be a potential watershed in changing public attitudes in the UK and a real and lasting success story. It has demonstrated itself as a major force for good, inspiring people to think carefully about their futures and improving levels of understanding and take up.

We were determined to work closely with, and impact deeply on, the Further Education sector in order to have a long term sustainable impact on standards and excellence in teaching and learning. The sector rose to this challenge by bringing thousands of students and visitors, expertise, promotion and many other resources to maximise the long term benefit of the sector and within its local communities.



**The experience I gained from (taking part) at WorldSkills was like no other.**

**Computer Networking student**  
Newham College

**I was so under-aware of the amount of actual Apprenticeships available, that can really get people in there from quite early on. So, I think that would definitely be something that I would feed back [to learners].**

**Athena,**  
Head of Department Art & Design  
at an Academy

**I think it will change people's opinions about some careers massively. Especially, bricklaying was an eye opener to me. 'Oh my God, look at this!' It's a real skill. We always, kind of, knew it was a skill, but [not in quite this way].**

**Kate,**  
Head of Performing Arts at an  
Academy



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#### **The scale of the Competition and event was vast – equivalent to ten Wembley size football pitches.**

In just nine days, ExCeL London, a venue the size of ten Wembley size football pitches, was transformed from an empty shell into 46 world-class skill areas, ready for four days of exciting Competition. Despite technical and logistical challenges, 300 rigging points, 1,000 main pulls, 11km of walling, 4,000 plug sockets, 43km of computer cable and 850 tracked consignments were all safely delivered and installed ready for the start of the 41st WorldSkills Competition. The event opened its doors on Wednesday 5 October and over four days, went on to welcome visitors and participants from 58 countries and regions.

A glistening Opening Ceremony held at the renowned O2 officially welcomed 7,000 guests and almost 1,000 Competitors. Deputy Prime Minister Nick Clegg officially opened the proceedings along with Tjerk Dusseldorp, President of WorldSkills International.

Over 600 students from schools and colleges took part in the performances which celebrated skills and demonstrated their importance in shaping the world around us.

At the heart of WorldSkills London 2011 were the skills competitions providing an opportunity to see

young champions perform to become the best in the world at their chosen career. Seeing the Competitors (all aged less than 24 years old) compete was truly inspiring. Their training and preparations ensured that these young people, equivalent to highly skilled athletes, and working under immense pressure, produced stunning results.

In addition, an inspiring visitor experience really helped to give the ‘wow’ factor. We wanted everyone who visited to leave with a good understanding of the many skills on offer, to get fully involved and to be genuinely and positively surprised and enthused by the sheer scale and breadth of careers available.

Visitors, including young people, adults and employers were all able to recognise, value and see high quality, skilled careers in action and to get the help they needed from impartial careers advice. Close to 36,000 individual careers sessions were delivered by a team of independent advisers working in organisations such as the Careers Advice Service, Connexions, City and Guilds, JobCentre Plus and the National Apprenticeship Service.



**Eleven out of ten!!**

**Young visitor**  
WorldSkills London 2011



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This advice also helped to signpost visitors to real jobs, courses and new opportunities for career progression on offer from the many hundreds of colleges, training providers, sponsors and employers taking part – over 1,300 new jobs and Apprenticeship places were available for young people during the event week alone – almost double the target set and adding a significant economic and social value to the UK.

Thousands of the very best learners from schools, colleges, universities, employers and partners showcased their work – and they were all role models; demonstrating what it means to be the best of the best through 112 different Showcases – all real life examples, displays and exciting performances providing proof of what a world class Further Education system delivers day in, day out.

Over 2,000 volunteers played a key role in helping not only to prepare for the event but also in assisting with the smooth running of all areas of the Competition. All of our volunteers benefited from valuable training and work experience as well as working towards an optional qualification.

### **A nationwide campaign that celebrated skills and Apprenticeships attracting visitors to attend from around the world.**

WorldSkills London 2011 was the centrepiece and culmination of a year long, nationwide campaign to raise the public awareness and recognition of the importance of vocational skills and careers.

That long-term commitment paid dividends. We have seen impressive results – both in terms of the number of visitors attending the event as well as increasing awareness and take up of services which is very encouraging. With around 2,300 school, college, community and university groups attending, we reached every corner of the UK and with 200,000 people taking part in WorldSkills London 2011, we more than surpassed our visitor target (of 150,000).

There were many other benefits arising from the ‘halo effect’ that hosting such a Competition and event brings to the economy and society as a whole; such as the highly successful nine month ‘Have a Go’ programme that was officially launched by the Minister of Skills and The Mayor of London in February 2011. By creating one million opportunities to try out a new skill, we have inspired future generations and their parents to consider their futures.

Thousands of the very best learners from schools, colleges, universities, employers and partners showcased their work.

They were all role models, demonstrating what it means to be the best of the best through 112 different Showcases – all real life examples, displays and exciting performances providing proof of what a world class Further Education system delivers day in, day out.



**“I was quite keen on [encouraging vocational education] anyway, but I think it’s just given us a slightly new sort of angle, really. I think... it’s more about what it brings to the students... It’s an invigorating experience and we’ll be able to talk about it afterwards in classes and see what they got out of it.”**

**Joe,**  
College Engineering Tutor



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#### **Hosting the event in the UK brought substantial economic benefits**

Using the 'power of London' to provide an exceptional promotional opportunity for the Competition, the UK wanted to help WorldSkills International secure more of the worldwide recognition it deserves. As a global city that attracts tens of millions of visitors annually, London is a vibrant metropolis that embraces the varied cultures of its population, which are reflected through its cuisine, shops, music and colourful festivals. We wanted to deliver a more accessible, diverse and inclusive event than ever before.

Additionally, the direct outcome of bringing the WorldSkills Competition to London was recognised as significant in terms of bringing substantial benefit to the local economy. The thousands of visiting international delegates who stayed in hotel rooms, all in close proximity to the venue brought an estimated economic value of £27 million pounds to London (*Source: Visit London*). And with the experience of those delegates being extremely positive, the stories they took home and those shared in the media, with their employers, families and friends can only have contributed to further improving London's reputation of hosting large scale, international events and a place to do business.



## The success of WorldSkills was amplified in the media, locally and globally.

Creating a nationwide campaign and changing attitudes about skills was one of our biggest challenges. WorldSkills London 2011 had a very low profile in the UK and so it was vital to improve awareness and take up, especially from the Further Education sector, partners and sponsors – we needed their help to deliver and directly support the Competition.

In May 2010, there was a general election and change of Government in the UK and a marketing freeze for all projects funded with public money was applied at a very early stage. This created challenges for WorldSkills London 2011 at a time when marketing activities were planned in order to raise the profile of the event. A change of tactics was essential.

We asked for help from our existing sponsors, colleges, businesses, professional associations, the media and a range of other organisations, celebrities and ambassadors to join in and work with us to cost effectively promote the event. This co-operation and support was invaluable and unprecedented, helping to publicise the event and raising awareness of vocational qualifications - and it continued long after a special dispensation was finally granted to WorldSkills London in March 2011 allowing us to spend public money on marketing.

By working together, we maximised all of the resources available and delivered an exciting and cost effective marketing campaign which was bound together by a strong, creative theme. The 'I AM...' campaign succeeded in encouraging visitors to attend and was carried through in bold, creative graphics used throughout the venue and the 46 Competition areas.

Over 78 official media partners supported the event including The Guardian and Times Education Supplement all fed (as part of the integrated marketing strategy) by a proactive calendar of news stories and events to act as 'hooks' to gain media attention. This created a strong media presence in the run up to and during the event including articles in The Financial Times, the BBC and BBC World Service, Radio 5 live, The Times, The Sun, ITV Daybreak (who broadcast live from the event) and Sky News. This was supported by a strong web and social media presence to create 'real time' news and online communities. Coverage in just the UK (measured as the value of media penetration linked to key messages) was valued independently at over £3million .

In addition, 957 media representatives from the UK and overseas registered to use the official Media Centre. WorldSkills International member countries and regions gained substantial media traction by following the performance of their teams on home turf. Some of the biggest media delegations came from China, France, Germany, South Korea, Switzerland, Japan, Spain, Scotland, Northern Ireland, Vietnam, Wales and England.



**From an international perspective, the biggest success that WorldSkills London 2011 accomplished was the volume of media interest and activity. Both the domestic and international media provided an unprecedented level of coverage which resulted in WorldSkills messages reaching more people than ever before.**

**Tjerk Dusseldorp,**  
President, WorldSkills  
International.



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Our Official Broadcasting service produced over 60 hours of high quality film footage capturing every element of the event through a range of interviews and stories and daily news footage. Collected by professional teams working alongside 35 students from three UK colleges, over 100 High Definition (HD), quality films were produced. All of the footage was made available for the media and members to access via a 'cloud based' system called AFrame as well as being loaded onto WorldSkills TV's YouTube channel. The BBC's apprentices independently produced two short films about work inspiration and Apprenticeships.

Official Photographers captured over 17,500 photographs, working with WorldSkills International to individually load and code them onto a searchable, extensive and easily accessible database hosted on Flickr. With over 1.1 million views just in October, this proved to be a highly popular resource.

Celebrity endorsers and ambassadors were vital to tell the story to the media, particularly for the broadcast/popular news channels. We secured 12 celebrities and ambassadors, all of whom gave their time freely to help us to promote the event to a wider audience.

The WorldSkills Premiere Experience and a supporting business and conference programme, developed with WorldSkills International, the National Apprenticeship Service in England and Business in The Community plus other partners and employers, attracted key politicians and business leaders to discuss how to promote best practice in skills and Apprenticeships in the UK and abroad.

Prime Minister David Cameron, Secretary of State for Business Innovation and Skills, Vince Cable, The Mayor of London, Boris Johnson, Skills Minister John Hayes, Northern Ireland Minister for Employment and Learning Stephen Farry, Welsh Deputy Minister for Skills Jeff Cuthbert and the new City and Guilds President HRH The Princess Royal all made time to visit, meet competitors and visitors and try out new skills.

The O2 once again welcomed Competitors, their supporters and special guests to the Closing Ceremony as Gold, Silver and Bronze medals were presented together with the Best of Nation medals and the Albert-Vidal Award.



## We achieved an incredible level of support

The 41st WorldSkills Competition was a shining example of genuine and wholehearted financial partnership. Gaining substantial sponsorship from industry (including a huge amount of product, equipment, materials and technical support), along with their commitment to skills development, was crucial to the success of the Event. It was also critical for our key legacy aim of changing the perceived public value of skills and Apprenticeships and substantially increasing their take up.

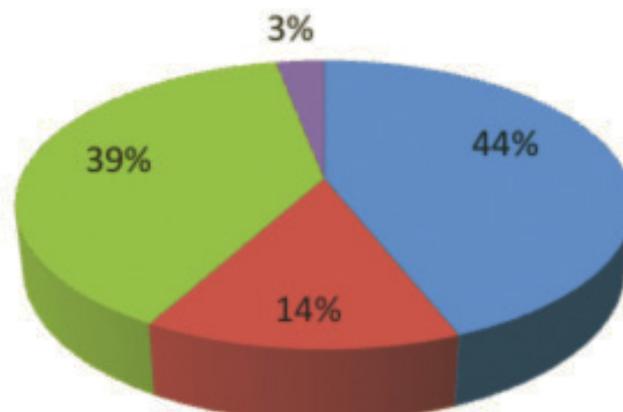
UK Government and European Social Fund (ESF) financial support was partially dependent upon our achieving the target level of private industry sponsorship, so the equitable participation of our national skills partners, our business sponsors, the UK Government, Europe and member countries was essential to our staging of the 41st WorldSkills Competition.

Through that support, WorldSkills London 2011 was delivered on time and on budget. Over the four years from 2008-11, WorldSkills London 2011 cost £55.4 million, when we include the initial three development years from 2008 to 2010, the national skills festival and wrap around activities in the 2011, and the costs of the Official Delegate packages. (More detail on the event finances are provided in the financial overview section later in the report).

Expenditure during the 2011 Competition Year itself totalled £45.7 million, the costs of which were met from four principal sources of income:

## % Competition Year Income WorldSkills London 2011

■ UK/EU Government ■ WSI members ■ Sponsorship ■ Other income



## Our Story

### Executive Summary

- 39% came from our sponsors and partners, who provided business and charitable sponsorship, both in terms of cash and in-kind contributions (described as Value in Kind), as well as leading edge technology, equipment and marketing to deliver a show truly reflecting the skills required in the real world. The total investment and commitment to skills made by attracting over 450 employers in the form of commercial sponsorship to support the event amounted to £17.6 million pounds - £1.6 million pounds above target;
- The UK Government led by The Department for Business Innovation and Skills (BIS), each of the Devolved Administrations in Northern Ireland, Scotland and Wales and The Mayor of London, together with generous support from the European Social Fund, provided vital resources totaling 44% of Competition Year funding. The UK Government also provided physical presence and support from Ministers, Officials, Policy teams and staff, many of whom were volunteers during the event, and also helped immeasurably by bringing together a range of other organisations to work in partnership with our staff across the wide range of event activities;



- WorldSkills International and its 52 member countries and regions, whose President, Board of Directors, Chief Executive, Secretariat, Official Delegates, Competitors, their families and friends worked in total collaboration with us, contributed 14% of total Competition Year expenditure through full recovery of Official Delegate Package costs;
- And finally, other income sources such as ticket sales for the Ceremonies, exhibition, event merchandise sales and asset disposal delivered 3% of Competition Year income.

During the most intense global financial crisis in the last 60 years, and despite necessary Government budget cuts in most areas of public expenditure, this substantial investment was a testimony to the genuine commitment of WorldSkills International's Global Partners, WorldSkills London commercial sponsors and the UK Government to the importance of skills to the national and international economy. Everyone was united behind a single aim: to make WorldSkills London 2011 the greatest skills competition, careers and jobs event on the planet and to ensure that the Competitors, visitors and employers attending, enjoyed an intense and absorbing experience.

This clearly demonstrated how increasingly valued vocational skills are becoming in the UK, as well as highlighting the unique and special relationship that exists with WorldSkills. It was only delivered because a collective group of representatives, employers, Government, staff and partners worked closely together, and were determined enough to make it happen even when this was, at times, against the odds. While this made our work challenging, it also made the success of the event even more rewarding, making it possible to align our strategy and amplify our messages across the UK and around the world.

## Our Story

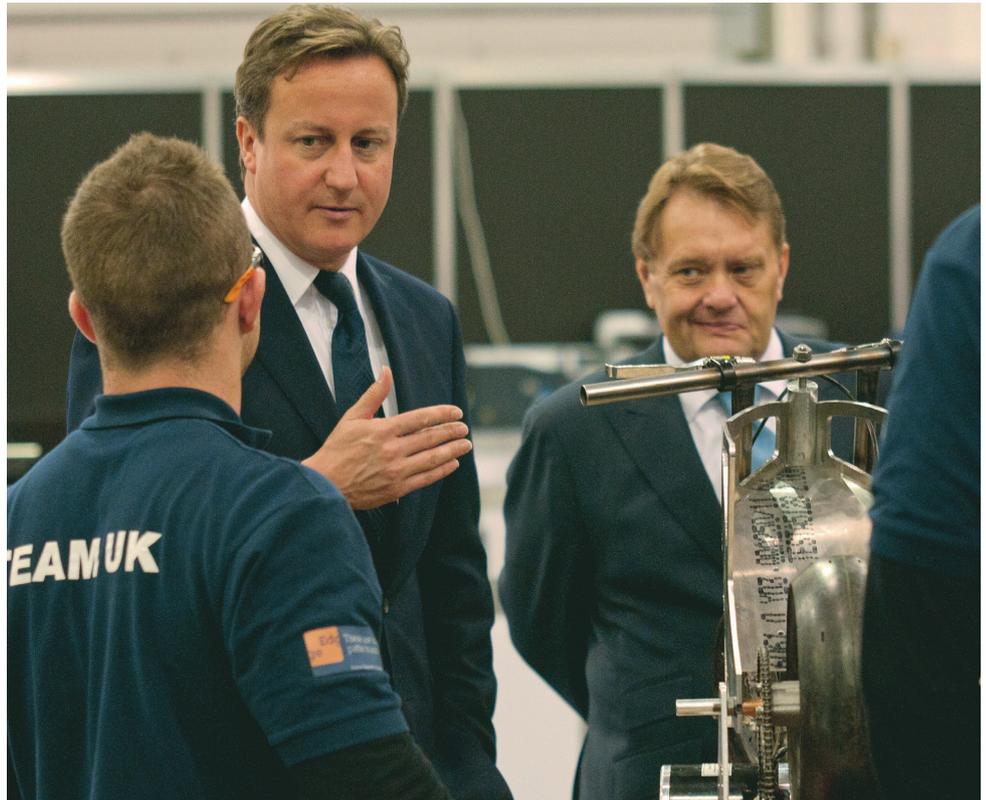
### Executive Summary

#### The future's bright

The support and partnership from the Governments across each of the UK four nations, WorldSkills International with its 52 member countries and regions, leading employers, the Further Education sector including individual schools, colleges and communities and the European Social Fund was all fundamental to success.

But this cannot and will not be a 'one-off' in the United Kingdom. There is now a real commitment to continue the work that WorldSkills London 2011 started. Looking forward, we will build on the firm foundations we have established. We are determined to leave a UK legacy which reflects our commitment, and above all the progress we have made together.

WorldSkills London 2011 was a potential watershed in changing public attitudes in the UK. The inspiration and excellence generated must continue. With the endorsement of Government and the backing of the Skills Funding Agency and the National Apprenticeship Service, the momentum from WorldSkills London 2011 has been harnessed to create a lasting legacy, in the form of an annual event to be called The Skills Show. This work will be led by a new organisation called WorldSkills UK, which will adopt the WorldSkills International branding, and which is now the official UK member of WorldSkills international.



For the next three years, The Skills Show will be held at the National Exhibition Centre in Birmingham. In 2012 it will take place from 14th to 17th November. It will replicate all the main features of the successful London event and for the first time, the finals of most UK national skills competitions will take place in one place and at one time. With a target of over 100,000 visitors, it is intended to become the largest event of its kind in the UK.

We would encourage everyone reading this report to continue to support WorldSkills International, WorldSkills UK and The Skills Show for many more years to come.



## Our Story

### Executive Summary

#### Recognising and responding to Competition requirements

World Skills is a unique combination of a global exhibition, a world class competition and a complex learning experience for which no other event can prepare you. Regardless of significant levels of experience amongst the WorldSkills London 2011 team, familiar with all kinds of events in venues of all types, we often found ourselves in new and uncharted territory, calling on all of that experience to overcome a variety of challenges.

We have openly shared these challenges and our experiences with WorldSkills International and Leipzig 2013, in the same way that we learned much from our Calgary predecessors and the vast knowledge of WorldSkills International and its members. Whilst simply taking the “London model” to Leipzig or the “Calgary model” to London is not a practical or desirable option, there are certainly opportunities to learn and benefit from the previous event operation.

In this report, we make recommendations for WorldSkills International and future event organisers and its suppliers and sponsors, to consider. We recognise that not all of these recommendations will be accepted or transferable. We sincerely hope that they will at least be carefully considered so that successive Competitions continue to evolve and improve.



## Our Story

### Our priorities and achievements

## Our principal ambition was to raise the profile and value of skills by inspiring and unlocking potential careers in the UK and internationally.

Our aim was for WorldSkills London 2011, the world's largest international skills Competition, to be a catalyst for changing how people viewed their future options; by showcasing vocational qualifications as a positive and valued choice and thus inspiring more young people to respect and pursue vocational skills, careers and competitions.

### Our goals were for WorldSkills London 2011 to positively contribute to:

- Raising the profile of vocational skills through the WorldSkills Competition being seen on a worldwide stage
- Skills being recognised as critical to wider economic development for global growth
- Delivering an innovative, interactive and global Competition

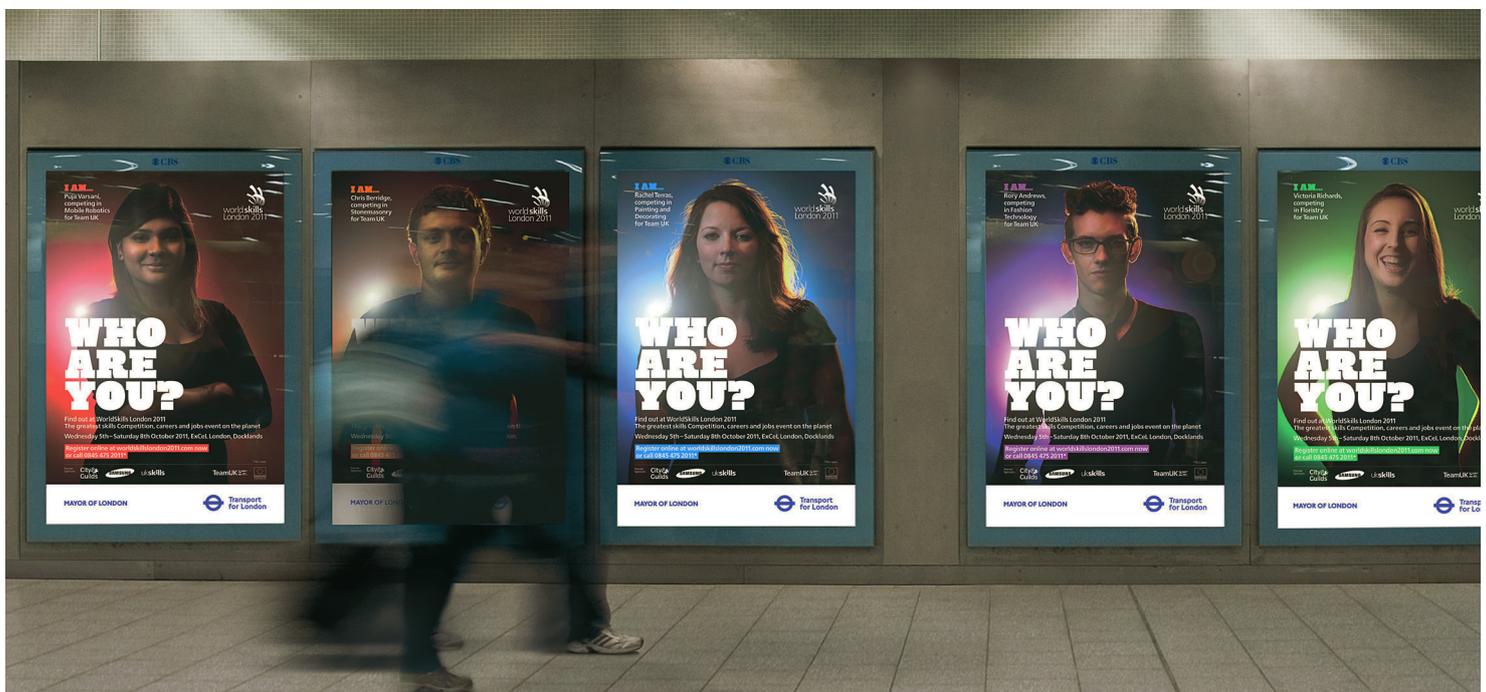
### So:

- More young people considered and entered vocational skills and careers
- Levels of employer investment and commitment to skills increased
- Standards of excellence in the teaching of vocational skills improved to support future economic development and growth
- The event had a significant economic and skills impact on London.



I came away from the event with a greater knowledge of many career and education (university) options. I also received an interest in a career in catering.

Female, 14 – 16



Our Story

Our priorities and achievements



## Our Story

### Our priorities and achievements

**WorldSkills International and the UK Government set us ambitious priorities - there were seven in total reflecting the overarching benefits attributable to WorldSkills London 2011.**

#### Our priorities and achievements:

	Priority:	Key measure:	Achievements:
1	Raising the profile of vocational skills through the WorldSkills Competition being seen on a worldwide stage	<p>Media penetration linked to key messages.</p> <p>Media Centre accreditation numbers.</p> <p>Media support.</p> <p>Photo and film generation and usage.</p> <p>Number of groups visiting the event</p>	<ul style="list-style-type: none"> <li>The total Advertising Equivalent Value in the UK reached £3m against a target of £1.5m – this far exceeds any other WorldSkills Competition.*</li> <li>Global media interest was at an all time high. There were 957 Accredited Media Representatives against a target of 500.*</li> <li>Over 78 official media partners supported WorldSkills London 2011. *</li> <li>Twitter and Facebook helped to drive high levels of web traffic, averaging 10,000 unique visitors a day and one tweet per minute for the duration of the Competition.*</li> <li>2,300 school, college and community groups visited WorldSkills London 2011 travelling from across the UK and from around the world.*</li> <li>Over 1.1 million official photos were viewed on Flickr during October and over 100 short films were loaded via WorldSkills TV.*</li> </ul>
2	Skills being recognised as critical to wider economic development for global growth	<p>Competitor numbers</p> <p>Employers' perceptions of skills as part of wider economic development improve.</p>	<ul style="list-style-type: none"> <li>1,000 Competitors took part from 52 countries and regions in 46 skill areas supported by hundreds of employers, training managers, sponsors and colleges/training providers.*</li> <li>Employers are unanimous in feeling that skills development, through vocational education is important to the wider economic development of the country. This represents a positive +7% shift from before to after the event.**</li> </ul>
3	Delivering an innovative, interactive and global Competition	<p>Customer satisfaction levels.</p> <p>Number of visitors attending and people taking part.</p>	<ul style="list-style-type: none"> <li>68% of young people and 85% of adults were either "highly satisfied" or "satisfied" with the event.**</li> <li>89% of young people interviewed at the event rated it as either "very enjoyable" or "quite enjoyable" **</li> <li>Over 200,000 people took part in WorldSkills London 2011. 72% of visitors were aged 14-18 years old. Colleges, employers and providers from across the UK delivered hundreds of Showcase performances and Have a Go activities.*</li> <li>Over twelve months, there were one million opportunities to Have a Go at a new skill during the event and across the UK.*</li> </ul>



**I think I have been shown career options that I would have otherwise ignored.**

**Female, 14 – 16**



## Our Story

### Our priorities and achievements

4	Levels of employer investment and commitment to skills increased	Cash and Value in Kind sponsorship of the event and Team UK.  Numbers of employer delegates who attended.	<ul style="list-style-type: none"> <li>WorldSkills London 2011 generated over £17.6 million of commercial sponsorship (+£1.6 million over target). *</li> <li>Over 450 employers directly supported WorldSkills London 2011, exceeding the target by +250.*</li> <li>1,500 delegates registered to attend the WorldSkills London 2011 Premiere Experience (business and conference programme) including European, international businesses, Ambassadors and Ministers.*</li> <li>A number of policy announcements on increased skills investment were made</li> </ul>
5	More young people consider and enter vocational skills and careers	<p>Number of new Apprenticeship places attributed to event</p> <p>The number of enquiries about vocational careers (cost of equivalent marketing).</p> <p>Experience through volunteering</p> <p>Research</p>	<ul style="list-style-type: none"> <li>More than 1,300 new Apprenticeships were announced by sponsors and exhibitors to mark the start of WorldSkills London 2011 and this compared with a target of 750.*</li> <li>In partnership with JobCentre Plus, the event saw 543 young people currently not in employment, education or training (NEETs) into a job or signed onto a training course.*</li> <li>There were 35,862 information and advice sessions delivered at the event. The cost of equivalent marketing spend to generate this level of advice enquiries is estimated at £555,861. *</li> <li>Over 80% of young people said attending the event improved their understanding of vocational education.**</li> <li>Young people are now 9% more likely to pursue vocational education and training. **</li> <li>Over 2,000 volunteers provided over 50,000 hours of volunteering at WorldSkills London 2011, with 280 completing their Level 1 qualification in preparation for Event volunteering.</li> <li>Nearly two thirds (62%) of adults said that the 'Information, advice and guidance' areas improved their understanding of skills-based education 'very much' or a 'fair amount'. **</li> </ul>
6	Standards of excellence in the teaching of vocational skills improved to support future economic development and growth	Education programme, Showcase and Have a Go	<ul style="list-style-type: none"> <li>Thousands of students studying Further Education courses took part in Showcase performances, displays, exhibitions and worked with professional media teams. By applying their studies to real experience this helped to enrich their understanding and results.*</li> <li>70% of young people believed that the 'Have a Go' areas helped to improved their understanding 'very much' or 'a fair amount'.*</li> <li>280 volunteers completed their Level 1 qualification in preparation for Event volunteering.*</li> </ul>
7	The event had a significant economic and skills impact on London	The value of economic benefit to London through increased tourism	<ul style="list-style-type: none"> <li>The estimated economic value to London was £27million.***</li> <li>WorldSkills London 2011 was delivered on budget.*</li> </ul>



**I have just had approval that I can hire an apprentice... [I've] been working on it for a while. There were different bits of information [from the event ] that I think gave my argument a bit more oomph... and this was the tipping point for those people who make the decisions.**

#### Employer



\* Source: 2011 Scorecard data held by WorldSkills London 2011/WorldSkills International

\*\* Source: Freshminds – WorldSkills London 2011 Impact Evaluation 2011 – see reference section 4

\*\*\* Source: Visit London. Derived by Visit London based on the anticipated visitor numbers (including international delegates) and hotel packages sold.

Our Story

Our priorities and achievements

At a glance:

some of WorldSkills London 2011's many achievements:



[The event] helped [me] to see the huge amount of opportunities are available for young people. It highlighted the importance of skills required in everyday life for young people.

Teacher accompanying 17 – 19 year old visitors

[The best thing was] the scale of the event - the international community all in one place and showcasing the best that they have to offer. Also, the sheer wealth of information and advice ready and available.



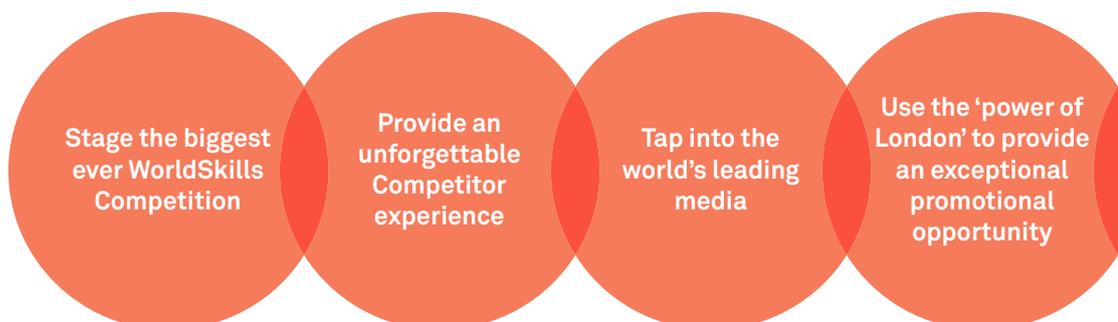
\* Source: 2011 Scorecard data held by WorldSkills London 2011/WorldSkills International

\*\* Source: Freshminds – WorldSkills London 2011 Impact Evaluation 2011 – see reference section 4

\*\*\* Source: Visit London. Derived by Visit London based on the anticipated visitor numbers (including international delegates) and hotel packages sold.

And for the WorldSkills London 2011 event team, we also set out to deliver the original promises made in the bid document.

These included the need to:



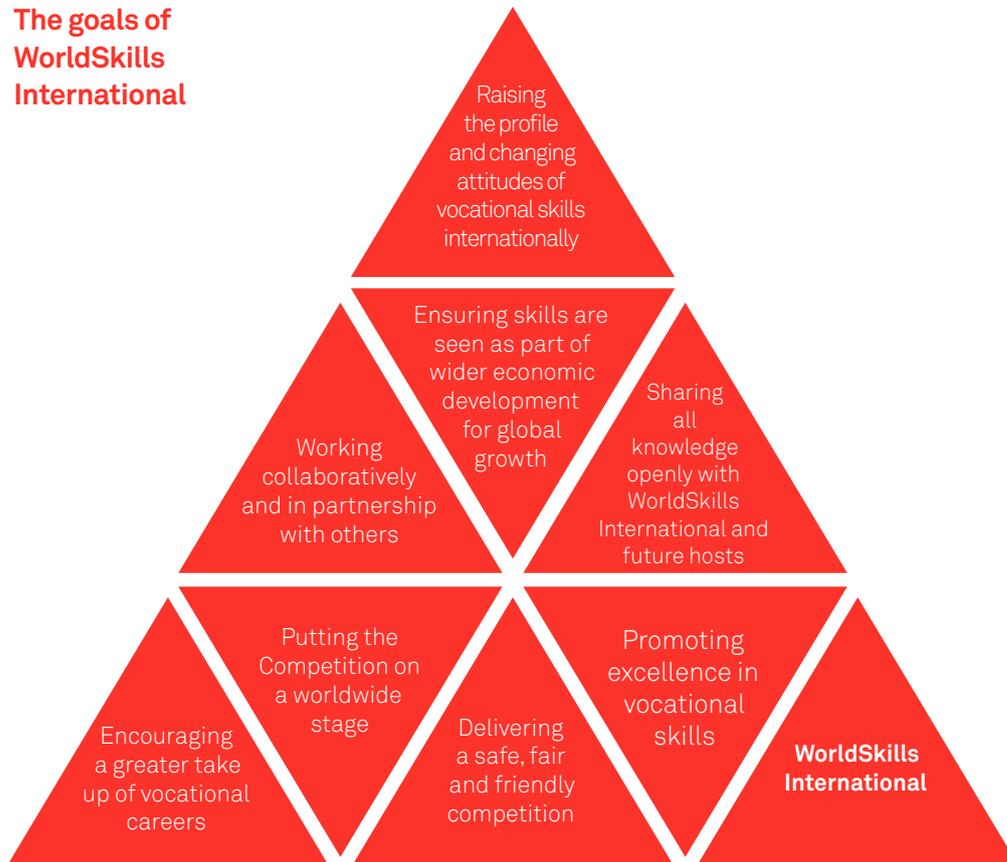
## Our Story

### Our priorities and achievements

**Target:**  
attract 150,000  
visitors

**200,000 people took  
part in WorldSkills  
London 2011 exceeding  
the target by +50,000**

### The goals of WorldSkills International



It gives us a chance to think of other opportunities, because most people are like 'Yes, I want to be this. I want to be that,' then it makes you think there [are] other jobs... It kind of opens your horizons to new ideas.

**Sarah, 14**



Deliver a more accessible, diverse and inclusive event than ever before

Provide an exceptional customer experience

Deliver a unique visitor experience

Deliver a UK wide event

## About the WorldSkills London 2011 event

### The WorldSkills London 2011 concept

#### The WorldSkills London 2011 concept

Over the last sixty years, the WorldSkills concept has been constantly evolving. WorldSkills International and WorldSkills London 2011's predecessor hosts worked in total collaboration with us to share their experiences and good practice. In the same way, we will share our knowledge openly with WorldSkills International and other future hosts. This evolutionary model only serves to improve this unique Competition, global skills celebration and careers event.

When London submitted its bid\*, it was determined to make the concept even better and to further enhance some specific areas by ensuring that the event was:

#### Dedicated to the Competitor

At the heart of the UK bid\* was the desire to create an unforgettable competitor experience tailored to the needs of each competing nation.

#### And by:

Supporting an Innovative, Interactive and Global Competition

*'The WorldSkills London 2011 Competition will focus on providing a unique visitor experience. By incorporating the enormously successful format of the UK's SkillCity events, including 'have a go' elements in each skill competition area, visitors will be able to experience first-hand the skills they are observing.'*\*

*'A series of satellite events are proposed to run simultaneously to extend WorldSkills 2011 beyond London. Parallel Skills Festivals will operate in the devolved nations of Northern Ireland, Scotland and Wales in the immediate lead-up to the competition.'*

Specifically, WorldSkills London 2011 introduced an enhanced programme for visitors – designed to improve their experience, to get people involved in skills right across the UK and to create a lasting legacy to positively and permanently change public perceptions of skills in the long term.

#### The event programme included:

- Wrap around activities including an enhanced, interactive customer experience featuring Have a Go, Showcase, Careers Advice, Make it Happen and external visitor attractions;
- An integrated education experience including Junior WorldSkills – designed as an exclusive visit for primary aged children (aged nine years old +) to explore WorldSkills London 2011, One School, One Country and other associated activities.

*\*See reference section 3 for information about the UK bid*

- A cycle of events with a long lead up to and through WorldSkills London 2011, creating one million opportunities to Have a Go at a new skill, culminating in a three week long skills festival across the UK; Involving the whole country plus the four nations to harness the uniqueness of the UK on their journey to London;
- The visitor journey: including ensuring that skill areas were visually appealing, well signposted and part of a wider marketing campaign to improve levels of awareness and understanding about the skills Competitions taking place.

In this report, each of these elements is explained in more detail below. We start with the essential building blocks designed to enhance the overall visitor experience.



**I hope to get a better understanding of the opportunities available to me once I have left college.**

#### College student



## About the WorldSkills London 2011 event

### The WorldSkills London 2011 concept

#### The essential building blocks to the event

As well as providing a once in a lifetime experience for the Competitors taking part in the 46 skills competitions, it was important that everyone who came to WorldSkills London 2011 left with an understanding of the skills on display. Creating an exciting visitor experience was essential to the success of WorldSkills London 2011.

We wanted each visitor to undertake a meaningful journey, to understand the entry process to future skills competitions and have the chance to learn more about WorldSkills International and its 60 year history. We also designed the event in a way that increased a visitor's understanding and knowledge about vocational education and the route to employment.

#### The five building blocks to WorldSkills London 2011 were:



## About the WorldSkills London 2011 event

### The WorldSkills London 2011 concept

**1. The Competition** – At the heart of WorldSkills London 2011 were, of course, the skills competitions. We felt it was important that visitors take the time to explore the competition areas to gain a better understanding of the skills taking place. Our aspiration was for people to learn about skills excellence through interacting and watching the competitions on display.

Key information helped to explain more about the type of jobs and careers available in each of the 46 skills and about the tasks being completed by the competitors. In addition, the ‘look and feel’ of the event harmonised with the wider I AM... marketing campaign, the competition halls and skills were heavily signposted, and the layout was designed to be intuitive and easy to navigate – this was particularly important given the scale of the event and the size of the venue.

Each Competition area was built from the same modular system that allowed each of the seven sectors to look connected and also be colour coded for differentiation. Flying banners were included to help visitors to easily identify their location and to seek out the skills and sectors they were most interested in.

In addition, each skill was numbered (using the WorldSkills International Skill Numbers – while these are not sequential, they were useful for navigation), contained panels and information about the careers on display (including a description of the skill, average earnings for the types of jobs) and bespoke display systems including TV screens and space to show materials to be displayed and explained test projects to visitors.

The large TV screens (provided by Samsung through sponsorship) were very high quality and content was changed regularly. The test project areas were also very good when they were utilised by experts.

However, the Board and management of WorldSkills London 2011 feel that this was one area where still more could have been done to engage visitors actively with the competitions and competition projects, to help explain in more detail what was happening, and to help visitors find their own national competitors.



**We were like amazed when we came here, how big it was and how much stuff there was. We were walking through, we saw there were loads of televisions with all the information and everybody was just like, ‘Wow’.**

**Emma, 14**



### Key Recommendation

It is recommended that Test Projects (that allow the Competitions to be explained in greater depth to visitors by Experts, sponsors and their teams) become a more integral part of the future visitor experience.

## About the WorldSkills London 2011 event

### The WorldSkills London 2011 concept

#### 2. Have a Go

##### One million opportunities to Have a Go

To extend the impact of WorldSkills London 2011 throughout the year and across the whole UK, including the Devolved Administrations, we launched a campaign to achieve one million opportunities to Have a Go. Organised by UK schools, colleges and partners, the general public was invited over nine months to Have a Go and find out about WorldSkills London 2011 as well as local skills and careers opportunities. The activities culminated in visiting WorldSkills London 2011 where the largest range of Have a Go activities took place.

##### Have a Go at the event

Having been inspired and excited by the 46 skills competitions, we wanted to provide visitors, and particularly young people, with tangible, fun and practical hands-on experience in the corresponding Have a Go areas. We deliberately chose to build on the Calgary model (where the 'Try a Trade' areas proved highly popular) but inside the event we chose to locate Have a Go areas very close to the Competitions, by substantially increasing the floor space allocated within each zone.

The Have a Go concept was a major focus of the UK bid to host the 2011 WorldSkills Competition. With the UK's previous experience of staging interactive activities at skills competitions and other promotional events, such as the Skills Show in 2000, SkillCity 2002, Skills London 2005 and Skills London 2010, the interactive and fun nature of Have a Go was central to the concept of the event.

Have a Go activities provided visitors with opportunities to try out skills linked to those taking place in a skills competition or demonstration area. Involving colleges, industry partners and sponsors, the activities were designed to allow people to consider skills of which they had little awareness as well as ones which they already knew about.

The Have a Go and Careers Advice were positioned in areas at the centre of each hall, adjacent to related skills competitions, to encourage visitors to watch a competition and then 'Have a Go' before receiving advice about careers in that industry. Six careers advice areas were located throughout the event, housing over 46 Have a Go activities in total.



[I'm looking forward to] looking at all the different things going on and participating in things I haven't done before

College student



## About the WorldSkills London 2011 event

### The WorldSkills London 2011 concept

The Have a Go areas were built around the central yellow careers advice hub with an oversized yellow suspended 'WHO AM I?' cube. We felt that the activities inside the Have a Go areas would be interesting enough to attract large crowds so minimal design was required on the surrounding walling. 'I AM READY TO HAVE A GO' was the only messaging on the black glossy exterior walling with a brightly coloured interior and simple description of the Have a Go activity on offer, along with logos of Have a Go providers.

#### An emphasis on fun and getting 'stuck in'

A key emphasis was to make the Have a Go activities fun and engaging. They were also designed to be quick to perform so that as many people as possible could try them out. We focused on challenging stereotypes encouraging Have a Go providers to come up with innovative ways of demonstrating their skills. An example of this was the Car Painting Have a Go which demonstrated airbrushing using portraits of celebrities on the body work of cars. Chocolate welding was another example which encouraged participation from a mass audience as it presented the skill of welding in a more accessible format. Virtual welding was then available to those who were really keen.

All the Have a Go activities were suitable for wheelchair users. During Junior WorldSkills, when the event was only open to under 11s, activities were adapted to ensure they were accessible to this age group.



#### FACT

The 'Have a Go' areas received an overwhelmingly positive response from young people, and were considered the most enjoyable, inspiring and educational area. Respondents frequently commented on how engaging the 'Have a Go' areas were, and that they provided a welcome opportunity to understand the reality of practicing the skills on display.

#### FreshMinds Report



You get a better understanding if you actually have a go than just walking past and looking... you can see what you're good at as well.

Joe, 15



## About the WorldSkills London 2011 event

### The WorldSkills London 2011 concept

#### Organising Have a Go Activities

Winning the right to offer a Have a Go experience at WorldSkills London was itself a competitive process. A wide range of organisations were invited to apply to run Have a Go activities, and then selected on the basis of their innovation, empathy with young people and capability. Following selection, a dedicated Have a Go Manager worked closely with each provider in the run up to WorldSkills London 2011 to ensure activities were as interactive as possible, offering support where necessary.

The Have a Go areas were central to each skill sector. The layout of these areas was uniform so that visitors could easily identify where they were within each zone at the event. Each area was colour matched to the relevant skill sectors for easy identification.

#### What visitors told us about Have a Go

The Freshminds evaluation suggested that the Have a Go activities significantly met our expectations, and played a key role in the very positive overall response from visitors, with 49% of young people\* citing them as the most enjoyable part of the event.

The Have a Go areas also attracted intense interest and very positive comments from almost all our high profile visitors including from HRH Princess Anne, The Princess Royal, the Mayor of London and the Prime Minister, David Cameron.

#### Key Recommendation

It is recommended that hands on interactive skills activities are at the heart of future skills events such as The Skills Show and future WorldSkills Competitions, given the resounding success and overwhelming positive visitor feedback of Try a Trade in Calgary and Have a Go in London 2011.



\*Source: Freshminds – WorldSkills London 2011 Impact Evaluation 2011 – see reference section 4

## About the WorldSkills London 2011 event

### The WorldSkills London 2011 concept

#### 3. Careers Advice

Placed intentionally at the centre of each Have a Go area was an inviting careers advice zone, where visitors could meet, talk and listen to teams of highly qualified advisers drawn including City & Guilds, the national Careers Advice Service, JobCentre Plus (the Government's employment service for the UK) and the National Apprenticeship Service. Careers advice was free, impartial and independent.

Designed to be openplan, inviting and free flowing, with distinctive yellow lanes to draw visitors in from every direction, the Careers Advice areas were built to encourage people to find out more in a comfortable, relaxed setting.

Providing careers advice once someone had taken part in a Have a Go activity which had inspired them was crucial to ensuring the visitor took away a meaningful idea of jobs and careers in that skill.

Online/web services (provided via Samsung Galaxy Tabs linked up to the wireless Internet) gave visitors access to 'real time' jobs, courses and opportunities.

**4. Make it Happen** – Having been inspired by the Competition, Have a Go areas and Careers Advice, the Make it Happen exhibition area was designed to encourage people to talk to a variety of employers, sponsors, training providers, colleges, universities and other professional bodies to explore more about possible career and job opportunities within different industries, and even sign up for courses or visits. To ensure this area was constantly busy, we also placed our main Showcase stage in the same area.

An external contract to generate sales of space and manage the exhibition area was awarded. The supplier also helped to produce the exhibitor manual and managed exhibitor issues at the venue.

The exhibition generated revenue of over £500,000 pounds, from the sale of a total of approximately 4,000m<sup>2</sup> of space. Exhibitors were given a choice of designing and building a bespoke stand or ordering a stand package through our onsite contractors.

#### FACT

**The Careers Advice teams delivered an impressive 35,862 careers advice sessions indicating that visitors' interest was raised in a good way and leading to more potential vocational jobs and careers.**



Careers  
Advice



Make it  
Happen

## About the WorldSkills London 2011 event

### The WorldSkills London 2011 concept

In the Make it Happen exhibition area, we needed to achieve as much creative synergy with the rest of the event as possible, bearing in mind that individual exhibitors would determine the design of their own stands. We therefore decided on a simple colour palette for the carpets as well as the use of flown balloons to denote the different areas within the hall.

A wide range of organisations exhibited in the Make it Happen area including the BBC, Starbucks and Balfour Beauty. Many WorldSkills International Member countries/regions also chose to exhibit in the Global Skills Village. A full list of exhibitors can be seen in Appendix 2.

**5. Showcase stages** – Through the Showcase programme, the WorldSkills London team were determined to create interest in the widest possible range of practical, creative and vocational skills, extending significantly beyond the 46 skills which sit at the heart of WorldSkills competitions.

#### The main objectives were to:

- Inspire school age visitors to take up further education and make them aware of the broadest range of courses available
- Complement the skills competitions

- Demonstrate to international visitors the wealth of further education offered in the UK
- Encourage visitors to Have a Go, seek careers advice and talk to employers about a profession as a result of seeing a Showcase
- Develop the confidence and experience of the participating students and apprentices, at the same time as improving their skills, so helping to raise standards and grades.

Showcase



I was very satisfied with the feedback he got from the BBC, because she was extremely honest. If we had said to him, 'You need to get a job before you can go into broadcasting,' he would have stormed off and said, 'No, I don't. I'm fine. I can do what I want.' It's come from the horse's mouth, and I think he's now realised, 'I need to do something to actually get into what I want to do'

**Martin,**  
parent of a 14 year old



## About the WorldSkills London 2011 event

### The WorldSkills London 2011 concept

An open invitation was issued to colleges across the Further Education sector to compete for the right to offer showcase performances by students and apprentices in a wide variety of skills on live and static stages. Colleges could bid to demonstrate creative skills, in the following categories: Dance, Music, Drama, Art, Display, Media, STEM (Science, Technology, Engineering and Maths), Heritage, Cookery, Hair & Beauty. Regional and national selection panels confirmed the final shortlist of 100 Showcases ensuring representation from across the UK. Those not selected were advised about other ways they could get involved; many sent visitor groups and hired exhibition space in the Make it Happen area. More than 200 applications were received, from which more than 100 were invited to perform at the event.

Fourteen Showcase stages were built, using a distinctive silver, black and white colour palette with illustrations originated to represent some of the different skills on show. The selected performers were challenged to inspire, delight and entertain visitors, whilst demonstrating some of the exceptional talents of students and young people from across the UK in skills not represented by the Competitions.

### The final Showcases

A final programme of over 115 Showcases took place at WorldSkills London 2011 on 14 purpose built Stages:

- One very large main Performance Stage, in the Make It Happen zone, where a total of 35 music, dance, and drama performances took place
- 20 Showcases on the STEM (Science Technology Engineering Maths) and Heritage Stage
- 18 Showcases took place on the Hair and Beauty and Cookery Stage
- 10 other stages around the event where another 62 showcases were offered

- An Art Gallery featuring paintings and photography was set up.
- Over 75 colleges and training providers took part.
- Showcase groups brought hundreds of visitors with them, hired exhibition space and generated large amounts of regional news coverage.

### FACT

**58% of young people believed that the Showcasing areas helped improve their understanding of skills based education either 'very much' or 'a fair amount'.**

### FreshMinds Report



## About the WorldSkills London 2011 event

### The WorldSkills London 2011 concept

The main Performance Stage generated a huge crowd for every show and was the busiest of all the Showcase areas. Thousands of people saw the performances, and we literally “made it happen” for hundreds of young budding performers, giving them their 15 minutes in the limelight to an international crowd. Hull College emailed to say that their students were asked for autographs when they came off stage, as did many others.

In addition to the five components to maximise the customer’s experience inside the main Competition areas, additional visitor attractions outside of the venue included:

#### **Eco-House**

WorldSkills London 2011 showcased the ‘live build’ of an eco-house during the 4 days of the Competition. A collaborative partnership of 9 colleges specialising in construction skills worked together to build the eco-house. Each college led on a particular element – for example, electrics, PV/ solar, insulation, heating, etc. This initiative provided the opportunity to showcase the range of eco construction skills that are being developed in Further Education colleges and highlight the necessity for eco construction skills to be included as an element of all construction courses.

#### **Navy Ship – HMS Brocklesby**

The Royal Navy brought one of her finest vessels to WorldSkills London 2011. HMS Brocklesby, a Hunt Class Mine Countermeasures Vessel (MCMV) that had recently returned from a mission in Libya where she cleared the entrance to the port of Misrata ensuring the delivery of humanitarian aid, was moored at the ExCeL London, offering guided tours and Have a Go activities.



## About the WorldSkills London 2011 event

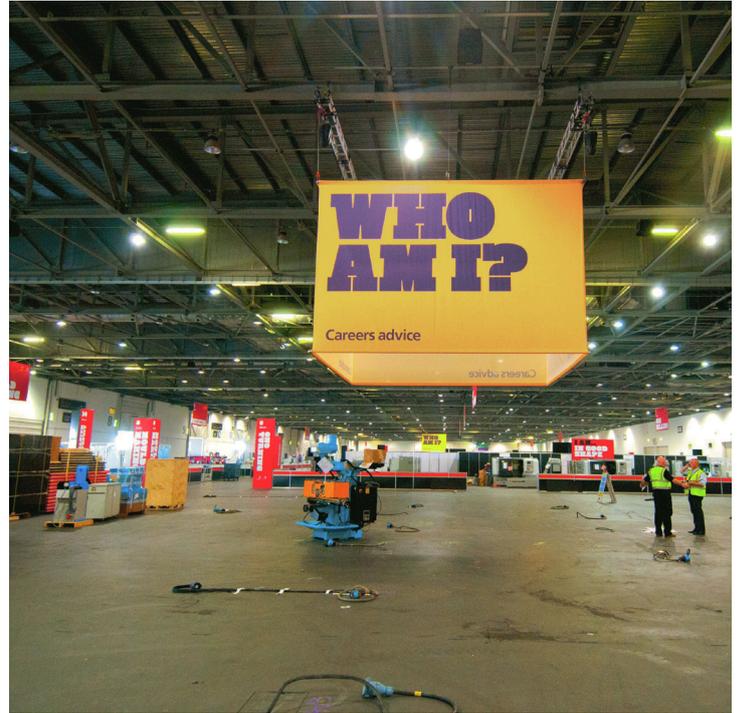
### The Competition

The WorldSkills Competition represents the pinnacle of excellence for the competitors, employers, training managers and supporters. Over the event's 60 year history, it has introduced and refined a set of international benchmarking standards in skills, helping to raise the bar for vocational education and training.

Our aim was to ensure that the Competition was facilitated in the best possible way, offering a world-class working environment while ensuring that the many individual Competition requirements were fully met, on time and within budget. It was essential that the needs and welfare of the competitors were met while, at the same time, we maximised the experience for our visitors with considerations such as accessibility, space, layout, heating, IT, ventilation and lighting, and health and safety all being optimised.

The scale of this task was, as always at WorldSkills International competitions, enormous. There were a total of 46 skills competitions, all housed within ExCeL London, with between 4 and 31 competitors/teams taking part in each skill. Over four days, almost 1,000 Competitors from 52 countries participated. Owing to other ExCeL London bookings on either side of WorldSkills London, we needed to plan, deliver, build and prepare all of the Competition areas within a very short timescale to ensure that they were all fully operational ahead of the Competition official opening. This involved securing and planning the logistics for over 250,000 pieces of equipment ranging from cookers, fabric, doors, fresh produce to printing presses and a helicopter!

The 46 skills competitions were grouped into seven industrial sectors – Engineering & Manufacturing Technologies; Arts, Media & Publishing; Agriculture, Horticulture & Animal Care; Retail & Commercial Enterprise; Information & Communications Technology; Construction, Planning & the Built Environment; and Health, Public Services & Care. Competitors from around the world completed projects, time tests and demonstrations in their chosen skill over four days of the event with the ultimate prize being a Gold, Silver or Bronze WorldSkills medal.



**The scale fitting out the venue was enormous – someone likened it to fitting out The Ark Royal four times and taking it all out again each time**

**Peter Davies,**  
Technical Director



## About the WorldSkills London 2011 event

### The Competition

#### The Venue

ExCeL London was the venue for the 41st WorldSkills Competition. Twenty minutes from central London, the venue had 90,000m<sup>2</sup> of space which meant that all of the competitions could be housed under one roof. The two exhibition halls are separated by a central boulevard with meeting rooms, offices, shops, cafes and bars. ExCeL London also had world-class conference suites for up to 1,100 Delegates which provided an on-site venue for the WorldSkills Premiere Experience. It also had 45 meeting rooms and 40 bespoke offices which were used by WorldSkills International, WorldSkills London 2011, WorldSkills Leipzig 2013 and others associated with the running of the event.

#### Communicating with and securing the venue and security services

From the day the venue was first contracted in 2006, 5 years were spent building strong working relationships with the venue staff to ensure a smooth operation onsite. It was important to work in partnership with the venue and to understand the rules and regulations which exist from the outset to factor into planning.

Effective onsite venue management involved constant liaison with key venue departments such as traffic, health and safety, catering and venue services. In the month leading up to and during the event, daily meetings onsite proved an excellent way of raising and resolving issues quickly and efficiently.

An essential element of the smooth running of WorldSkills London 2011 was a robust security operation. The remit for security was to safeguard everyone in the venue at all times, and guard against theft and damage across all areas of ExCeL London in the build and break down phases of the event as well as during the Competition itself. Gainsborough Security were our contracted partner for security and were responsible for carrying out security checks on visitors and confiscating any unauthorised or illegal items. They were also contracted to co-ordinate the visits of special guests and ensure their safety.



#### FACT

WorldSkills London 2011 was the largest event ever held at ExCeL London, taking the equivalent space of ten Wembley size football pitches, and the first event at ExCeL London to ever use every single square metre of the facility.

**About the WorldSkills London 2011 event****The Competition**

Regular meetings with both venue and security were scheduled to ensure both were updated as planning assumptions changed. It was anticipated that the final security schedule and venue event schedule would be ready one month in advance of the tenancy but due to constant changes and additions, it was not possible to have updated versions available until much closer to the 'go live' date. The venue coped well with this.

The security provision demonstrated an exceptional level of service both during the planning stages and onsite. From assisting with preparing delegate bags to managing crowds, no job was too big or too small and the team consistently delivered above and beyond what was expected of them. The staff were pleasant, enthusiastic and knowledgeable about the event right across the board. Having a consistent team from pitch stage, throughout the planning phase to delivering the event onsite made a huge difference. It is a testament to this quality of planning and co-operation that there were no incidents which required Police or security intervention onsite.

**Competition Preparation Week**

In March 2011, all the Technical Delegates, Chief Experts, Deputy Chief Experts, Experts and Workshop Supervisors were brought together in London to discuss the preparations for WorldSkills London 2011. For WorldSkills International, the opportunity for the whole Skill Management Team to work through technical issues with Workshop Supervisors provided a real advantage. The relationship building and preparations which took place at this stage were invaluable to the smooth running of the Competition, reviewing elements such as the infrastructure list and floor plan requirements.

Competition Preparation Week was also a key event for WorldSkills London 2011 as it gave us the opportunity to test our customer service processes, ensuring we were on track for delivering the event. It also provided an opportunity for many members of the WorldSkills London 2011 Organising Committee to meet and form relationships with key representatives of WorldSkills International Members.

## About the WorldSkills London 2011 event

### The Competition

#### Floor Plan

The floor plan for the 90,000 square metres of space was managed carefully through detailed discussions with many groups and individuals including WorldSkills International, Chief Experts and Official Technical Delegates, Chief Experts, Deputy Chief Experts, Experts and Workshop Supervisors plus the venue, security, health and safety, IT, sponsorship, procurement and marketing. The physical design of the Floor plan was managed through the same contractor who oversaw the physical build of the venue. This arrangement worked well as they were a specialist company used to delivering Floor plans quickly and effectively. Future competitions might want to consider employing a member of the team who holds specialist CAD designer qualifications who could lead the development of the layout, but we feel that the sub-contract model worked well for this type of event.

It is important that sufficient time is spent on developing the floor plan as it becomes a vital planning document for stakeholder groups such as sponsors and partners as well as suppliers. The design of the Floor plan needed to be extremely fluid as a significant proportion of competition changes required Floor plan changes, often with knock-on effects on neighbouring competition areas. As a result of constant monitoring at the point of change notification, very few changes needed to be made to the Floor plan on site during the build phase. The Floor plan also acted as a sales tool to explain what skills will be on show for visitors, schools and other groups attending so the development of an early version to use in discussions is advisable.

A great deal of attention was also given to ensuring there was sufficient space in the gangways for access but not too much space that any area appeared 'lost'. In the 12 months preceding the event, the layout was constantly updated. The Floor plan showing electrical distribution on all skill areas was invaluable.

The final Floor plan can be seen in Appendix 1.



**This venue is amazing  
– the best  
I have ever seen**

**WorldSkills Chief Expert**



#### Recommendation

The completion date for detailed drawings and the floor plan needs to be set early and agreed with everyone involved including the Workshop Supervisors who feed in key information.

## About the WorldSkills London 2011 event

### The Competition

#### Infrastructure List

The Infrastructure List details all of the 250,000 different pieces of equipment and material to be supplied by the Competition Organiser. In the same way that a manufacturing operation might work, all of the items on the list are absolutely essential, no matter how big or small, to running the Competition. From tables and chairs, brooms and buckets to highly specialised technical equipment, ensuring that everything necessary to allow each competition to run efficiently is a complex task. Identifying exactly what is needed from the outset is challenging because many of the quantities are dictated by registration which takes place quite late in the planning stage. There are also complexities to consider in relation to other teams, notably Sponsorship and Procurement, as each team has a different perspective on when, how and from whom the materials and equipment needs to be sourced. Lead in times for equipment supply from some sponsors, for example, proved to be exceptionally long.

For WorldSkills London 2011, the biggest challenge was the late and incomplete procurement of certain items which impacted on our warehouse and delivery operations leading to late changes and additions to resource/staffing levels. Whilst some of these delays were the result of sponsor bureaucracy and caution, and others due to delays or late changes in technical specifications, it is also clear that utilising a greater level of staff resources in the first half of the year before Competition day could have eased this issue.

However, by day one of the Competition, all equipment needed for the smooth running of the event was on site. The strong teamwork which took place between Chief Experts, Deputy Chief Experts, Experts, Workshop Supervisors, Floor Managers and the technical teams at WorldSkills London 2011 and WorldSkills International meant that all competitions were able to start on time with the right equipment in place.

#### FACT

**250,000 different pieces of equipment and material were needed to run the Competition areas at WorldSkills London 2011**

#### Key Recommendation

It is recommended that future skills events develop robust approaches in relation to the Infrastructure List by ensuring that the specification, sponsorship and procurement activities are fully coordinated and communicated as early as possible.

## About the WorldSkills London 2011 event

### The Competition

#### Competition Build and Breakdown

The Competition build started nine days before the first day of Competitions, with the venue effectively an empty shell, meaning that every piece of electrical cabling, equipment and materials had to be delivered to the venue, in the correct order and to a specific delivery schedule.

Overall, the build was fairly smooth in most areas, although all of the skill areas presented at least one or two challenges that needed to be overcome. A staggered build programme helped to concentrate resources into particular skills. Six metre wide gangways were specified throughout and were incredibly helpful for manoeuvring and helping to keep health and safety issues to a minimum as there was sufficient space. Strict health and safety precautions were enforced throughout the whole build and breakdown programme.

The nine days allowed for the build were just sufficient, as were the four days provided for breakdown after the event.

#### Floor Managers

We recognised that the size and scale of WorldSkills London 2011 would demand the need for a number of specialist event people to be 'on the floors' of the venue, troubleshooting issues and aiding with communication. Six Floor Managers were recruited to fulfil these roles and they came with a mix of exhibition and general event experience. The Floor Managers fitted into the overall team structure well, although hindsight suggests it would have been beneficial for us to have given them an even broader and deeper understanding about WorldSkills Competitions prior to build.

#### Workshop Supervisors

The role of a Workshop Supervisor is crucial in ensuring the smooth running of the competition areas. They were in charge of working with WorldSkills International Chief Experts and Deputy Chief Experts to define what is needed in each skill workshop and these requirements formed the basis for the Infrastructure List. The UK recruited a large number of the Workshop Supervisors over two years in advance of the Competition, with many travelling to WorldSkills Calgary 2009 to understand the breadth of the role.

Positive feedback was received from Chief Experts, Deputy Chief Experts and Experts on the role Workshop Supervisors played at the Competition. Helped by the relationships forged at Competition Preparation Week, Workshop Supervisors were quickly able to make adjustments for late changes in the competition areas, and communication in the skill workshops was excellent.



## About the WorldSkills London 2011 event

### The Competition

#### Logistics and delivery

All inbound equipment was managed through a specialist logistics company, Ceva Showfreight, who made a warehouse available for storing goods and equipment from sponsors and procurement ensuring that delivery schedules were in place. This generally worked well as it allowed for all deliveries and individual assignments to be tracked from the moment of procurement through to delivery to, and removal from, the floor. Although there were very few cases, late and incomplete procurement where it occurred impacted on warehouse and delivery operations leading to additional demands on resource and staffing levels.

Ideally, all items should be procured and in the warehouse, at least three weeks prior to the first day of tenancy. Issues and errors will arise if this deadline is missed. It is important that these dates are clearly communicated and that a contingency period is built in to the planning process.

Just in time delivery (i.e. consignments delivered straight to the venue) was needed for some consignments that could not reach the warehouse in sufficient time to be stored, or, where damage might have occurred if they were moved. This was generally limited to larger consignments. It is likely that a combination of just in time and warehousing will always be needed. Both methods rely on good communications between the logistics company and the procurement and sponsorship teams

to ensure that deadlines for delivery dates are clearly communicated.

An in-house seconded or dedicated Logistics Manager could be considered. Venue/Organiser/ Contractor communication and relations must be at a high level.

There were 850 tracked consignments delivered during build and the Competitions. Daily communication between the venue, event organiser and supplier was critical. The ExCeL centre had strict policies on the amount of deliveries that could be managed via the lorryways to avoid congestion and to ensure emergency access. Traffic, security and access issues were minimal and acceptable for an event of this size and complexity. There were no major delivery incidents and only a small number of cases of slight damage.

Communications with the WorldSkills London 2011 Operations/Technical teams and suppliers were also a highlight. Inside the Competition, Workshop Supervisors and their assistants, 'zone' managers, floor managers and technical managers were all focused but flexible enough to adapt to a changing dynamic.

They worked demonstrably 'across' their specific responsibilities in a professional manner but managed to retain a big picture view to the benefit of the working environment.

#### Key recommendation

There are potential efficiencies to be made by reducing pre-competition warehouse and logistics procurement and management costs and increasing just in time delivery.

#### Key recommendation

Ensure a Logistics Manager (or a plant from the Service Partner) is in place at least nine months prior to the event. This will allow the logistics partner to be fully integrated within the various directorates and fully 'au fait' with the workings of the organisation.

## About the WorldSkills London 2011 event

### The Competition

#### On site services

Key services included power, water and waste, compressed air, bottled gases, oil and lubricants. The majority of services worked well, albeit the requirement on some such as electrical power, was exceptionally high and represented a major cost to the event.

#### Power and electrics

This was a very large cost item so it is important to secure the best supplier to support power requirements and ensure the tariff is well structured to save costs. Discussions were held with the venue over discounting mains usage. It is important to collate sponsors and suppliers power requirements, and ensure that these are properly documented and communicated, so that they understand the cost of power is understood from a very early stage.

The electrical fitting was very slow getting started, within the limited nine day timetable. This did have a short knock on effect on build but had been rectified by the end of the second day of build.

#### Water and Waste

The provision of water and waste water removal generally worked well, with the largest demand coming from the catering skills.

Mobile sinks worked well and saved money as well as looking visually more appealing. They cannot always be used but are suitable for minimal/light usage.

#### Air and Gas

The compressed air solution worked very well despite some issues with onsite delivery.

There were a number of challenges to overcome in relation to bottled gases. Gas transportation and storage requires specialist direction and the ExCeL Centre did not permit gas bottles to be moved into the halls before the start of the event. As a consequence, the stores area was not able to be set up in advance and thus meant that the roll out of the gas into the halls was late. However this issue was overcome with only limited impact on Competitions.

#### Oil and lubricant

No issues were reported – this area worked very well.

#### Furniture

Furniture deliveries could have worked better - we tried to flood the areas with generic amounts but this resulted in confusion about who was getting what, causing some concern amongst Workshop Supervisors. The quality of some of the equipment that had been hired was of insufficient quality and the quantities of lockers and rope and post ordered were underestimated.

An onsite shop to buy last minute build items, tools and materials proved to be a very helpful resource to have to hand and allowed orders to be turned around quite quickly – next day in most instances. Securing fixed prices in advance for items is recommended to ensure the prices paid are competitive.

#### Key recommendation

Allowing suppliers to communicate directly with, and learn from, suppliers to previous events and previous Competition organisers would be invaluable.

## About the WorldSkills London 2011 event

### The Competition

#### Health and Safety

The health, safety and welfare of all individuals involved with WorldSkills London 2011 were of vital importance to the culture of the Competition.

There has never been a serious accident recorded at a WorldSkills event and our challenge was to ensure that every possible measure was put in place to ensure this remained the case throughout the event.

There were no major health and safety incidents or accidents at WorldSkills London 2011.

WorldSkills Competitions are quite different from standard events and exhibitions from a health, safety and welfare viewpoint. This is due to the fact that they have such a huge variety of different activities and therefore a large volume of associated risks, all going on at once, in close proximity to each other under the same roof.

The main challenge was from an Occupational Health and Safety (OH&S) perspective, due to local and national requirements, the competition environment, new machines, new tools and other assorted equipment, the time limit on performances and the accompanying excitement at different levels at all phases of the event. It was essential that the Health and Safety teams were involved in the planning and implementation of all elements of the Competition. This ensured a healthy and safe competition both in the working environment and in physical, mental and social terms for the competitors, staff and other participants and also the public

visiting the event. There is sometimes a difficult balance to be struck.

Health and safety screening inside the visitor registration areas did cause overcrowding in the first two days of the Competition. This was rectified by creating more space to allow a greater volume of visitors to pass through – this was done without compromising security checks which were always an important element of our entry process and essential to running a safe event.

Each of the different skill areas had its own individual occupational health and safety considerations regarding equipment, PPE, machinery, chemical substances and ACOP. In addition to each of these 'sites', there is the added consideration of the general public being in close proximity to the activities in order to watch the competitions and support the competitors. It was vitally important to have good communication between skill areas. The role of Experts with Special Responsibilities is important and further support should be offered to ensure that their role in facilitating this is understood. Member countries and regions need to ensure that they have the minimum PPE requirements,

Outside the competitions, similar considerations were required for the Have a Go, Careers Advice areas, exhibitions, eco-house, Navy Ship and showcase areas. All of these areas involved young people trying the skills and a lot of "hands on" activities so a great deal of additional attention was required.

#### Key recommendation

It is essential that Health and safety teams are fully integrated into the successful management of the Competition. Ensuring the health and safety role of Experts with Special Responsibilities (ESRs) relating to health and safety during the competition is important.

## About the WorldSkills London 2011 event

### The Competition

#### Health and Safety work involved creating and delivering:

- Occupational Health & Safety and Environmental Policies and related Manuals.
- Event Risk Assessment (including Area Risk Assessments, CoSHH, HAV Assessments and Safe Systems of Work).
- Fire, Emergency and Evacuation procedures for the event.
- Identifying risks across WorldSkills London 2011 event and operations.
- Staff training requirements.
- Communications with all relevant stakeholders and/or partnerships.
- An Event Safety Plan, Timeline for all activities and Operation Manuals.
- Compliance with national and International regulations and requirements.
- Environmental, Health and Safety Audits across the organisation.
- On-site audit team.
- Health & Safety meetings with our clients, local authorities, sponsors and contractors.
- An inventory of required health & safety equipment for the event.
- Monitoring, investigating and recording all workplace and visitor accidents and incidents.
- Control of contractors for event suppliers including all health and safety documentation and installations.

#### This included:

- Checking Competition Area sound levels (dB)
- Testing (PAT) 3,700 electrical equipment/tools
- Issuing over 4,000 Hi-Vis Vests throughout the build and breakdown stages.
- Overseeing over 200,000 visitors and their safe access in and out of the venue.
- Translating health & safety documentation consisting of over 338,843 words into two other languages
- Providing over 10,000 separate pieces of personal protective equipment (PPE)
- Displaying over 1,300 separate pieces of health and safety signage.
- Placing 1,037 assorted fire extinguishers throughout the Competition areas.



## About the WorldSkills London 2011 event

### The Competition

#### IT

The provision of a wide range of IT services and infrastructure were required for the successful delivery WorldSkills London 2011.

The scale of the task was immense – and there were particular challenges we needed to overcome including:

- The sheer (physical) scale of ExCeL London and the large number of end users
- The short set up time on-site. This required that as much as possible be pre-staged and integrated off-site in advance
- Very short on-site user period meaning that solutions had to be as simple as possible so as to allow ease of use.
- Budgetary constraints meaning that sponsors were needed to deliver as much as possible
- The server and service infrastructure needed to be large enough and centralised to reduce and support overheads, increase resilience (data centre services) and aid monitoring.

#### The brief for IT services included:-

- The marking and administration PCs, CAD facilities, file and print services, networking, security and credentials for all of the skills that make up a WorldSkills Competition.
- All additional IT services and infrastructure for the 17 skill competitions where computers are a direct requirement
- Back office IT infrastructure at ExCeL London for the WorldSkills London 2011 Organising Committee, WorldSkills International and others associated with the running of the event.
- ISDN, large 'Internet pipe', phones, fax facilities, printing and shared PCs for the Media Centre.
- Wired and wireless internet access throughout all event areas for all 'guests' such as sponsors and exhibitors.
- Support, advice, backup and recovery for all IT systems provided.
- Event communications including Microsoft Exchange email infrastructure, IP fixed phone system, mobile phone system with integrated email and contact database and two way radio provision.

#### In total:

- More than 800 PCs were installed
- Over 1,800 network ports were activated
- Around 200 IP phones were rolled out

- Nearly 500 mobile phones were used
- 500 helpdesk calls were handled.

The approach for supplying these services needed to be adapted when it became clear the time required for securing sponsorship for IT services did not meet the required timetable to ensure successful implementation. The strategy was quickly changed and focused on securing a combination of suppliers and sponsors – this combination ultimately worked well but it did require remedial sponsorship/ procurement arrangements to secure suitable suppliers.

#### Overall, the vast majority of IT provision at WorldSkills London 2011 was a success, in particular:

- The massive infrastructure was successfully installed. The supplier involved proved to be highly flexible and responsive to taking on additional needs.
- The network deployment and datacenter were delivered in a highly robust fashion, with few teething problems for such a large and fast implementation.
- The IT support desk coped well with all issues and with the implementation of the rollout plan.
- Cabling and networking infrastructure rollouts throughout the venue were successful.
- Overall the use of volunteers to support the IT provision was successful and a number of the volunteers were extremely talented.

## About the WorldSkills London 2011 event

### The Competition

#### Despite the overall success of the IT provision, a number of significant challenges arose which had to be overcome:

- The initial reliance for IT infrastructure on sponsorship meant changes needed to be made to the solutions architecture because of the reliance on whatever equipment was available from sponsors. With hindsight, a better model would have been to focus on the needs, design a fixed architecture and then bring sponsors on board on the basis of delivering to a defined solution. However, the mixing of some Global Industry Partners with other local sponsors/suppliers can make that approach difficult to deliver.
- A number of critical factors such as office move needs, user requirements, room allocations, the Media Centre requirements and digital signage requirements were finalised at a very late stage and this impacted on the delivery of services.
- Many unexpected requirements emerged on-site, partly due to limited information gathering, although this was also significant in skill workshops where details had been gathered and checked several times. In terms of additional equipment, the contingency built in to the planning was sufficient and issues were handled on-site by resolver groups.
- There were insufficient IT personnel to perform what was required in a timely and fully robust way. However, it is important that any hired staff have the relevant skill set to fully understand the operating system so that there is less reliance on contractors to deliver any additional solutions. The PC and printing build and implementation did not perform as well as planned and some issues relating to this did not become apparent until implementation.
- A robust imaging solution needs to be used, builds should be tested in a thorough fashion and more checks need to be in place to ensure that the lists (for example, CAD) and packaging and delivery into the warehouse is done in the agreed way.
- The printer provision should have been done earlier to ensure smooth implementation. Budget constraints resulted in multiple suppliers for the printers and this significantly increased the complexity in this crucial delivery area.
- The detailed implementation plan for the end-user rollout needs to be more robust to avoid resourcing and timing issues. This should include closer management of the rollout teams ensuring timings, power provision in rooms and event areas are sufficiently available and understood. The implementation of the rollback was well planned. Additional flexibilities are needed to mitigate against any information changes e.g. equipment being moved that occur on site. This will help equipment going missing or needing to be recovered in a more robust way than may otherwise have been the case.
- In general, a higher priority should have been given to IT at an earlier stage, ensuring that an integrated service was developed, avoiding (if possible) 'turnkey' services.

#### Key Recommendation

It is recommended that the provision of IT services and infrastructure at skills competitions is given a significant level of priority, the planning is done thoroughly and sufficiently in advance, and sound levels of resources are applied throughout the process.

## About the WorldSkills London 2011 event

### The Competition

#### Toolboxes

Getting almost 1,000 toolboxes into the UK and safely to ExCeL London was identified as key to the delivery of WorldSkills London 2011. We had followed closely what had happened in Calgary and based our approach on their lessons learnt about building as much as possible into the planning. Our logistics partner, CEVA, took charge of the logistical management of receiving and checking toolboxes and organised moving the toolboxes to ExCeL London from their warehouse in the build stage of the Competition.

Despite the rigorous systems we put in place, the volumes were higher than expected and it took over a day to physically move all toolboxes into the venue. With hindsight, we should have split the toolboxes into skill groups first. Whether this was done at the warehouse or at the venue probably would not have mattered but this would have been a benefit as it was difficult to assess when all toolboxes were in the venue/skill area.

UK regulations stipulate that Portable Appliance Testing (PAT) needed to take place on all electrical items. We decided this should happen on site rather than in CEVA's warehouse, as the toolbox owner needed to be in attendance, so there was additional pressure to get the toolboxes on site quickly. The PAT testing took place throughout the venue, with the toolbox owner in attendance when the tests took place. Although it might have been logistically simpler to PAT test all the toolboxes in one central area before moving them, it is difficult to see how the regulatory requirements for owner presence and legitimate owner concerns for security during testing could have been resolved.

All toolboxes arrived safely, had the necessary checks and were ready for Competitors familiarisation prior to the Competition starting.

#### Breakdown of the Competition

The Competition breakdown was managed over four days. This is a typical period of time for events of this nature. Overall, the breakdown progressed smoothly and we left the venue in good time and without incurring any penalty charges.

#### There were four key areas to consider:

- Security of goods during the breakdown
- Disposal – waste and asset
- Sustainability
- Storage during breakdown

#### Security of goods during the breakdown

Sponsors and suppliers are naturally nervous about expensive equipment being left on site after the Competition has ended and they were keen to remove it as early as possible. Hand carriages were helpful in removing smaller items from the Competition areas and it is recommended that they are made available on the first evening of breakdown with a view to deliberately removing expensive, portable items from competition areas plus any AV and PC equipment. This mitigates the risk of any damage to this type of equipment as well as minimising potential theft issues.

## About the WorldSkills London 2011 event

### The Competition

#### **Disposal – waste and asset**

There was a huge amount of equipment that could not be reused, or that sponsors or suppliers chose to leave behind. Predicting what this might be in advance is challenging. On a few occasions we contacted local schools, colleges and community groups to offer them materials to collect. This worked well but ideally it should be done earlier and more systematically forming an integral part of the event's procurement and Asset Disposal strategy.

Where skips are to be used, they need to be in place much earlier and a more accurate assessment of waste disposal should be completed ahead of the Competition starting. A more detailed analysis per skill area of items being returned, or disposed of could have helped. Appointing an official waste disposal agency (environmental/recycling) could also be considered.

#### **Sustainability**

Early discussions with Experts that are designing Test Projects to ensure equipment selected is either re-usable or returnable and/or can be gifted as useful pieces can help to improve sustainability of the event. For example, all flooring materials were collected and reused for future use.

When procuring items, the asset disposal team should work alongside them to devise methods of disposal at point of purchasing. An asset disposal team can manage the end destination for many of the items of equipment prior to the event even taking place. These items can be picked up at source (the venue) therefore minimising the cost of logistical moves at breakdown.

#### **Storage during breakdown**

Storage for retained equipment and materials in the halls was managed successfully by allowing for equipment to be stored in designated 'waiting areas' to be collected. This was achieved by clearing the registration areas on the first evening that the Competition ended. In addition to this, the wide aisles and the staggered breakdown of the Competition worked really well to create natural storage spots.

These storage areas could also be used during the breakdown to create 'shops' to sell unwanted equipment. For expensive equipment, it was important to create 'safe' areas overseen by security guards to protect goods until they were collected. This was implemented to good effect with the 400 Samsung TV screens and was easy to replicate during the breakdown for IT, AV and all hand portable equipment.

#### **Key recommendation**

To complete an accurate assessment of waste disposal requirements by each skill area and preparing local schools, colleges and community groups to collect unwanted materials ensuring that this is integral to the asset disposal and procurement strategies. Consideration could be given to creating 'on-site shops' to sell unwanted goods and materials.



## About the WorldSkills London 2011 event

### The Competition

#### Member and visitor support

##### Member Support (Customer Service)

Responding quickly and well to the needs of the Competitors, Experts, Delegates and visitors was at the centre of the organisation of WorldSkills London 2011. We aimed to provide high levels of customer service and developed systems to ensure each participant's experience of WorldSkills London 2011 was as positive as possible.

To ensure that delegates received the best in customer service at all time, a dedicated Delegate and Customer Service Team was created for the first time during a WorldSkills Competition. This was to ensure that all countries/regions would have a dedicated manager to look after their needs and requests and to improve upon response records of previous Competitions.

- Over 3,200 emails were received by the Delegate and Customer Service Team in the 8 weeks before the event. WorldSkills London 2011 staff received a great deal of positive feedback from Members onsite about the customer service they had received
- A dedicated e-mail address went live to coincide with the launch of the package sales in Jamaica at the General Assembly in October 2010.

The following were then created and implemented:

- Customer service charter – this was made available to all members on our website and through our regular communications
- Customer service training – was given to all WorldSkills London 2011 staff and Customer Service Champions were appointed in each department
- Central point of contact – a dedicated email address and telephone number were created to ensure the Delegates would always have a central point to contact us.

In addition to this, a series of communications with the members was planned with an informative fun bulletin sent out every other month and an email update each month in between.

##### Delegate Packages

Part of our bid promise was to offer a wide range of accommodation options close to the venue with the shortest travelling time possible. Negotiations started two years out from the event to ensure we secured the broadest possible range of options to offer Delegates.

## About the WorldSkills London 2011 event

### The Competition

#### Accommodation

Offering a range of accommodation packages in close proximity to ExCeL London was a key objective from the initial London bid. We were committed to ensuring that the Competitors, Team Leaders and Experts were staying no further than 10–15 minutes walk from the venue. It also became clear that whole delegations from countries/regions were keen to stay together wherever possible. In total over 29,000 room nights were booked across 21 properties in London, primarily hotels and also private apartments. For delegates other than Competitors, Team Leaders and Experts, all were within a 30 minute commute of ExCeL London.

Key aims of the accommodation arrangements were to ensure that:

- The best choice of hotels were offered at a range of prices
- All the delegates were offered their preferred hotel
- The system was integrated with the WorldSkills International Competition Registration system.

The ongoing management of the room blocks and attrition dates was a partnership between the Delegate and Customer Services Team and our appointed travel partner, Travel Places, to ensure all dates were met and room blocks were managed in the most economical way possible.

All accommodation was sold as part of a package which the delegate purchased from WorldSkills London 2011. The package included:

- Accommodation (bed and breakfast)
- Lunch, refreshments, dinner (Competitors and Team Leaders only)
- Transport to and from the airport
- Travel card
- Tickets to the Opening and Closing Ceremony
- A welcome pack
- 'London Experience' excursion
- The Welcome Reception and Farewell Experience.

Accommodation was contracted 20-24 months before the event to secure the largest volume possible. Reviews of accommodation allocations continued until the 3 month cut-off date that most properties gave before the 100% cancellation fees came into effect.

Despite this careful planning, requests from delegates to amend their accommodation requirements continued to come in up to 72 hours before arrival and this resulted in a dramatic increase in the volume of work to manage the rooming lists.

#### FACT

**29,000 room nights were booked across 21 properties in London, all within a 30 minute commute of ExCeL London**



## About the WorldSkills London 2011 event

### The Competition

#### Visitor Registration

All visitors needed to register to attend WorldSkills London 2011 for security purposes and to help us track who came to the event.

The visitor registration system, provided by Expo Systems, was built, tested and ready to go live by the end of 2010, and in January 2011 visitor registrations were officially launched. Ongoing registrations were received throughout the year and careful attention was paid to ensuring the coach capacities per timeslot were not exceeded. Based on experience at previous WorldSkills Competitions, an average visitor slot for group bookings was assumed to be 4 hours.

All visitors to the event had the choice to pre-register through the online booking facility or when they arrived at the registration area in ExCeL London. Each visitor was passed through security and then issued with a paper badge, lanyard and visitor guide. Badges had to be worn at all times to ensure security and to display which school/college/organisation they came from. This was particularly important under duty of care regulations relating to young people in the UK.

The online booking system was well received as it was easy to use. The onsite badging system also worked smoothly.

On day two of the Competition, some groups had to wait for an unacceptably long period of time to get into ExCeL London. This was due to the fact that too many groups arrived at the east entrance at the same time, with quite a few outside their scheduled slot. Entry procedures were subsequently revised and there were no issues on the remaining days.

#### Accreditation

An accreditation system was created to identify delegates, ensuring the appropriate access level was given to every delegate type and that all packages elements were identifiable. There was also an ambition to make the accreditation passes clearer to read than in previous Competitions.

Working together, the WorldSkills London 2011 Accreditation Manager, WorldSkills International and the appointed accreditation supplier, Payne Security, created a system to ensure the information from the package booking system was included on the accreditation passes. This included photos, package elements and security access elements.

Payne Security was appointed in February 2011 and the work was completed on an ongoing basis. WorldSkills International controlled access to competition areas and designated WorldSkills International rooms and WorldSkills London 2011 controlled access to all elements of the packages purchased by the delegate.

Overall the system was very successful. Changes to accreditation were received on a continual basis which created some challenges for printing. Changes were received every day on site and the number of passes (in excess of 10,000) printed far exceeded the original 3,000 to 6,000 figure.



## About the WorldSkills London 2011 event

### The Competition

#### Catering

Providing high quality food in an attractive environment for the 1,000 Competitors taking part in the event, as well as all accredited delegates, was a key objective for WorldSkills London 2011.

We aimed to create a versatile, exciting restaurant fit to serve 1,800 people per 30-60 minute slot. A key objective was to serve food that catered for the majority of countries and regions in terms of religious, medical and cultural requirements as well as preferences in taste. We also aimed to ensure the Competitors, Experts and those working in the workshop areas had access to refreshments at all times as this was a problem that had been identified as causing frustration in the past.

The catering operation delivered well beyond its original scope of serving meals and refreshments to delegates essential to the delivery of the Competition. The kitchens provided the catering for lunch, dinner, refreshments and sandwich bags for the Ambassador Receptions, the WorldSkills Premiere Experience (including the WorldSkills Leaders Forum), Have a Go, Showcasing, Make it Happen, as well as all delegates, staff and volunteers.

#### The United World Restaurant

To fill a warehouse style location with a clean and fresh looking canteen, we worked with a specialist furniture hire company and provided white tables with individual graphics that continued the I AM... branding. A giant live digital clock was installed on the back wall in direct response to feedback from the Competitors at WorldSkills Calgary 2009. A fast lane for the Competitors was created to ensure that queuing for food did not create additional stress on them during the four days of Competition.

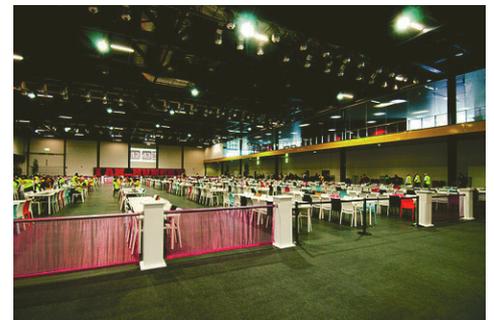
The layout included a one-way system and allowed for two separate flows of traffic up to the catering units and into the seating areas to ensure a free flow of people into and out of the canteen.

In total 96,456 meals were served during the four days of WorldSkills London 2011.



#### FACT

**The United World Restaurant in ExCeL London's Capital Hall was the largest temporary restaurant in the UK, with seating for up to 1,800 people at any one time. It offered six separate choices with no two menus the same.**



## About the WorldSkills London 2011 event

### The Competition

#### Excursions and welcome receptions

All delegates who purchased an official package were invited to experience London at its best and take part in a carefully planned excursion.

A key objective was to ensure that the Delegates had the chance to experience London as a host city, not just within the confines of the Competition venue, and to offer them a chance to network with their fellow delegates.

The excursion was judged by delegate responses to be a great success. Organised and managed by Travel Places, the excursion was chosen to allow the delegates to experience London by land, sea and sky. The excursion included:

- Travelling through the city on a traditional 'Routemaster Bus' (the traditional old red London bus) with a tour guide
- Sailing along the famous London river, the Thames, on a Thames Clipper boat
- Seeing London from the skies when they took a flight on the London Eye, a large ferris wheel which boasts the best views of London.

The excursions were followed by the Welcome Receptions which took place in two different locations; the Experts reception at the Central Hall Westminster and the Competitors reception at the QEII conference centre. Each venue was situated right in the heart of Westminster, central London, and attended by Ministers and senior industry partners.

#### Transport – Competitors and delegates

Our aim was to ensure that all delegates who bought a package from WorldSkills London 2011 had a safe, comfortable transport experience and arrived at their destinations on time.

Ensuring that the Competitors were greeted from the airports and transferred efficiently to their accommodation was a priority for WorldSkills London 2011. Each team was met by volunteers and escorted to their hotels where they were given their welcome packs and accreditation passes.

The arrival transfers, departure transfers, post welcome reception shuttle service, One School One Country and the Big Farewell shuttle service were all contracted to one coach company, Addison Lee, which worked closely with WorldSkills London 2011 and Travel Places to plan the requirements and timings of these elements. This was an ongoing process in the five months leading up to the event.

All delegates who purchased a package were issued with a Travel Card, slotted within their accreditation pass, which could be used across the London Transport system for the duration of their stay. For example, all delegates travelled to the Opening and Closing Ceremonies by public transport using their Travel Cards.

Overall, the delegate transport programme was well received. The biggest challenge was obtaining the flight information from the

international delegates, in some cases the flight information was received only days or hours before their arrival, often creating significant logistical challenges. The operation was additionally complex given the size and scale of London and the number of airports that had to be served.

#### FACT

**The largest convoys in recent years of 46 Routemaster buses toured London with Official Delegates and Competitors, branded with the WorldSkills London identity.**

## About the WorldSkills London 2011 event

### The Competition

#### Transport – visitors

In planning the arrivals to ExCeL London, the visitor transport programme looked at how the visitors would access the venue with the two principal arrival methods being by coach (given the visitors were mainly school and college groups) and DLR (Docklands Light Railway – the public transport that serves ExCeL London).

From the outset, transport was recognised as a key challenge due to the sheer number of visitors expected, and careful planning was put into this area. A transport operating plan was developed early in the planning process which was the basis for all the transport arrangements.

The biggest challenge was always going to be the up to 700 coaches carrying visitors that had to be scheduled on and off the site each day. The main ExCeL Centre coach park was not big enough to accommodate that number of coaches, and so we worked with the Olympic Delivery Authority in London who renovated a site for a new coach park on the opposite side of the dock from the ExCeL Centre, and who also built a floating pontoon bridge to carry passengers to and from their coaches. The pontoon bridge has remained in place since WorldSkills and will be used to help bring visitors to and from some of the venues (including the ExCeL Centre) hosting the 2012 London Olympics and Paralympics in July/August 2012.

Although there were some teething problems on the first day with coach parking resulting from groups not arriving in their allocated time slots, these were soon resolved and the process ran smoothly thereafter.

The number of visitors to WorldSkills London 2011 on the Thursday and Friday of Competitions was the largest ever recorded for an event at ExCeL London, and WorldSkills London 2011 still holds the record for carrying the largest number of passengers on the London Docklands Light Railway. Both these records are only expected to be beaten during the 2012 London Olympics and Paralympics in July/August 2012.



## About the WorldSkills London 2011 event

### The Visitor Experience

We wanted visitors to leave the Competition with an increased respect for vocational skills and an improved awareness of the career and training opportunities available, having been inspired about the choices available to shape their future. We were looking for a strong creative theme that could bring together all the various elements of the event achieving complete creative synergy and making it easy and intuitive for people to independently guide themselves around ExCeL London.

#### Iconic branding

The original design concepts; a set of 12 iconic silhouettes which illustrated an 'Olympics for skills' idea, played an instrumental part in our initial marketing and communications activity to key stakeholders including partners and sponsors. The images were especially useful in helping to explain the WorldSkills Competition to an audience with low awareness, and they still have a strong appeal with our international stakeholders.

However, closer to the event we were keen to pursue a less corporate and to create more youthful creative approach using fresh imagery and colourful typography to suit a younger demographic. It was also important to clearly differentiate WorldSkills marketing from the growing presence of the 2012 London Olympics and Paralympics marketing that operates strict copyright licences. The new creative approach also needed to be more flexible, scalable and cost effective to apply across a range of channels and messaging including the branding of the event, our website and all event marketing and promotional materials and to many different audiences.

In September 2010, we introduced the strapline 'Showcasing Skills that Shape our World'. Research indicated that our core audiences knew very little about the aim and purpose of the event and organisation and so a descriptive strapline was introduced to help explain the purpose and rationale of the event.

Further brand developments took place between October 2010 and April 2011 identifying the key ways by which we could make the event understandable and accessible to our intended

audience. These included developing new identities, descriptors and names, for example Have a Go, Showcase, and Make it Happen.

The WorldSkills Premiere Experience retained its own distinct look, feel and name used in previous WorldSkills Competitions.



**"I think I started to think that... if you become a hairdresser, you can be quite a specialised hairdresser. ...I always thought that perhaps it was a bit mundane, almost, becoming a hairdresser, and now I feel that actually you can do something quite special with it."**

**Lynette,**  
student, 14 years old



## About the WorldSkills London 2011 event

### The Visitor Experience

#### Interpreting the events for visitors

The event needed to inspire visitors to engage with all elements of activity, not just the more exciting-looking ones, for example hairdressing or landscape gardening, and provide meaning and understanding to the often complex and highly technical competition skills, for example CNC Milling or Offset Printing. Because of the technical nature of skill competitions, there was a risk of them being perceived as exclusive and possibly inaccessible for the visitor. Therefore it was important for us to develop a comprehensive level of 'interpretation' around the competition skills. We attempted to do this by producing skills explainers, fast facts, digital displays and explanations of the Test Projects.

# I AM...

During the intensive phase of visitor marketing, we tested and approved an exciting creative theme to wrap around all the pre-Competition marketing and activity on display at the event itself.

The I AM... theme was designed with a visitor to WorldSkills London 2011 at its heart, and focused on bringing out the aspirations and self expression of those visiting the Competition as well as helping to explain and put into context, all that happened at the event.

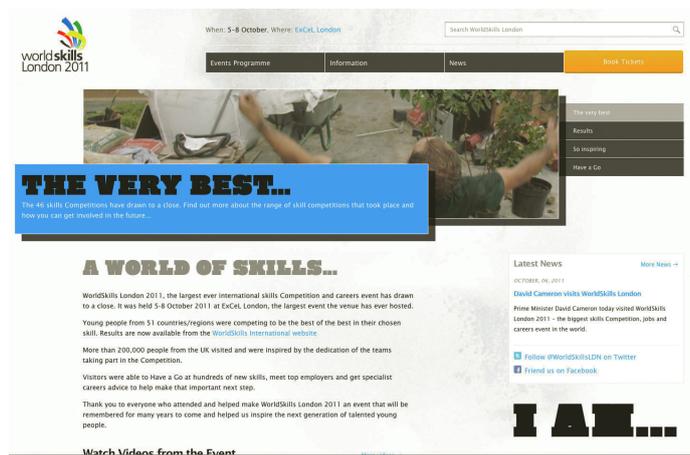
Downloadable resources were made available for WorldSkills International Members to use in their own marketing of the Competition as well as to UK sponsors and partners. The I AM... branding was extremely popular as a theme and this helped give a consistency of 'look and feel'. It was then applied across the 3D built environment to include skills Competitions, Have a Go, Showcase, Careers Advice and Make it Happen as well as some more experiential and interactive opportunities.

The creative theme was also applied across a variety of marketing materials including:

- Visitor guide
- Visitor map
- Volunteer handbook
- Opening Ceremony and Closing Ceremony programmes
- Uniforms
- Merchandise
- Online (including an interactive event planning guide and e-shots).

#### Transforming the event into a visitor attraction.

Our aim was to make the event feel less like an educational experience and more like a visitor attraction. To do this we concentrated on using the I AM... theme and introduced a variety of ways to help visitors 'interpret' the event.



## About the WorldSkills London 2011 event

### The Visitor Experience

#### Visitor guide and map

Maps were given to all visitors and large 'You are here' boards were located in the hall entrances. Overhead and floor signage also provided clear signposting to visitors. The different colour themes ensured that the skill sectors could be easily identified.



**We were like amazed when we came here, how big it was and how much stuff there was here. We were walking through, we saw there were loads of televisions with all the information and everybody was just like, 'Wow!'**

**Emma,**  
14 years old



#### Skill Explainers

Inside each competition skill workshop was a 4m x 4m wall with a playful message relevant to each skill e.g. I AM... IN THE GROOVE (Carpentry) or I AM... A SHINING EXAMPLE (Jewellery). There was also an area dedicated to the WorldSkills Competition Test Project which housed a digital screen, a display platform for skill related products and space for images to be displayed.

The following tactics were used to help promote and explain each skill competition to our visitors:

- Fast facts 1-3 for each skill
- Skill Explainers (e.g. I AM... A JOINER.)
- Names of all the Competitors, Experts, Jury Presidents and Workshop Supervisors
- Competitor IDs (photo, name, skill, Member country/region)
- City & Guilds case study
- WorldSkills International case study
- Skill sponsor hierarchy
- Official Supplier reading panels.

#### Advertising sites

We developed a series of advertising sites inside and around the venue that allowed us to promote corporate messages and acknowledge the different levels of sponsorship. We did this in a way that combined Sponsor logos with relevant messages and colour themes in order for them to fit in seamlessly with the rest of the event branding.

#### Visitor Registration Areas

The registration areas were designed with a tunnel at the entrance that aimed to build a sense of excitement and anticipation. This included a three to four minute welcome film broadcast from multiple plasma screens on the walls introducing the event. Following security checks, visitors were then directed into coloured holding areas before moving into the event.

#### Digital screens

High tech digital screens supplied by Samsung were placed across the venue. As well as displaying a welcome video, these screens could be updated in real time helping to promote daily news and highlights.

## About the WorldSkills London 2011 event

### The Visitor Experience

#### Visitor Feedback

Feedback on the event was overwhelmingly positive. Most people enjoyed the event and were satisfied with their visit. WorldSkills London 2011 made a positive impression in terms of visitors' knowledge, understanding and attitudes towards vocational education. It broadened their horizons and gave them a wider understanding and appreciation of vocational jobs and an increased respect for the careers on display.

Visitors had expected the event to be largely about gathering information but reacted very positively to the interactive elements, enjoying and learning from these as much as from any of the other information providing aspects. Visitors were really impressed by the range and scale of the event – they told us it really had the 'wow' factor.

The one area where we were less successful than we had hoped was around the Skills Explainers. Some feedback reported that visitors left the event without understanding enough of what some of the skills competitions were about. With hindsight, it may have been preferable to adopt an approach such as the Ambassador Kiosks used in Calgary and to have made more use of Skills Experts such as former Competitors and Workshop Supervisors to engage with visitors and talk about the skills on display.

#### Key Recommendation

It is recommended that in order to raise awareness and understanding of vocational skills, significant attention is given at an early stage to the interpretation of the skills competitions for the visitors.

## About the WorldSkills London 2011 event

### The Education Experience

The WorldSkills London 2011 Education Experience was designed to introduce and showcase the wide range of skills needed in the workplace which can provide satisfying careers. We wanted pupils and students to learn about the skills represented at WorldSkills London 2011 and to encourage them to give these skills serious consideration when deciding on their future careers. The education programme was also designed to raise the profile and importance of vocational careers education.

#### The key objectives of the Education Experience were to:

- Provide an absorbing experience for visitors aged 7 to 19 and their supporters
- Help generate informed choices for future work and life
- Provide a memorable experience of vocational skills
- Showcase excellence in worldwide vocational education and training
- Convey with impact the positive economic and social impact of vocational education and training.

The Education Experience included the following components:

- Junior WorldSkills
- Skills Trails
- One School One Country
- College Learning Activities.

#### Pre-Event School and College Engagement

In the year prior to the Competition event, a range of activities were undertaken to engage young people with the event, and encourage schools and colleges (and their parents, teachers and influencers) to attend while bringing students to take part in the event. Every secondary school in the UK was contacted with information, setting out what the event was about, and providing regular updates, details on how to make the most of their visit including travel information, curriculum materials to support classroom discussion and preparation. They were provided with comprehensive details on the event, and invited to book slots to bring class groups to London. All schools (those who booked as well as those who chose not to) were asked to help by informing parents about the event and a range of promotional materials (posters, e-shots, postcards, leaflets) were made available.

Selected London Primary Schools (working with London Councils) were also contacted and offered materials and support to bring a limited number (16,000 in total) of primary school children to the Junior WorldSkills slot on the first morning of competitions.

In addition, every Further Education College (supported by The Skills Funding Agency, Association of Colleges and each of the Devolved Administrations) in the four UK nations was sent regular information on WorldSkills and were also invited and encouraged to bid to run Have a Go activities, and/or Showcases, so

#### FACT

**Three quarters (73%) of young people interviewed at the event agreed with the statement 'the event has made me more interested in pursuing skills-based education'.**

#### FreshMinds Report

## About the WorldSkills London 2011 event

### The Education Experience

they could demonstrate the quality of their teaching and the talent of their students. This included the opportunity for selected Showcase groups to perform at the Opening Ceremony. WorldSkills International member countries and regions also encouraged school and college groups to attend. Sponsors also helped by ensuring their education networks were informed about their role.

The result was that over 2,296 school, college and community groups booked to attend WorldSkills London 2011. And, we saw a good geographical spread of schools and colleges from right across the UK and internationally.

Working in partnership with key organisations to help to raise awareness, explain the event and to encourage individuals and groups to attend worked extremely well. In particular, UK partners included The Department for Business Innovation and Skills, Connexions, NextStep, London Councils, Serco, National Apprenticeship Service and Councils in London and the South East, Jobcentre Plus, Association of Colleges, You London, The Greater London Authority, The Mayor of London, The Skills Funding Agency (for England) and comparable organisations in each of the Devolved Nations. Ensuring that partners were fully involved and kept up to date was critical to helping these relationships flourish.

#### Junior WorldSkills

On the first morning of WorldSkills London 2011, the event focused on primary school age children

aged between 5 and 11. To ensure they were given a valuable learning experience, specially prepared activities and events were developed.

It had been identified following WorldSkills Calgary 2009, that a younger audience would enjoy attending the event and benefit from being exposed to vocational skills. We felt this age group would get the most out of their visits if we limited the age of the visitors in this session. It also allowed the Have a Go and Careers Advice providers the opportunity to adapt and tailor their activities to suit this audience.

In total 52 Have a Go activities were devised for primary school age pupils and they also had the opportunity to see the skills competitions and full range of Showcasing activities. Altogether 16,000 primary school pupils took part in Junior WorldSkills and we received excellent feedback from schools which took part.

#### FACT

**2,296 school, college and community groups booked to attend WorldSkills London 2011.**



## About the WorldSkills London 2011 event

### The Education Experience

#### Skills Trails

Have a Go activities provided pupils and students with the opportunity to try out a skill linked to those taking place in the adjacent competition or demonstration areas. The learning opportunities arising from the Have a Go activities were incorporated into a curriculum plan which was made available for teachers and lecturers prior to the event. This plan was then simplified and presented as a 'Skills Trail' for use by teachers with their groups at the event. These trails enabled the visit of school and college groups to be conducted in an organised and systematic fashion thereby maximising the opportunities for learning.

On entry to the venue, teachers and group leaders were provided with one of eight designated 'trail cards' for their respective groups. Each trail card outlined the activities to be completed and their location throughout the event. The trail cards incorporated the full range of activities and opportunities for learning on offer (for example watching the skills competitions, taking part in Have a Go activities or receiving careers advice) and ensured that teachers would be able to record the activities completed by their groups and link these back to their classroom teaching.

#### Key Successes:

- In total 2,296 schools, colleges and community groups, typically numbering 50 to 100 young people each, visited the event
- Have a Go activities were effective in engaging pupils and students in a range of different skills and in identifying learning opportunities
- The Skills Trail Cards enabled teachers to record the activities completed by their groups
- The range of activities (the competitions, Showcase, Have a Go and Careers Advice) were effective in meeting the different learning styles of visitors to the event.
- The role of WorldSkills International, member countries and regions, UK partners, sponsors, and the Devolved Administrations was essential to encourage attendance

#### One School One Country

One School One Country was an opportunity for primary school pupils aged 5 to 11 within London, to welcome and host teams from WorldSkills International Member countries/regions. The objectives of the initiative were:

- To provide pupils in primary schools with the opportunity to welcome and host the Competitors, Experts and Delegates from WorldSkills International Member countries/regions
- To encourage primary school pupils to learn about the cultures, skills and values of other countries/regions

- To motivate and encourage primary school teaching staff and management to proactively engage their pupils in One School One Country prior to visiting WorldSkills London 2011.

Planning for One School One Country began in October 2010 with links being made between the London 2012 Olympic Host Boroughs of Barking and Dagenham, Greenwich, Hackney, Newham, Tower Hamlets and Waltham Forest. Potential primary schools were identified and approached in each borough. Schools were then formally invited to host one WorldSkills International team and asked to confirm their intentions by the end of April 2011.

On 29th June 2011, we held our One School One Country planning day; which was an opportunity for teachers and education professionals from the 55 participating primary schools, to meet and make preparations for a welcome reception. In addition, time was made available to discuss the learning opportunities that One School One Country presented to pupils and this session acted as the sounding board for the preparation of teaching resources.

To support the One School One Country initiative (and based on the feedback received from teachers at the planning day), a series of education resources were developed and piloted amongst teachers prior to the visit. These resources developed at Key Stage 1 and 2 focused on the theme of 'citizenship' and were designed to encourage primary school pupils to develop an understanding of the cultures of a different country.

## About the WorldSkills London 2011 event

### The Education Experience

Feedback from the initial pilot was then used to further refine and develop these teaching resources.

On the 4th October 2011, almost 950 Competitors and Delegates took part in One School One Country involving a visit to primary schools in one of the London Boroughs hosting the 2012 London Olympics and Paralympics Games.

Overall, feedback from the day was very positive and we received excellent feedback from schools that took part (although disappointingly, there were a small number of cases where the schools involved had not prepared for their team visit). A couple of examples of feedback we received from schools are listed below:

Outcomes:

- The One School One Country planning day was very effective in refining the programme for the welcome reception and activities
- 97% of attendees at the planning day considered the sessions to be very effective informative and useful in gaining a better understanding of the WorldSkills London 2011 event and the One School One Country initiative
- Feedback from participants in the One School One Country initiative indicated that all were proactively engaged in the reception and the Competitors were impressed by the commitment and motivation of the primary school pupils
- The biggest and genuinely disappointing challenge was the dropout of a small number of the participating schools (without warning and at very short notice in

some instances).

#### College Learning Activities

An important element of the WorldSkills London 2011 Education Experience was the production of a series of learning activities developed and run with selected colleges at the event and with the support and assistance of leading awarding bodies (City & Guilds and Edexcel). These activities were derived from existing programmes of learning and formed the assessment component of particular vocational courses. The activities were designed to illustrate the theory underpinning the activities carried out in the competition areas providing students with a deeper understanding of both the theoretical and practical components of their course. The activities were also designed to show visitors the educational requirements needed for particular careers and professions.

Activities and assessments were carried out under the guidance and supervision of college staff and the respective industry personnel and covered the following subject areas:

- Computer Networking
- Information and Communication Technology (ICT)
- Fibre Optics
- Engineering (Welding)
- Media Production
- Hair Dressing
- Beauty Therapy.



**It was a privilege to host the Belgium team in our school. All children responded very well to the visitors and vice versa. Pupils were excited to learn that the team spoke French as they themselves have been exposed to different European languages during our European languages week which took place just before WorldSkills.**

**Teacher**

**The team responded well with the children and seemed to be very impressed with the enthusiasm and behaviour of the children. After the visit from the team, 2 children came to me and said "Miss, Harry is a web designer and that's what I'm going to be when I grow up. This alone tells me that the visit was a success.**

**Teacher**



## About the WorldSkills London 2011 event

### The Education Experience

Students from selected colleges were invited to take part in a series of practical activities at WorldSkills London 2011. No rigid criteria was used and colleges were free to select their participants although students generally met the following criteria:

- They were currently on the advanced/final year of a recognised vocational programme
- Their performance on the course was at a sufficiently high standard to progress to either an advanced programme of study or vocational training (for example, degree study or advanced apprenticeship)
- The participants were sufficiently mature in attitude and approach to effectively represent their educational establishment and WorldSkills London 2011.

Students participating in the range of learning activities were drawn from: Birmingham College, College of North West London, Havering College, West Thames College, Newham College, North East Surrey College of Technology and Brooklands College.

Companies participating in this aspect of the Education Experience included Lincoln Electric, MBDA, L'Oreal, Fashion Capital, XMA, Cisco and Fibreplus.

The process used to develop the learning activities was as follows:

- A scenario relevant to the WorldSkills London 2011 event was produced with a description of the problem to be solved
- Learning outcomes and assessment criteria were identified from the relevant programme of learning and 'mapped' to the learning activity to provide the appropriate context from the student
- Consultations with participating companies, colleges and awarding bodies were carried out to ensure that the learning activities provided the correct industry context and met assessment and quality standards and requirements.

#### Key successes:

- Successful implementation of the prescribed learning activities and associated assessment were in evidence at the event
- Very effective working relationships were established between students, teachers and industry professionals
- Some colleges reported evidence of improvement in learning as a result of involvement with the initiative at WorldSkills London 2011.



**A good experience (which) helped me to learn more about the industry.**

**Welding student,**  
West Thames College

**We got to interact with a lot of companies.**

**Media student,**  
West Thames College

**WorldSkills really helped me in understanding how the industry works.**

**Hair and Beauty student,**  
Havering College

**The experience I gained from (taking part) at WorldSkills was like no other.**

**Computer Networking student,**  
Newham College



About the WorldSkills London 2011 event  
The Education Experience



## About the WorldSkills London 2011 event

### WorldSkills Premiere Experience

#### The WorldSkills Premiere Experience

Holding a business conference and event programme for global thought leaders in vocational education and training was an ambition of the UK from the bid stage of WorldSkills London 2011, as well as an increasingly important part of the WorldSkills International offer. Managed in partnership with WorldSkills International, the WorldSkills Premiere Experience consisted of a broad programme of conference sessions and seminars with the WorldSkills Competition as its centerpiece.

The WorldSkills Premiere Experience was held at the purpose built conference area in ExCeL London and took place between Wednesday 5th and Friday 8th October. Placing the WorldSkills Leaders Forum at the heart of the experience was a key objective. The diverse programme was designed specifically with industry, government and education leaders in mind, to be flexible and customised to meet their needs and match their interests. Networking, learning and sharing best practice were at the core of the experience.

A range of components were included in the WorldSkills Premiere Experience ensuring that the participants got a well-rounded programme filled with networking, information and cultural exchanges. These included:

- Study visits
- WorldSkills Competition guided tours
- Receptions
- Excursions
- WorldSkills Leaders Forum
- Global Skills Marketplace
- Big Conversation on Work Inspiration
- Networking Lunches
- Reserved seating at the Opening and Closing Ceremonies
- Access to the WorldSkills Premiere Experience lounge and daily briefings.

Each day focused on a different aspect of skills promotion, policy and practice.

- Day one – Work Inspiration
- Day two – WorldSkills Leaders Forum
- Day three – Global Skills Marketplace.

A Steering Committee was established to determine the design and content of the conference and this was co-chaired by Chris Humphries, Chairman of WorldSkills London 2011 and Laurent Thibault who represented the WorldSkills International Board of Directors. Other areas covered included the speaker's programme, marketing, delegate registration and onsite event management marketing, delegate registration and onsite event management.



## About the WorldSkills London 2011 event

### WorldSkills Premiere Experience

#### Programme Overview

#### Tuesday 4 October

08.30 – 13.00 or 14.00 – 18.00	<b>Study Visits</b> Visits to a selection of Further Education colleges or employee training facilities
09.00 – 13.00	<b>Sightseeing tour of London</b> Half day tour visiting St Paul's Cathedral, Tower of London and a River Cruise
18.30 – 21.00	<b>Opening Ceremony</b> WorldSkills Premiere Experience reception and premiere seating

#### Wednesday 5 October

08.30 – 13.00 or 14.00 – 18.00	<b>Study Visits</b> Visits to a selection of Further Education colleges or employee training facilities
08.00 – 12.30	<b>Work Inspiration conference - The Big Conversation</b> Employers, apprentices and young people discuss work experience, employability skills, the business case, and opportunities and barriers
13.30 – 15.30	<b>Work Inspiration conference - 'How to' Seminars</b> A selection of seminars by employers for employers to address key topics and issues related to developing current and future skills and the delivery of valuable and engaging work placements
10.30 or 13.00 or 15.30	<b>WorldSkills Competition guided tours</b> Tour the WorldSkills Competition with an experienced guide. Tours last approximately one hour
10.00 – 17.00	<b>Access to the WorldSkills Competition</b>

#### Thursday 6 October

08.00 – 15.30	<b>WorldSkills Leaders Forum conference</b>
09.00 – 17.00	<b>Access to the WorldSkills Competition</b>
10.30 or 13.00 or 15.30	<b>WorldSkills Competition guided tours</b> Tour the WorldSkills Competition with an experienced guide. Tours last approximately one hour

#### Friday 7 October

08.00 – 15.00	<b>Global Skills Marketplace (GSM) seminars</b> A series of pick and mix skills seminars
08.30 – 13.00 or 14.00 – 18.00	<b>Study Visits</b> Visits to a selection of Further Education colleges or employee training facilities
09.00 – 17.00	<b>Access to the WorldSkills Competition</b>
10.30 or 13.00 or 15.30	<b>WorldSkills Competition guided tours</b> Tour the WorldSkills Competition with an experienced guide. Tours last approximately one hour
Various times	<b>Restaurant Services competition participation</b> Opportunity to be a guest of the Restaurant Service competition

#### Saturday 8 October

09.00 – 17.00	<b>Access to the WorldSkills Competition</b>
10.30 or 13.00 or 15.30	<b>WorldSkills Competition guided tours</b> Tour the WorldSkills Competition with an experienced guide. Tours last approximately one hour
10.00 – 12.30 or 14.30 – 16.30	<b>Regeneration tour of the Borough of Newham</b>
Various times	<b>Restaurant Services competition participation</b> Opportunity to be a guest of the Restaurant Service competition

#### Sunday 9 October

18.30 – 21.30	<b>Closing Ceremony</b> WorldSkills Premiere Experience reception and premiere seating
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## About the WorldSkills London 2011 event

### WorldSkills Premiere Experience

#### Summary of the outcomes

The WorldSkills Premiere Experience attracted a high calibre of speakers and over 1,500 participants. Along with the headline speakers, 60 of the UK's top CEOs and senior executives attended the event including the BBC, BT Group, Harvard University, Cap Gemini and Marks & Spencer.

The 'pick and mix' programme provided a wide variety of sessions that delegates could sign up for. The quality of the speakers and seminar hosts was high and the study tours and guided tours of the Competition ensured there was a diverse and varied programme of activity. On reflection, there were perhaps too many events to choose from which resulted in a low attendance in some of the seminars. It may have been preferable to have fewer speakers and seminars and to concentrate these sessions in the morning leaving the afternoons for delegates to spend more time visiting the Competition.

WorldSkills London 2011 attracted a number of other conference activities that ran alongside the event and the consequence of this was that some of the audience that would otherwise have attended was attracted elsewhere. It may also have been possible to attract additional registrations to the WorldSkills Premiere Experience if more onsite marketing had been undertaken at events taking place at the same time.

The study visits were very successful, the most popular being those in construction and engineering. Delegate feedback was very positive with many enjoying the opportunity to see how colleges and learning institutions are run in the UK and having the chance to build relationships. Feedback from delegates who attended guided tours of the Competition was also good and the Have a Go aspects were a particular highlight.

#### Key Recommendation

It is recommended that maximum participation from delegates for the WorldSkills Premiere Experience is prioritised when designing and planning the conference activities.



About the WorldSkills London 2011 event  
WorldSkills Premiere Experience



## About the WorldSkills London 2011 event

### Ceremonies and Special Events

#### Opening and Closing Ceremonies and Special Events

The Opening and Closing Ceremonies were show piece events which preceded and followed the four days of competition. The audience for both ceremonies was primarily made up of delegates and supporters of Competitors from around the world, with the remainder of tickets allocated to sponsors, special guests, media, volunteers and families of performers.

Both ceremonies were held at The O2 in London and over 16,000 tickets were sold.

#### Objectives

The Opening Ceremony needed to incorporate speeches, the Parade of Nations and the official opening of the Competition by the WorldSkills International President. In addition to these elements, we wanted to deliver a show that:

- Showcased youth performance including a focus on the UK's four nations; England, Northern Ireland, Scotland and Wales welcomed the international audience to the UK and London, placing a special emphasis on the wide range of cultures participating
- Celebrated skills and demonstrated their importance in shaping the world around us
- Was delivered as much as possible by the best of UK student talent.
- Attracted media attention.

Our aims for the Closing Ceremony were to deliver a show that:

- Celebrated the achievements of the Competitors
- Accurately presented medals to all 46 skills and the Best of Nations
- Incorporated a handover to WorldSkills Leipzig 2013.
- Attracted media attention (largely through the winners and their home media).

#### Medal Design Competition

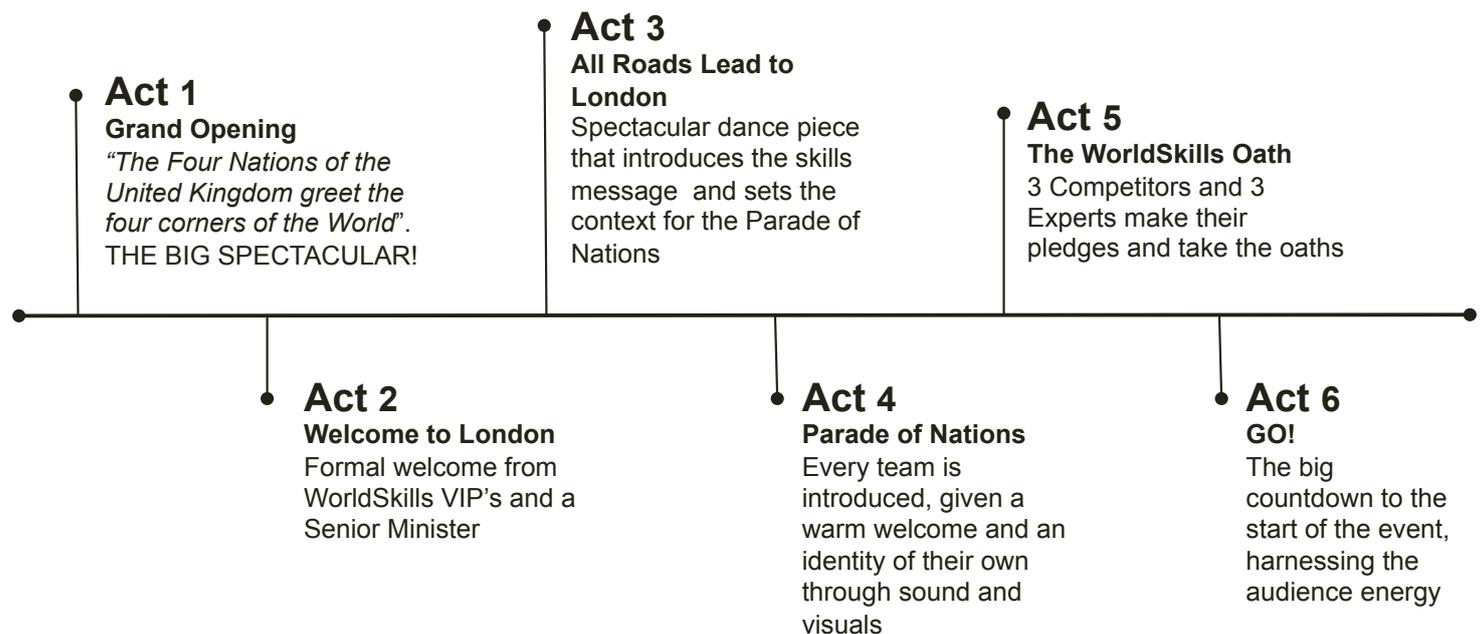
As another way of raising awareness of WorldSkills London 2011 and of engaging a wider audience of young people, we organised a Medal Design Competition. Run as a UK-wide competition for 9 – 16 year olds, the aim was to find the design that would be used on the WorldSkills London 2011 medals. As well as demonstrating the skills and talents of young people, the competition helped deliver our objective of ensuring young people significantly contributed to the Opening and Closing Ceremonies. The competition was run in partnership with Bentley Motors, which sponsored the medal productions and the Design Council, which sponsored the promotion of the competition. Almost 100 entries were received. From these, two winning designs were selected. The first winning design was used for the skills competitions medals and the second was used for the Best of Nation award.



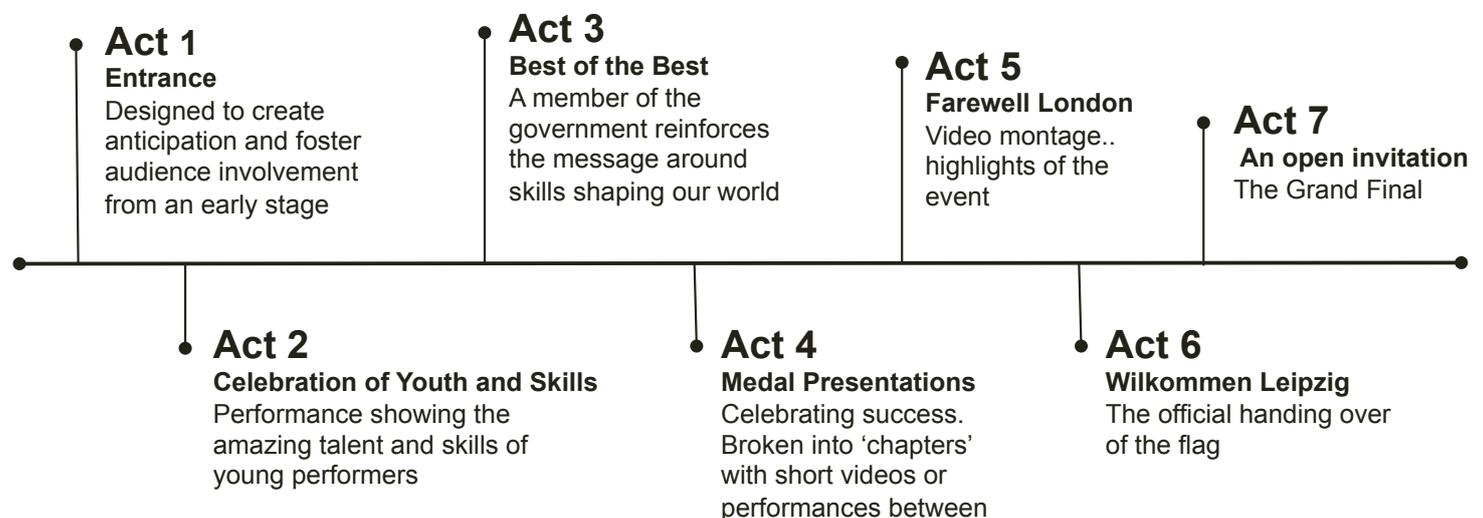
## About the WorldSkills London 2011 event

### Ceremonies and Special Events

#### Opening ceremony



#### Closing Ceremony



## About the WorldSkills London 2011 event

### Ceremonies and Special Events

#### Approach

The Board of WorldSkills London 2011 established from the outset that the vast majority of performers at the Opening and Closing Ceremonies must be young people, principally drawn from the talent of students from the UK Further Education sector. If the Competitions should showcase the best young skills talent in the world, then the Ceremonies should showcase the best student performance talent in the UK. We wanted the event to have a global flavour but it was also important for us to ensure that we included representation from across the UK as well as to have a focus on talents from young people in London.

Working with a specialist ceremony producer, Grass Roots Live, who were contracted in September 2010, we selected performers for both ceremonies. This was done through a mix of auditions and the Showcase programme and by the creative team travelling the UK to find suitable choirs to represent the four nations of the United Kingdom and London.

Throughout the development of the shows, emphasis was placed on finding opportunities for young people to be involved in the technical delivery of the ceremonies as well as the performance.

The Deputy Prime Minister, Nick Clegg, MP and the Chairman of WorldSkills London 2011, Chris Humphries delivered the official welcome on behalf of the UK at the Opening Ceremony. The President of WorldSkills International, Tjerk Dusseldorp, officially opened the Competition.

#### Sell out ceremonies

Tickets for both ceremonies sold out well in advance and feedback from each one was very positive. The format and content of both events was well received and over 600 non-professional young performers had the chance to take part in the Opening Ceremony. High levels of media coverage were achieved in the local, regional and sector media and there was a much higher demand than anticipated from the media wanting to attend the ceremonies leading to late revisions to the planning at The O2 to accommodate these requirements.

There were some issues around the ticket distribution which resulted in a specific box office being set up at The O2 on the day of the Opening Ceremony. It would probably have been preferable, if it had been possible, to use the accreditation passes as the entry ticket for the Opening and Closing Ceremonies; however, the O2 security regulations did not permit such an approach.

Demand from WorldSkills International Members for the Opening and Closing Ceremony tickets exceeded the number of seats available and this lack of availability created challenges in the lead up to WorldSkills London 2011. It was therefore very disappointing that there were some relatively large blocks of empty seats at the ceremonies as a number of WorldSkills International Members did not use their allocation of seats, despite having booked and paid for them.

Media attendance at the Opening Ceremony was far higher than anticipated leading to a lot of alterations to the seating plans within The O2 close to the event. Special arrangements were agreed and implemented during the Competition period to ensure that the much higher number of international press than expected could be accommodated and provided with high quality media material from the Official Broadcaster and Official Photographer to use alongside their own material.

#### FACT

**Over 600 young performers from UK Colleges and organisations took part in the Opening and Closing Ceremonies along with five choirs from across the UK.**

#### FACT

**Over 15,000 guests and ticket holders saw the Opening and Closing Ceremonies at London's O2 Arena**

## About the WorldSkills London 2011 event

### Ceremonies and Special Events

#### The Big Farewell

Aimed primarily at Competitors and Experts, the primary objective of the Big Farewell event was for those attending to have fun and enjoy themselves. As the Big Farewell immediately followed the Closing Ceremony, we decided to also hold this event at The O2.

Over 3,000 people attended the Big Farewell and all elements worked well. Disappointingly, there were some problems with providing directions to the coaches at the end of the evening which could have been managed better if more staff had been allocated to support this area.

#### The Special Guest Programme

The Special Guest Programme was designed for people that WorldSkills London 2011 and WorldSkills International wanted to either thank for their involvement or give a deeper understanding of the event.

Guests were entertained in a special guest lounge and given personalised guided tours of the venue. Each tour was led by a WorldSkills London 2011 Board Member and a member of the WorldSkills, UK Alumni to give the group an insight into the Competitor journey. Volunteers were also helpful in guiding the groups around the Competition venue.

WorldSkills London 2011 attracted a number of high profile guests including:

- The Prime Minister, David Cameron
- Two senior members of the Royal Family, HRH Princess Anne, Princess Royal and HRH The Duke of York
- The Secretary of State for Business, Innovation and Skills, Vince Cable
- Minister for Further Education, Skills and Lifelong Learning, John Hayes
- The Mayor of London, Boris Johnson
- More than 25 other Ministers, Ambassadors and senior Government officials from around the world.

Feedback from the tours was positive and the option to use the special guest lounge for private meetings proved useful. The involvement of WorldSkills Champions was very successful, as they were able to provide guests with an invaluable opportunity to hear about the Competition from those who have already taken part.

In addition, politicians, government officials and ambassadors from around the world participated in WorldSkills London 2011 either directly hosted by the event or as part of their WorldSkills International Member delegation.



## About the WorldSkills London 2011 event

### Getting the message out

#### Getting the message out

Telling our core audiences about WorldSkills London 2011 was central to our success, in particular to:

- raise awareness of WorldSkills London 2011
- improve the perceptions around the value of vocational skills
- attract over 150 sponsors and 150,000 visitors to attend the event.

#### Target audiences

- Employers
- Sponsors
- Schools and college groups
- Parents and carers
- Those not in education, employment or training
- Careers professionals and teachers and lecturers
- General public.

#### Approach

A marketing and communications strategy for WorldSkills London 2011 was developed and approved by the WorldSkills London 2011 Board in June 2010. However, a change of Government in 2010 resulted in policy changes that led to major restrictions on marketing activity for publically funded projects. WorldSkills London 2011 was deeply affected by this and so the marketing and communications strategy had to be altered significantly to reflect this position. The result of these restrictions meant that:

- We undertook much activity at no cost – for example through our partners and sponsors to help us get the message out

We undertook much activity at low cost

- for example, creatively using cost effective channels such as PR to raise awareness and direct marketing to aid conversion.
- Some activity was reduced or cancelled completely.

Our marketing and communications strategy focused on a mix of face-to-face events, direct marketing, email marketing, digital marketing, social media, PR and a limited amount of advertising. The range of communication channels and tactics used were supported by a new creative strategy that introduced the 'I AM...' campaign.

#### Face-to-face events

WorldSkills London 2011 was brought alive through us having a presence at a series of events before and after the Competition. We adopted a proactive approach to working with partners and sponsors creating a series of over 20 events in the 12 months leading up to WorldSkills London 2011 giving people tens of thousands of opportunities to Have a Go at related skills and to find out how to take part.

The first of these events was Skills London in October 2010. We used our presence at Skills London partly as a rehearsal for WorldSkills London 2011 both in terms of seeing how the Have a Go concept was received and how we worked together as team. It also helped us to test a number of different approaches and to raise awareness with our core audiences in the London area as well as acting as an important engagement opportunity for sponsors and partners – many of whom freely organised Have a Go opportunities.

Shortly after this, we delivered a workshop at the Association of Colleges Conference introducing a Showcase application process for up to 100 schools and colleges to win a place at WorldSkills London 2011. This resulted in over 150 applications. This event was important in winning the hearts and minds of the Further Education sector which started to understand better the benefits of getting involved.

## About the WorldSkills London 2011 event

### Getting the message out

Working with Honda and other sponsors, we held a highly successful series of Have a Go activities at ten British Touring Car Championship events – these took place across the UK and encouraged thousands of people to try out new skills in industries related to running automotive events such as the Touring Cars. The Honda/Snap on pit stop challenge proved very popular.

With the help of the Royal Horticultural Society (RHS), partners and other sponsors, we gave visitors the opportunity to Have a Go at related skills during the prestigious RHS Chelsea Flower Show (May 2011) and RHS Hampton Court (July 2011). Our 'Power of Plants' exhibition at The Chelsea Flower Show won a Silver-Gilt medal and 'The Stockman's Retreat', created by renowned gardener Chris Beardshaw and built by Team UK, won a Silver-Gilt medal at Hampton Court as well as being voted the People's Choice Award.

Other events that we organised and attended are included within the sponsorship section.

### Direct marketing and email marketing

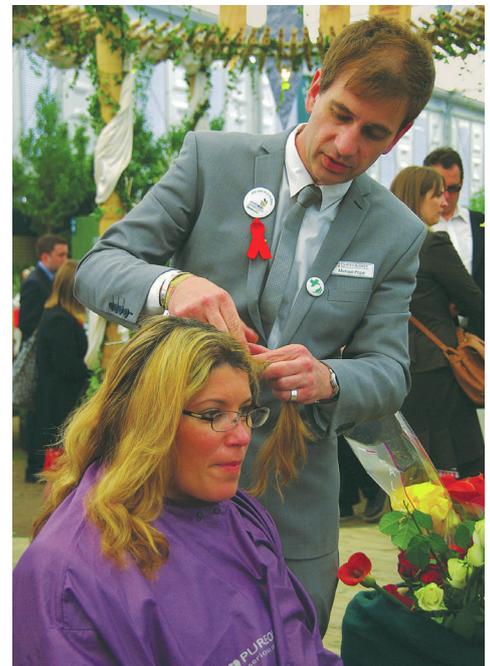
Our original 150,000 visitor attendance target was split between school and college groups and individuals (including parents and employers) attending. We planned to pre-register 1,500 school and college groups (we achieved 2,296 groups) to bring a total 100,000 visitors during the three week days as well as attracting 50,000 visitors on Saturday 8th October. In total, 200,000 people came through the ExCeL Centre doors over the four days. Saturday proved very popular with repeat visitors (i.e. those who had come earlier in the week) who, on returning, brought parents, family and friends with them.

An extensive direct marketing campaign formed a major part of our marketing effort. Incorporating telemarketing, email marketing, direct mail and three-stage direct marketing to all schools, colleges and other groups throughout the UK, it also promoted the travel bursary scheme made possible by European Social Fund funding and individual registration.

Over 90% of groups booked to attend on the first three days of the Competition (weekdays), the majority coming from schools and colleges. We targeted primary schools to attend on the morning of Wednesday 5th October and secondary schools and colleges to attend from lunchtime Wednesday 5th October to Friday 7th October. This meant that the majority of our marketing to the general public was deliberately designed to encourage

### FACT

**Over 90% of groups booked to attend on the first three days of the Competition (weekdays).**



attendance on Saturday (8 October 2011) and quieter weekday times i.e. after school groups had left (which was typically by around 15.30 hours GMT).

The visitor demographic and dynamic of the Competition changed substantially on weekday afternoons and on Saturday, with many exhibitors, sponsors and careers advisers saying it was their busiest day for leads and enquiries. This was probably owing to the time spent at the Competition increasing and the smaller groups (i.e. more individuals entered than school groups) allowed visitors to be able to view the Competition at a more 'leisurely' pace.

## About the WorldSkills London 2011 event

### Getting the message out

#### Working in partnership

Over 450 exhibitors, sponsors and partners supported the event through their own marketing channels. This proved very effective as they helped us reach a far larger number of people than we would have otherwise been able to. Exhibitors, partners and sponsors also had a high number of staff who are parents of the target audience of 14-19 year olds. Website banners and editorial were used by many partners and exhibitors.

JobCentre Plus advertised WorldSkills London 2011 across all job centres in London using it as a labour market opportunity and all JobCentre Plus staff were made aware of the event.

We continued to work closely with partners, stakeholders and local communities to distribute posters and postcards for display in schools, colleges, council-run gyms, libraries and youth centres.

#### Digital marketing

To ensure that the marketing of WorldSkills London 2011 was cost-effective and reached the important target age group of 16-25 year olds, digital marketing was identified as a key strand of our marketing activity.

In January 2011, WorldSkills London 2011 launched a website that had been developed from a prototype used shortly after the bid was won. The scope of the site changed several times over a number of years, leading to a structure that was unsuitable as the event approached. As the website was such a key tool we invested in upgrading the web, digital and social media channels. The website was the hub of our online activity

#### Social Media

The main focus of our social media activity was to grow our audience engagement and following on three main channels: Facebook, Twitter and LinkedIn.

#### Facebook

Facebook was our primary tool to reach an international audience aged 13-30. It was striking for the level of engagement and following it offered and was managed predominantly in house. The page grew from 1,400 to more than 5,000 followers in nine months and was updated regularly with trivia, general news and information.

We also integrated Facebook more closely with the website by incorporating "Like" buttons and used Facebook pay per click promotion to support specific campaigns, for example volunteering.

#### Twitter

The WorldSkills London 2011 Twitter feed was launched in January 2011 and grew to have more than 2,000 followers by the time of the event. Our strategy included:

- Establishing a branded Twitter account for WorldSkills London 2011 (@WorldSkillsLDN)
- Tweeting a mixture of WorldSkills London 2011 news, making links to our content and re-tweeting relevant skills / WorldSkills news
- Researching and following relevant Twitter users to make them aware of the channel using lists
- Reviewing other stakeholder channel followers
- We also established an event hash tag #WSL2011 and live tweeted throughout the event and the Closing Ceremony.

Twitter proved to be a powerful and instant communications medium with a strong conversational element enabling instant feedback from audiences. It was particularly widely used within the education sector in the UK and users tended to be slightly older (25+).

#### LinkedIn

Our LinkedIn work focused on professional networks and so was principally a tool for targeting sponsors and partners.

We built on the existing WorldSkills London 2011 company page by adding two groups – one of these was specifically for sponsorship discussions. These were monitored and updated regularly by the sponsorship team who set and

## About the WorldSkills London 2011 event

### Getting the message out

led topics, for example how your company can get involved. In collaboration with the sponsorship team we researched, targeted and approached specific individuals we wanted to engage.

#### YouTube

We used YouTube as the main WorldSkills London 2011 video channel for the event, posting all video content (for example, daily highlights) direct from the event and then pulling it from YouTube to wherever it was needed for example the website and Facebook.

#### The Guardian

The Guardian was one of the official media partners of WorldSkills London 2011 and a dedicated microsite for WorldSkills on the Guardian's own website proved a valuable channel to help spread the word about WorldSkills London 2011. The authoritative nature of the source meant that links to stories on the site and highlighted in the main paper, were shared frequently. This microsite also helped to drive traffic to our site and the influence of the Guardian's inbound links greatly helped our ranking in search engines.

#### Partner channels

We developed a comprehensive partner toolkit to ensure that our messages reached the relevant websites, forums and blogs. The toolkit included supporting logos, template press releases that could be adapted, key messages about the event and tips on how to get others involved with WorldSkills London 2011.

#### Marketing immediately prior to the event

A three week short burst of intensive marketing activity encouraging the general public to attend the event took place between 19th September and 8th October 2011. We undertook an advertising campaign around London featuring the 'I AM...' branding which included press, outdoor advertising (bus, underground, major train stations and the BT Tower), radio and direct mail. Many photos of that campaign feature in the Commemorative Photobook and DVD.

We worked closely with The Mayor of London, Transport for London, the Greater London Authority (GLA) and other transport and tourism partners to access suitable promotional opportunities. We were also able to use the Mayor of London's logo on selected advertising.

In addition, we were offered 250 outdoor advertising sites free of charge by the Greater London Authority, 50 with Newham Borough, a unique branding opportunity on HMS Brocklesby and HMS President and a presence on the BT Tower.

A 30-second radio advert was created and went live two weeks prior to the event. The advert aired across the five London radio stations with the largest audiences of young people. These channels were KISS FM, CAPITAL FM, XFM, Heart and Choice FM.

We produced a set of 'Golden Tickets' which were sent by sponsors and partners to their client lists and handed out at events throughout the year.

Overall, the marketing strategy for the event generated substantially more than the original target number of visitors. Highlights included:

- 200,000 people were part of WorldSkills London 2011, 50,000 more than we had originally targeted
- 2,296 school and college groups came to the event against a target of 1,500
- [www.worldskillslondon2011.com](http://www.worldskillslondon2011.com) experienced record levels of web traffic during the event, averaging over 10,000 unique visits a day
- The [worldskillslondon2011.com](http://worldskillslondon2011.com) website was voted by .NET magazine in their top 20 responsive websites that work equally well on desktop and mobile
- Twitter drove substantial traffic to the site and was an important engagement tool throughout the event – the @WorldSkillsLDN twitter page has just under 2,500 followers, adding 300 followers in one hour by live-tweeting the Closing Ceremony results. Other related Twitter activity soared with #WorldSkills being mentioned in over one tweet per minute for the duration of the Competition
- WorldSkills London 2011 Facebook page 'likes' expanded rapidly to over 5,500 during the event with an overwhelmingly positive sentiment and support across all message posts on the wall
- [www.flickr.com/worldskills](http://www.flickr.com/worldskills) – over 17,795 official photos were loaded onto Flickr by WorldSkills International and there were 1,198,671 views during October 2011
- [www.youtube.com/worldskillstv](http://www.youtube.com/worldskillstv) – WorldSkills TV added 112 videos from the Competition and there were 32,103 views on WorldSkills TV's YouTube channel in October.

## About the WorldSkills London 2011 event

### Getting the message out

#### Media and PR

The PR programme was part of the integrated marketing and communications strategy. Recognised as a key part of the UK's bid promise, raising awareness through the media was always a high priority for WorldSkills London 2011. Throughout the lead up to the event, the PR team worked closely with over 150 sponsors and 200 partners, exhibitors, Team UK's communications team, WorldSkills International and its 58 Members, and the UK Devolved Administrations. The Department for Business, Innovation and Skills was kept fully informed and involved throughout PR objectives included:

- Creating a calendar of news stories and events to act as 'hooks', gain media attention and raise awareness
- Creating positive word of mouth through the media by establishing the official media partners' strategy
- Forming relationships with key media correspondents
- Leveraging the relationships with sponsors and partners to amplify messages and create a quantified return on their investment.

#### Key Messages

The headline campaign message used alongside the logo and in general messaging was "Showcasing the skills that shape our world." In addition, we created a set of key messages about the event and its wider objectives to ensure our communications were as consistent as possible.

These included:

- *WorldSkills London 2011 is the world's largest international skills Competition where young people from across the globe compete to become the best of the best. At stake, the honour of being the greatest in the world at their chosen skill*
- *WorldSkills London 2011 will take place from 5th-8th October 2011 at ExCeL London, bringing together 1,000 young people from 52 countries/regions to compete in 46 skills competitions from seven sectors, ranging from creative arts and fashion to transportation and logistics*
- *The scale of the event is enormous – ExCeL London has over 90,000m<sup>2</sup> of space, the equivalent of ten Wembley Stadium pitches*
- *Every community and business in the UK thrives on skills, enterprise and inspiration. We want WorldSkills London 2011 to be the catalyst that sparks the ambitions not just of competitors but of people across the UK – opening their minds to the possibilities their futures hold*

- *WorldSkills London 2011 will amaze people by showing them the endless possibilities their futures could hold and inspire them to gain expertise at the highest level which the UK needs to compete.*

Three key themes were developed around the core message that 'Skills shape our world':

- *Skills are the future* – tackling the perception that the academic route is the only safe bet to success; showing that skills boost employability; increasing the sense of confidence in long term prospects with a skills based study route.
- *Skills ambitions* – tackling the perception that vocational study is for low achievers; increasing awareness of people who took the skills based route and are right at the top of the career ladder.
- *Skills mean business* – challenging the belief that vocational careers are not 'proper' careers; challenging the low status/low pay perception; encouraging the idea that skills drive enterprise and growth.

## About the WorldSkills London 2011 event

### Getting the message out

#### Providing services for the media

Attracting as many media as possible from around the world was a key objective for WorldSkills London 2011. Providing the appropriate facilities for the media was therefore essential.

We created an international media centre on site at ExCeL London for registered media. This fully functioning workspace enabled over 950 registered media delegates (target 500) to access key materials and produce and dispatch articles quickly and efficiently. The Media Centre aimed to:

- Provide an effective and efficient media accreditation process
- Ensure visiting media had access to adequate advance information on facilities and services to plan their visit
- Provide all the technical facilities needed by the world's media
  - including fast and reliable broadband and fixed internet links for laptops
- Provide efficient and well briefed staff able to answer the media's questions about the event and respond to any technical issues
- Provide a focus and facilities for briefing the media in the event of a crisis.

#### Media accreditation process

An online media accreditation process was developed in partnership with WorldSkills International. Journalists accessed the media accreditation process via the official media website. The media representatives were classified as the following:

- Official Media
- Professional Media
- Member Media
- Student Media.

Well used and busy throughout the event, the Media Centre provided:

- 30 hot desks for media (four with PCs and 26 with fixed internet links for laptops)
- Six desks for photographers and film makers with fast-speed broadband; additional café-style seating areas
- Storage lockers for film and camera crews
- Hot and cold drinks and snacks
- Wi-Fi Internet access
- Access to all the latest news releases from the Competition and information on what's happening where.

A press conference room for up to 30 people and a radio room with an ISDN line were situated close to the Media Centre. Both of these facilities were bookable in advance.

#### Media accreditations

The target for media accreditations was 500. In the event 957 media

## FACT

**957 media registered to use the International Media Centre, providing a substantial increase in media interest and attendance.**



## About the WorldSkills London 2011 event

### Getting the message out

registered to use the Media Centre, providing a substantial increase in media interest and attendance.

Of the 957 who registered to attend WorldSkills London 2011, 38 per cent (376) were professional journalists representing general news outlets. These ranged from China News International to BBC World Service and from TF1 France to Professional Builder magazine.

Of the 957 media, 577 came from the UK and the largest international media delegations came from: France (52); Japan (33); Germany (30); and South Korea (30).

In total, 131 media attended the Opening Ceremony on 4th October and 164 attended the Closing Ceremony on 9th October.

### Crisis media management and training

A crisis management plan (including a detailed question and answer document) was developed with input from members of the WorldSkills London 2011 management team, UK Skills and WorldSkills International.

A programme of crisis communications training was put in place to help agree a number of key spokespersons for a variety of situations, to develop a simple process for handling crisis situations and to identify the different stakeholder groups to be informed should an incident arise.

The training, which took place in August and September 2011, was very effective in working through a number of potential situations and in helping to develop a process to agree robust, 'lines to take' during escalating situations.

### Media Centre facilities at The O2

As the Opening and Closing Ceremonies were held at a separate venue to the Competition (30 minutes travelling time), and the cost of providing 'out of hours' access to the ExCeL London Media Centre would have been prohibitive, additional WorldSkills media centre facilities were provided at The O2 from a local Further Education College called Ravensbourne who offered excellent out of hours facilities to us.

### FACT

**Over 60 hours of high quality film footage were captured by the Official Broadcaster who produced over 100 short films about the event and Competition hosted through WorldSkills TV.**

## About the WorldSkills London 2011 event

### Getting the message out

#### **Official Broadcaster and Photographer**

Capturing what took place through photography and film at WorldSkills London 2011 was a core part of the official agreement between WorldSkills International and WorldSkills London 2011 as well as being essential to 'feeding' the media with high quality images.

With resources and expertise being supplied from WorldSkills International, WorldSkills London 2011, member countries and regions and professional media, there were understandably high expectations, requiring close, integrated working and a professional solution.

From a broadcast perspective, the project involved the production of over 60 hours of high quality film footage capturing every element of the event through a range of interviews and stories and daily news footage, ensuring the event could be seen worldwide and providing a daily B-roll footage in High Definition quality for distribution to the worldwide media. This, in turn, supported the delivery of the WorldSkills TV service, aiming to broadcast over 100 high quality 'film vignettes' of the Competition, Competitors, sponsors, and Global Industry Partners and key moments within the event.

An Official Broadcaster was appointed who provided seven film crews. This was just sufficient to cover and meet the WorldSkills International requirements. Five crews covered the seven industry sectors and the additional two crews covered the WorldSkills Premiere Experience, wrap around activities and VIP visits. In addition, the professional teams worked alongside 35 students from three UK colleges who had applied through the Showcase application process. BBC's apprentices independently produced two short films about work inspiration and Apprenticeships.

All of the original High Definition footage was made available for the media and members to access via a 'cloud based' system called AFrame. This relatively new platform (and cutting edge technology) was used to store, disseminate and syndicate film coverage nationally and internationally for use by the media. One of the benefits of this system was that all footage could be stored indefinitely, providing a high quality legacy solution and service for WorldSkills International (who retained license rights after the Competition ended) and its member countries, regions and future hosts. Lower resolution, final films were loaded onto WorldSkills TV's YouTube channel, accessible for all to see.

#### **Key recommendation**

A cloud based system is an excellent solution to storing high definition quality film content. Although the final solution worked well it is recommended that the commitment to use such a service is communicated earlier in the process to both the media and member countries and regions.

## About the WorldSkills London 2011 event

### Getting the message out

#### Official Photographer

Managing the extensive photography requirements was a complex task. Both WorldSkills International and the WorldSkills London 2011 Board wanted a large selection of photographs which could be used for promotional purposes. Around 20,000 photographs were requested with the brief that specified these shots needed to be dynamic, close-up and capable of conveying the excitement of WorldSkills. It was important that the photographs represented the diversity of the skills and young people taking part.

#### There were two main requirements for photography at WorldSkills London 2011:

- to capture every single Competitor in action at the Competition. These pictures were primarily for member countries/regions, sponsors, employers and general supporters.
- to capture and disseminate high quality photographs suitable for use in the UK and international media. It was important to select a professional photography team with extensive experience of press photography and international work.

The Official Photographers, worked alongside the WorldSkills International photographer and the UK and international marketing teams to manage and deliver the necessary images capturing over 17,500 photographs, to individually load and code them onto a searchable, extensive and easily accessible database hosted on Flickr allowing journalists and people at home to search for and download pictures. With over 1.1 million views just in October, this proved to be a highly popular resource. The professional teams worked with several student crews to produce the photography requirements.

The photography process worked extremely well, providing some outstanding results which are still accessible to everyone via the WorldSkills International website linking directly to the photography storage website.

#### Outcomes

The media coverage was generally considered a great success. Significantly higher levels of media coverage were generated than at previous WorldSkills Competitions, and more media than ever before attended the event.

A UK target of £1.5m was set for the equivalent advertising spend and nearly £3 million worth of UK media coverage was generated (this excludes international coverage generated which was extensive).

WorldSkills London 2011 formed an early media partnership with one of the UK's leading publishing groups, The Guardian, which led

to several print and online articles in The Guardian including a round table debate (and write up by a leading Columnist) as well as a regular content contained on a large dedicated online hub. This hub published comprehensive, independent content (including live blogs and discussions) about the event, Competition (including the results) and its overall performance.

In collaboration with Samsung, one of WorldSkills London 2011's Premier Sponsors, a competition was held and three young people won Galaxy Pro mobile phones. In September 2011, City & Guilds sponsored an eight page supplement in The Guardian covering information on Apprenticeships and how to visit WorldSkills London 2011.

The WorldSkills London 2011 PR team recruited 78 official media partners against a target of 50 without any financial investment or incentives. The drive was designed to follow the structure of the Competition (46 skills across seven sectors) so that there was widespread media representation. Larger trade publications and media groups such as The Engineer, The Manufacturer, Findlay Media and Hamerville were targeted first and a full package of benefits designed including branding at the event, access to supporters and celebrity ambassadors, interviews with Competitors and invitations to high profile events.

About the WorldSkills London 2011 event

Getting the message out



## About the WorldSkills London 2011 event

### Sponsorship

#### Sponsorship

WorldSkills London 2011 needed to secure substantial money and 'Value in Kind' to be able to stage the 41st WorldSkills Competition. A large proportion of the budget for putting on the Competition was the equipment and materials needed for each of the skills competitions. Therefore we had to ensure that large amounts of products and equipment were either loaned or donated.

The overall objective was to establish commercial agreements between sponsors and WorldSkills London 2011, where the agreement provided mutual benefit in return for an exchange of rights to promote the sponsorship. We felt it was important to acquire sponsors from as many diverse industry sectors as possible and particularly, to engage as many leading corporate organisations as possible in order to add prestige to the event.

A sponsorship strategy was developed and this plan was broken down into the following sections:

- The overarching sponsorship strategy, including revenue objectives and sponsor types
- The messages, propositions and benefits for potential sponsors
- The sales method that was to be adopted to recruit sponsors, and the sponsorship team
- The organisations and business sectors to be targeted.

The overarching strategy was to seek funding from all possible sources of sponsorship other than central government (from whom funding was already committed), meaning private sector companies, professional/trade associations, skills and education organisations and local regional and government agencies.

Our view was that sponsors would add both quality and prestige to the event and would help to generate additional publicity and promotion for WorldSkills London 2011.

We also decided to stage an exhibition as part of WorldSkills London 2011 which would enable educational institutions, companies and other organisations to promote themselves to the anticipated audience of over 150,000 young people, parents and employers both in terms of their product or service offerings and as potential employers.

Our initial sponsorship target was £14.4 million, made up of £4 million in cash and £10.4 million of Value in Kind, though this was slightly increased closer to the event.

## About the WorldSkills London 2011 event

### Sponsorship

#### Approach

WorldSkills London obtained its first Premier Sponsor, City & Guilds, in 2006, shortly after our successful bid. It is absolutely certain that we would have struggled to service the event in the early years without their ongoing support. Between July and December 2009, the intensive sponsorship and account management strategies were refined, the marketplace was researched and a formal sponsorship brochure was produced. Although there were some concerns as to the late timing of our major sponsorship drive, the global recession of 2008-09 caused almost all earlier sponsorship discussions to collapse.

The sponsorship sales process began in earnest in January 2010. Our aim, which we achieved, was to have most, if not all, sponsors in place by mid 2011. A few cash sponsors signed agreements only 4-6 weeks before the event, so the sponsorship effort continued right up to the event.

The split of sponsorship tiers was designed as such:

	Target	Actual
Premier Sponsor (£1,000,000 value)	2	3
Gold Sponsor (£250,000 value)	4	4
Silver Sponsor (£100,000 value)	8	8
Bronze Sponsor (£50,000 value)	16	15
Presenting Sponsor (£ variable)	46	28
Official Supplier (£ variable)	c.75	128
Have a Go Sponsor	10	12

We anticipated there would be one Presenting Sponsor for each skill, although in the event, a number of sponsors supported multiple skills competitions.

The levels of each sponsorship tier were set to reflect the perceived benefits and profile to be generated and not just the value to the WorldSkills London 2011 event.

In July 2010 we appointed a specialist company, Prospects, to drive exhibition sales on our behalf. Prospects continued selling right up to the event itself. The process included a combination of telesales and face-to-face presentations/meetings. We were careful to manage the process by which companies and organisations were targeted for sponsorship and exhibition sales, ensuring that, leading businesses were targeted primarily for sponsorship support rather than lesser exhibition sales revenue.

## About the WorldSkills London 2011 event

### Sponsorship

#### Process

Following WorldSkills Calgary 2009, we produced a short sponsorship promotional video from footage taken at the Calgary Competition, both of the event and with selected sponsors. This was used extensively to promote WorldSkills London 2011 on our website, YouTube channel and by emailing to a host of other companies who were potential sponsors, as this was much more cost-effective than direct mailing a fairly expensive print brochure.

The sponsorship brochure was mailed with a covering letter from the Chairman introducing WorldSkills London 2011 to the UK's top 500 companies. Responses were followed up with arrangements of face-to-face meetings to pitch the WorldSkills London 2011 sponsorship offer.

We also made extensive use of online forums, for example LinkedIn, YouTube, online sponsorship listings, etc, to spread the word of the WorldSkills London 2011 Competition

Key target groups for sponsorship included:

- Businesses (both UK and international)
- Not for profit organisations
- Professional and trade associations
- Educational charities and foundations
- Skills sector groupings
- Local and regional government
- Fundraising from high-net worth individuals.

A member of the sponsorship team was responsible for each of the seven Competition sectors. This allowed each team member to build up a level of knowledge, expertise and contacts for potential sponsorship within their allocated industry sectors and proved a particularly sensible and successful way of working.

Wherever possible, we asked the Workshop Supervisors and UK Skills Experts to participate in presentations with potential sponsors. They brought a level of familiarity and expertise that gave us credibility and this approach proved extremely beneficial in turning potential supporters into confirmed ones.

An event was hosted at the beginning of February 2010 to formally launch the WorldSkills London 2011 sponsorship offer. This was targeted at, and attended by, 100 CEOs and other senior executives from many leading businesses. A highly successful event, we signed up 12 of the companies who attended as sponsors. A highlight of the event was the contribution made by one of the WorldSkillsUK, Alumni members (a gold medalist from WorldSkills Calgary 2009) who demonstrated his talents by cooking at the event and speaking about his WorldSkills experiences.

We held a series of sponsors' forums to keep people updated with the project as it developed. These forums also encouraged sponsors to become more actively involved and many of them provided us with additional resources in the form of marketing and PR from their organisations. Some of the forums were held at sponsor's premises as well as at ExCeL London and these events were particularly effective in keeping sponsors engaged.

Premier sponsor

**City & Guilds**



**ukskills**

## About the WorldSkills London 2011 event

### Sponsorship

#### Overcoming the challenges

We faced a number of challenges when trying to securing sponsorship:

- The UK economy, and indeed almost all global economies throughout 2008 and 2009, were facing one of the most challenging financial crises of recent decades, and conditions in 2010 were still very difficult, which resulted in many organisations in both the public and private sectors cutting back or halting completely their traditional sponsorship activity
  - There was little brand awareness of the WorldSkills Competition prior to the event.
  - A Government marketing freeze preventing our use of previously agreed marketing budgets, which meant it was very important to convey the WorldSkills experience in a succinct and compelling way.
  - As is the case for many other countries, the UK faces an inherent difficulty in getting vocational skills high on the national media's agenda and this was always going to be a challenging area. We focused on using the personal stories of some of the WorldSkills, UK Alumni to help get this message across and this was an effective technique of raising interest in WorldSkills London 2011
  - The trade and professional media were quite slow to take up the baton and an increased amount of media coverage six months in advance of the event would have helped with raising awareness. However, the media did eventually give a huge amount of support to the Competition and the individual skills within it, which encouraged new sponsors to sign up to the event right up until the start of WorldSkills London 2011
  - Compiling a complete and detailed list of equipment and materials (the Infrastructure List) for the Competition proved to be a bigger challenge than it should have been.
  - There was a very difficult tension between the pressure on the Procurement Team to acquire the equipment and materials as early as possible, and the need for the sponsorship team to delay as long as possible in order to maximise the possibility of securing Value in Kind sponsorship.
- Despite the tough economic environment for fundraising, the original sponsorship target for WorldSkills London 2011 was reached five months out from day one of the Competition and the final amount of cash and Value in Kind secured for the Event totalled over £17.6 million, providing a comfortable starting point for the Competitions.

#### Key Recommendation

It is recommended that seeking Value in Kind sponsorship is prioritised as the most significant method of achieving the highest level of support and engagement from businesses.

## About the WorldSkills London 2011 event

### Volunteers

#### Volunteers

Volunteers were essential to the success of WorldSkills London 2011. From meeting and greeting Competitors and delegates at airports and assisting with on-site registration to leading tours of the event, volunteers provided an important contribution. Volunteers were known as Crew 2011 and were provided with I AM... branded jackets saying 'I AM... here to help' making them easily identifiable.

#### The Volunteer Programme

The purpose of the WorldSkills London 2011 Volunteer Programme was to have enthusiastic and well-trained volunteers, to help deliver an outstanding event – showcasing the capability of the United Kingdom as a world class organiser of international skills events.

A target of 2,500 volunteers was identified to fulfil the roles needed and a recruitment campaign was launched a year before WorldSkills London 2011 at Skills London 2010. Planned in five phases, the campaign centred on recruiting recruiting both skill specific and universal volunteers.

#### The Volunteer Development Programme

One of the goals of WorldSkills London 2011 was to provide substantial and relevant training to volunteers in order to improve their effectiveness and personal satisfaction. We set up a programme for 250 unemployed and disadvantaged people living in local boroughs to gain a Level 1 qualification in Preparation for Event Volunteering. The Volunteer Development Programme included 20 hours of volunteering to be undertaken at WorldSkills London 2011. Four training providers were contracted to deliver the Volunteer Development Programme. Inclusive eligibility criteria ensured the programme supported those who were furthest from the labour market and in most need of support the programme offered.

All volunteers attended a two hour induction delivered onsite at ExCeL London. This training gave volunteers the opportunity to familiarise themselves with the venue and scale of the event. Tutors remained onsite to help with any enquiries that volunteers had.

#### Volunteer Roles

We identified that two types of volunteers were required to help run a successful event; skill specific and universal.

**Skill Specific** volunteers already had existing skills or qualifications needed for them to complete their role – for example, a technical qualification (primarily within the competition areas).

**Universal** volunteers did not need any specialist skills or qualifications and were allocated roles in areas such as customer service and event support.

## About the WorldSkills London 2011 event

### Volunteers

The main areas of WorldSkills London 2011 identified as needing support from volunteers are listed in the table below.

	Planned Shifts	Actual Shifts
Volunteer Support	495	1,175
Host/Airports and Hotels	530	600
Accreditation/Information/Support	630	1,602
Transport	188	188
Catering	153	153
Event Operations	1,051	565
Competitions (Workshop Supervisor support)	1,798	500
Ceremonies and Special Events	460	1,524
Media and Sponsorship	270	270
Health & Safety, Logistics & IT	3,587	3,500
Education	188	188
<b>TOTAL</b>	<b>9,350</b>	<b>10,265</b>

The table also shows the number of volunteer shifts that were planned and the actual number required.

#### The success of the Volunteer Development Programme

The Volunteers made an outstanding contribution to the success of WorldSkills London 2011. We received overwhelmingly positive feedback from participants at the event about their helpful, can-do attitude. The Volunteer Development Programme was highly successful and led to the following outcomes:

- 332 individuals enrolled onto the WorldSkills London 2011 Volunteer Development Programme across the six host London boroughs
- 280 learners completed the programme and achieved the Level 1 qualification in Preparation for Event Volunteering
- Volunteers on the programme delivered over 50,000 hours of volunteering at WorldSkills London 2011
- Over 78% of participants were from black and minority ethnic communities
- 20% of participants had a long term disability/health or learning difficulty
- 123 volunteers have found employment or gone on into further training after completing the programme
- All four training providers have shown an interest in continuing delivery of the qualification (Preparation for Event Volunteering – Level 1).

#### Key Recommendation

About 2,000 volunteers provided well over 50,000 hours of volunteering at WorldSkills London 2011, with 280 completing their Level 1 qualification in preparation for Event volunteering.



## About the WorldSkills London 2011 event

### Financial overview

## Financial Overview

### Summary:

Through collaborative financial support WorldSkills London 2011 was delivered on time and on budget. Looking at the total income over the four years from 2008 to 2011, against total expenditure over the same period (figures shown on the right), WorldSkills London 2011 was delivered within an almost exactly balanced budget, generating a very small surplus of approximately £70,000 – 0.12% of revenue.

### Expenditure

The table and chart (Figures 1 and 2) set out the broad expenditure headings and full costs of the four years of event preparation and execution. These figures include the staff, planning, sponsorship raising and developmental costs of the first three years from 2008 to 2010, the national skills festival and wrap around activities which commenced in 2010 and extended across the whole of the 2011 Competition year, the full costs of the Competition Event and Ceremonies, and the expenditure on the Official Delegate packages. Total costs over the four years from 2008 to 2011 were £55.4 million.

**Note:** All figures used are in British Pounds (£) and unless stated, for the four year period 2008 to 2011 inclusive. Figures correct at time of print.

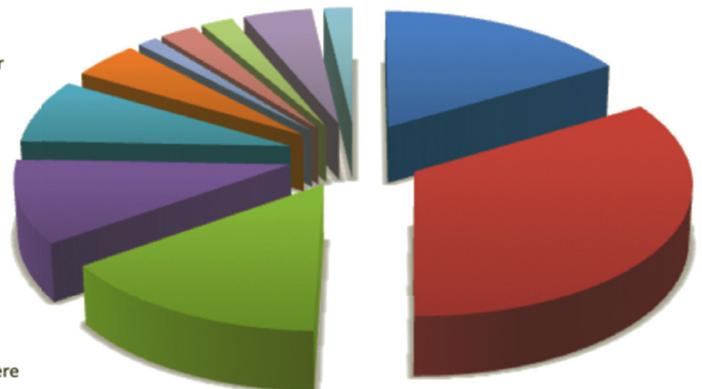
**Figure 1: Expenditure Summary.**

### Expenditure Summary

**Summary of WorldSkills London 2011 Expenditure – over the four year period 2008-2011**

	<b>Total £</b>
Salaries, administration and office costs	9,125,876
Infrastructure List	18,760,352
Delegate accommodation and other costs	8,236,908
Cost of venues	5,759,819
Event delivery and services	4,345,226
Visitor experience, education and volunteering	2,466,268
Opening and Closing Ceremonies	722,137
Sponsorship and WorldSkills Premiere Experience	1,325,221
Marketing	1,159,321
Festival of skills throughout the UK	2,461,745
Miscellaneous	1,024,000
<b>Total £</b>	<b>55,386,873</b>

**Figure 2 below illustrates the £ relative expenditure, by area, over the four year period 2008-2011.**



## About the WorldSkills London 2011 event

### Financial overview

#### Income Summary

Gaining substantial sponsorship from industry (including a huge amount of product, equipment, materials and technical support), along with their commitment to skills development, was crucial to the success of the Event. UK Government investment, together with European Social Fund (ESF) financial support for many of the wrap-around activities, was partially dependent upon our achieving the target level of private industry sponsorship, so generating equitable participation of our national skills partners, our business sponsors, the UK Government, Europe and member countries was essential to be able to stage the 41st WorldSkills Competition.

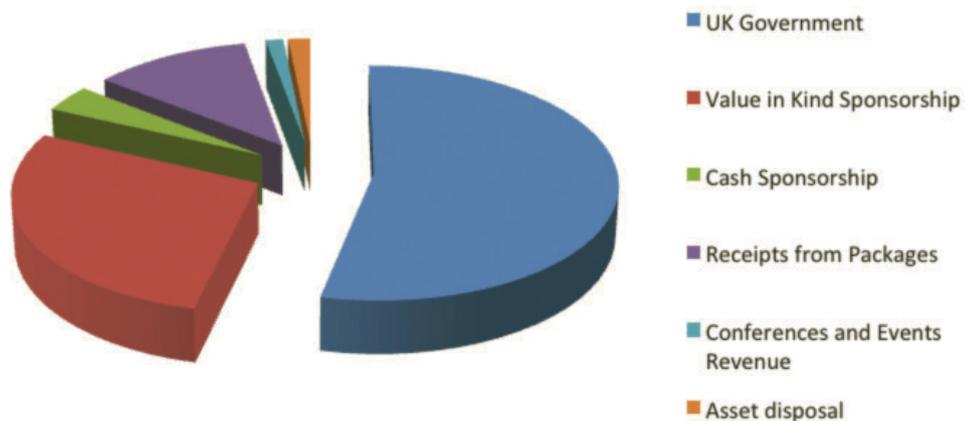
The total income raised over the same period to support the event was also £55.4 million, derived from the five broad sources set out in Figures 3 and 4. The vast majority of income (over £44 million – 80%) was delivered during the event year 2011.

During the most intense global financial crisis in the last 60 years, and despite necessary Government budget cuts in most areas of public expenditure, this substantial investment by the UK Government, industry, partners and international collaboration was a testimony to the genuine commitment of WorldSkills International's Global Partners, WorldSkills London commercial sponsors and the UK Government to the importance of skills to the national and international economy. Everyone was united behind a single aim; to make WorldSkills London

Figure 3 illustrates the relative £ income by area over the four year period 2008-2011.

	Total £
UK Government	29,700,440
Value in Kind Sponsorship	15,698,433
Cash Sponsorship	2,055,405
Receipts from Packages	6,405,481
Conferences and Events Revenue	704,276
Asset disposal	892,255
<b>Total £</b>	<b>55,456,290</b>

Figure 4 below illustrates the £ relative income, by area, over the 4 year period. 2008-2011.



2011 the greatest skills competition, careers and jobs event on the planet and to ensure that the Competitors, visitors and employers attending, enjoyed an intense and absorbing experience.

This clearly demonstrates how increasingly valued vocational skills are becoming in the UK, as well as highlighting the unique and special relationship that exists with WorldSkills. It was only delivered because a collective group of representatives, employers, Government, staff and partners worked closely together with WorldSkills International, and were determined enough to make it happen even when this was, at times (particularly during the global financial crisis), against the odds. While this made our work challenging, it also made the success of the event even more rewarding, making it possible to align our strategy and amplify our messages across the UK and around the world.

## The future

### UK Legacy Plans

#### UK Legacy Plans

The legacy of WorldSkills London 2011 is now set to contribute to an exciting future for the UK's young people, employers and society as a whole.

The wider ambition for WorldSkills London 2011 was that it would provide a catalyst for the UK by increasing public awareness, recognition and take-up of vocational skills and careers.

WorldSkills London 2011 was a potential watershed in changing public attitudes in the UK. With the endorsement of Government and the backing of the Skills Funding Agency and the National Apprenticeship Service, the momentum from WorldSkills London 2011 has been harnessed to create a lasting legacy, in the form of an annual Skills Show.

The Skills Show is an integral part of WorldSkills UK which together are now totally aligned to the WorldSkills International branding framework, helping to amplify the success and messages of future international skills competitions, competitors and organisations at home, and abroad.

#### The Skills Show

The Skills Show will be the centrepiece and culmination of a nationwide campaign to raise the public awareness and recognition of the importance of vocational skills and careers.

For the next three years it will be held at the National Exhibition Centre (NEC) in Birmingham. In 2012 it will take place from 14th to 17th November. With a target of over 100,000 visitors it will be the largest event of its kind in the UK.

It will replicate all the main features of the successful London event:

- For the first time, the finals of UK national skills competitions will take place in one place and at one time;
- an extensive 'Have a Go' programme, so popular with young people, backed by impartial, expert careers information and advice;
- a showcase of the very best of our college, Apprenticeship and training system with live performances, interactive demonstrations and exhibitions by groups of students from across the UK;
- a "Junior Skills Show" for primary schools;
- a bespoke employer programme with hosted visits led by the Apprenticeship Ambassadors' network backed by specialist advice on Apprenticeship recruitment;
- Opening and Closing ceremonies, plus associated receptions and events;



## The future

### UK Legacy Plans

New features of the show will be a manufacturing showcase, highlighting the exciting range of career opportunities available, and “Spotlight” sessions led by industry experts and role models with “real life” answers to questions about work in their specialist field. The event will also incorporate the main public Awards events – Apprenticeship Awards, National Training Awards and the TES Further Education Awards for colleges and training organisations.

The Skills Show will take place within a wider annual campaign, bringing together individual initiatives into a coordinated year-long calendar and backed by a major national “Have a Go” programme. The show and the wider campaign are built on a partnership with the main public agencies and key organisations within the UK’s Further Education sector including the:

- Skills Funding Agency;
- National Apprenticeship Service (NAS);
- Association of Colleges (AoC);
- Association of Employment and Learning Providers (AELP);
- National Institute of Adult Continuing Education (NIACE); and
- Campaign for Learning.

The success of WorldSkills London 2011 was critically dependent on business and charitable sponsorship, both in terms of cash and in-kind contributions, providing leading edge technology and equipment to deliver a show, truly reflecting the skills required in

the real world. This model worked particularly well for WorldSkills London 2011 and The Skills Show plans to build on this, to deliver the equipment and infrastructure that the Skills Show needs to operate.

Sponsors are already showing their support to this concept. The Skills Show organisers are delighted that City & Guilds, a premier sponsor of WorldSkills London 2011, has renewed its commitment with a three-year sponsorship agreement as a premier sponsor of The Skills Show and the annual campaign.

### Key recommendation

As a result of the success and what was learnt WorldSkills London 2011, it is recommended that skills promotion is best achieved through embedding activities in the main delivery system (FE sector and employers) and ensuring that there is a coherent annual programme of events.

200,000 people took part / 90,000m<sup>2</sup> venue / 950 Competitors / 70,000 meals served over 4 days / 4,000 power sockets / 8,500m<sup>2</sup> of graphics / 11km of walling / 352,424 DLR passengers on Friday, its busiest day ever / 15,000 people saw the Opening and Closing ceremonies / 35,000m<sup>2</sup> of carpet / 1 tonne of chicken served / 2,300 school and college groups attended / 43km of computer cable / 3,500 pints of milk consumed / 400,000kg of equipment / 6,000 loaves of bread / 83 experts, working 12 hour days for a total of 21 days / 1 amazing experience

## The future

### Conclusions and Observations



From our initial bid success in May 2006, through to the delivery of the Competition itself last October, the UK felt immensely proud and privileged to be selected to host the 41st WorldSkills Competition (WorldSkills London 2011) in the UK.

We sincerely hope that, in so doing, we have contributed to the ongoing success and global awareness of the WorldSkills Competitions; that the event provided a springboard to help to change public attitudes to vocational education and skills in the UK, positively and permanently; and that we delivered an exciting, fair and friendly competition for you all.

Working with WorldSkills International and its member countries and regions has been a truly collaborative experience. The UK was very keen to extend a warm welcome in friendship to the Competitors, Delegates, Experts and supporters from the 52 Member countries and regions who travelled so extensively, and gave their time so freely, to help us deliver the event.

Similarly, we have been keen to help future hosts, starting with Leipzig in 2013, by sharing our knowledge and the lessons we learned on our journey to deliver the Competition, openly and professionally with and through WorldSkills International.

This 'knowledge bank' exists in formal paperwork (including this report), our commemorative Photobook and DVD, and in other files and formats, such as the extensive film and photo galleries, all of which have now been passed to WorldSkills International. Most importantly, the experience also now exists in our memories, and I sincerely hope that this will allow all of our 'tacit' and 'virtual' knowledge to continue to contribute for many more years to come.

One of our main ambitions for WorldSkills London 2011 was to create a lasting legacy in the UK, and it is with a sense of real achievement that we close this report with two significant announcements:

- the permanent legacy of the new UK member organisation of WorldSkills International – WorldSkills UK, now using the livery and branding of the international organisation (see <http://worldskillsuk.apprenticeships.org.uk/>); and
- the creation of a new and large scale annual skills competition event in the UK to be called The Skills Show. I would encourage all of you to keep in touch with us (at <http://worldskillsuk.apprenticeships.org.uk/the-skills-show>) and to consider joining us at The Skills Show, as visitors or even as a test project for your own Teams and Competitors, to gain valuable developmental experience.

In our last formal gesture, and with genuine pleasure and gratitude for providing us this opportunity, the WorldSkills London 2011 Board and Senior Management Team deliver the Final Report to the member nations and Board of WorldSkills International.

Thank you once again for giving us this privilege and opportunity, and also for taking part. See you in Leipzig in 2013!

A handwritten signature in black ink, appearing to read "CH".

**Chris Humphries CBE**

Chairman,  
WorldSkills London 2011

A handwritten signature in black ink, appearing to read "Aidan Jones".

**Aidan Jones**

Chief Executive,  
WorldSkills London 2011

## Appendices Summary

Appendix	Title	Page No.	Further information
<b>Appendix 1</b>	WorldSkills London 2011 Visitor Map and Floor plan	Page 92	<a href="http://www.worldskillslondon2011.com">www.worldskillslondon2011.com</a>
<b>Appendix 2</b>	A-Z List of Exhibitors in the Make it Happen area	Page 93-94	<a href="http://www.worldskillslondon2011.com/exhibit">www.worldskillslondon2011.com/exhibit</a>
<b>Appendix 3</b>	Competition Results – by skill, Albert Vidal Award	Page 95-96	<a href="http://www.worldskills.org">www.worldskills.org</a> WorldSkills London 2011 results pages
<b>Appendix 4</b>	List of sponsors, partners, media partners and supporters involved in preparing, promoting, helping and delivering WorldSkills London 2011.	Page 97-98	<a href="http://www.worldskillslondon2011.com">www.worldskillslondon2011.com</a>
<b>Appendix 5</b>	List of the WorldSkills London 2011 Board of Directors, management and key partners.	Page 99-100	

## Appendix 1 - Visitor Map and floor plan of WorldSkills London 2011

Visitor map (diagrammatic version) of WorldSkills London 2011 – ExCeL London



### Skill Finder

Skills can be identified by their colour and number

#### Agriculture, Horticulture & Animal Care

28 Floristry

37 Landscape Gardening

#### Arts, Media & Publishing

11 Offset Printing

17 Web Design

27 Jewellery

31 Fashion Technology

40 Graphic Design Technology

D1 Visual Merchandising

#### Construction, Planning & the Built Environment

12 Wall & Floor Tiling

15 Plumbing & Heating

18 Electrical Installations

20 Bricklaying

21 Plastering & Dry Wall Systems

22 Painting & Decorating

24 Cabinetmaking

25 Joinery

26 Carpentry

38 Refrigeration & Air Conditioning

HM1 Stonemasonry

#### Engineering & Manufacturing Technologies

1 Polymechanics/Automation

3 Manufacturing Team Challenge

4 Mechatronics

5 Mechanical Eng. Design-CAD

6 CNC Turning

7 CNC Milling

8 Mould Making

10 Welding

13 Autobody Repair

14 Aircraft Maintenance

16 Electronics

19 Industrial Control

23 Mobile Robotics

33 Automobile Technology

36 Car Painting

42 Construction Metal Work

43 Sheet Metal Technology

D2 Creative Modelling

#### Health, Public Services & Care

41 Caring

#### Information & Communications Technology

2 Information Network Cabling

9 IT Software Solutions for Business

39 IT Network Systems Administration

#### Retail & Commercial Enterprise

29 Ladies'/Men's Hairdressing

30 Beauty Therapy

32 Confectioner/Pastry Cook

34 Cooking

35 Restaurant Service

#### Have a Go and Careers Advice

#### Make it Happen Including Global Skills Village

#### Platinum Suite Accredited Access Only

– Accreditation Centre (Level 1)

– Media Centre (Level 3, Room 3)

– Member Support (Level 1)

– Volunteers Crew Room (Room 4)

#### Presentation skills

#### Registration areas

#### Showcasing

#### Sponsored exhibition spaces

#### Key

Toilets

Toilets + Disabled toilets

DLR Station

First aid point

Event information point

Further maps and downloads can be obtained from [www.worldskillslondon2011.com/resources](http://www.worldskillslondon2011.com/resources)

## Appendix 2 - A-Z list of exhibitors at WorldSkills London 2011

### in the Make it Happen exhibition area of the event.

15Billion and Dare2Achieve	Technologists (CIAT)	Greater London Authority
ACER-The Association of Colleges in the Eastern Region	Chesterfield College	Hair Project
AQA	Chinese Taipei (TW)	Havering College of Further & Higher Education
Asia Pacific Gateway Skills Table	CITB-Construction Skills	Hawk Training
Asphaleia	City and Islington College	Henley College Coventry
Association of Colleges East Midlands	City College Brighton and Hove	Highbury College
Association of Colleges South West (AoC SW)	City of Bristol College	Highbury College
ATS Community Employment	City of Westminster College	Holland Group
Babcock International Group	Collage Arts & WAC Performing Arts & Media College	Holts Academy of Jewellery
Balfour Beatty	Colleges West Midlands	Innovation, Transnationality & Mainstreaming Unit - Birmingham City Council
Barking & Dagenham College	Community Careers Centre	Intraining
Barking & Dagenham College	Compagnons du Devoir	Investor in Careers
Barnardos	Comptia	JHP Employability
Barnet College	Connexions Kent & Medway	JHP Training
Basingstoke College of Technology (BCoT), Hampshire	Connexions Thames Valley	JTL
BBC Learning	Coventry University	Kensington and Chelsea College
BCA Berkshire's Countryside College	Crisis	Kids2Work Ltd
Bexley College	CS WAVE	KP Training & Consulting Ltd
Birmingham Metropolitan College	Department for Work and Pensions	Lambeth College
Brathay Trust	Derby College	Lantra & Lantra Awards - land-based and environmental industries
British Gas	Ealing Hammersmith and West London College	Learning and Skills Improvement Service
British Sugar plc	Education & Youth Services Ltd	Learning Unlimited
BSix Sixth Form College	Electude	Leicester College
Cambridge Regional College	EMD UK Limited	LifeSkills Solutions
Capel Manor College	EmiratesSkills	Lifetime Training
Careers in Racing	Engineering Construction Industry Training Board	Lincoln College
Car-O-Liner	ESF-Works	Liral Veget Training & Recruitment Ltd
Central Sussex College	Euroskills Spa-Francorchamps 2012	London Apprenticeship Company
Central Training Group	Federation of Master Builders	London Hotel and Tourism School
CFA Business Skills @ Work	Finland - It Works	London Probation Trust
Chartered Institute of Architectural	First4Skills	(LTM) Luton Training & Mentoring
	FirstGroup	Manley Summers Training and Recruitment Services
	Greater London Authority	



## Appendix 3

### Member Results Comparison – Comparison By Total Medal Points

Page 1/2

Position	Member	Total Medal Points	Number of Competitors	GOLD	SILVER	BRONZE	Medallion for Excellence
1	Korea	91.00	38	13	5	6	12
2	Japan	73.00	39	11	4	4	9
3	Switzerland	62.00	34	6	5	6	11
4	Brazil	47.00	25	6	3	2	10
5	United Kingdom	46.00	36	4	2	6	12
6	France	42.00	38	2	3	3	19
7	Finland	39.00	39	0	5	3	18
8	Chinese Taipei	37.00	38	1	4	3	15
9	Australia	36.00	25	1	4	3	14
10	Austria	31.00	25	3	1	2	12
11	Singapore	30.00	19	4	1	2	7
12	Thailand	26.00	25	2	2	0	12
13	Canada	25.00	31	0	0	4	17
14	Germany	24.00	23	1	2	1	12
15	Sweden	23.00	24	0	2	2	13
16	Ireland	17.00	11	3	0	0	5
17	Denmark	16.00	15	2	1	0	5
18	Norway	15.00	18	1	0	2	7
19	Indonesia	14.00	23	0	0	1	12
19	South Tyrol, Italy	14.00	12	1	0	2	6
19	Netherlands	14.00	21	0	1	1	9
22	China	8.00	6	0	1	0	5
23	Iran	7.00	8	0	0	1	5
23	Macao, China	7.00	9	0	1	1	2
23	New Zealand	7.00	17	0	0	0	7
23	Vietnam	7.00	12	0	0	0	7
27	United States of America	6.00	17	0	1	0	3
28	Belgium	5.00	15	0	0	1	3
28	Malaysia	5.00	10	0	0	0	5
30	Hong Kong, China	4.00	12	0	0	0	4
30	Principality of Liechtenstein	4.00	6	0	0	1	2
32	Portugal	3.00	16	0	0	0	3
33	Estonia	2.00	8	0	0	0	2
33	Spain	2.00	31	0	0	0	2
35	United Arab Emirates	1.00	12	0	0	0	1
35	Colombia	1.00	14	0	0	0	1
35	Hungary	1.00	14	0	0	0	1

Member Results Comparison  
 Comparison By Total Medal Points  
 WorldSkills London 2011

Medal Point Count: Gold = 4, Silver = 3, Bronze = 2, Medallion For Excellence = 1

(Number of competitors=skills entered by the Member. HM Skills are excluded from all the calculations.) 09-10-2011 13:07:58

Position	Member	Total Medal Points	Number of Competitors	GOLD	SILVER	BRONZE	Medallion for Excellence
35	Saudi Arabia	1.00	4	0	0	0	1
39	India	0.00	15	0	0	0	0
39	Iceland	0.00	3	0	0	0	0
39	Jamaica	0.00	3	0	0	0	0
39	Luxembourg	0.00	3	0	0	0	0
39	Morocco	0.00	6	0	0	0	0
39	Mexico	0.00	4	0	0	0	0
39	Oman	0.00	9	0	0	0	0
39	Paraguay	0.00	1	0	0	0	0
39	Tunisia	0.00	7	0	0	0	0
39	South Africa	0.00	6	0	0	0	0

## Albert Vidal Award

Name	Member	Skill	Points	Award	
Bae, Byeong Yeon / Gong, Jeong Pyo	KR	Mobile Robotics	588	GOLD	
Hayakawa, Syogo / Jitousono, Tomofumi / Ootake, Motoki	JP	Manufacturing Team Challenge	570	GOLD	
Morino, Haruki	JP	Information Network Cabling	569	GOLD	
Trevitt, Shane	UK	Plumbing and Heating	559	GOLD	
Kawabe, Yuya / Mishina, Hidenori	JP	Mechatronics	559	GOLD	
Callaghan, Colin	IE	Aircraft Maintenance	557	GOLD	
ALESSI, CHRISTIAN / PASIN, MAICON	BR	Mechatronics	557	GOLD	
Chua, Rachel Chloe / Li, Kaiyun Jaslyn	SG	Caring	557	GOLD	
Schweizer, Christof / Stadlin, Andreas	CH	Landscape Gardening	557	GOLD	
Yoo, Hwan	KR	Floristry	555	GOLD	
Salhofer, Florian	AT	Construction Metal Work	554	GOLD	
DESPINDULA, GABRIEL	BR	Electronics	553	GOLD	
Fischnaller, Karin	IT	Graphic Design Technology	552	GOLD	
Wang, Seung Hyeon	KR	Joinery	551	GOLD	
BARBOSA, NATÁ	BR	Web Design	551	GOLD	
SCHMITT, Caroline	FR	Ladies'/Men's Hairdressing	550	GOLD	
Keller, Sabrina Anita	CH	Restaurant Service	550	GOLD	
Yoo, Hee Jae	KR	Industrial Control	548	GOLD	
Condon, Gary	IE	Plastering and Drywall Systems	548	GOLD	
Sim, Jared	SG	IT	Network Systems Administration	547	GOLD

## Appendix 4 List of sponsors/logos

For helping us plan, prepare, promote and deliver WorldSkills London 2011.

Thank you to our Partners, Sponsors, Media Partners...



Premier sponsor



Gold sponsor



Silver sponsor



Bronze sponsor



Partners



...and to our thousands of Alumni, Chief Experts, Deputy Chief Experts and Experts, Competitors, Honorary Members, Global Industry Partners, Jury Presidents, Official Delegates, Observers, Official Observers, Champions, Team Leaders and Assistant Team Leaders, Technical Delegates and Technical Delegate Assistants, Workshop Supervisors and Workshop Supervisor Assistants, Member organisations, Volunteers, and last but not least our Boards.

WorldSkills London 2011 and WorldSkills International thank you all.

# Appendices

## Presenting Sponsors



## Official Suppliers



## Media Partners



**Appendix 5 List of the WorldSkills London 2011  
Board of Directors, management and key partners.**

**I AM...  
A BIG  
THANK YOU**

**The WorldSkills London 2011 Board**

Chris Humphries, Chairman

David Cragg, Deputy Chairman

Simon Bartley

Simon Brown

Nadine Dereza

Pablo Lloyd

Tony McGuirk

William Priest

Peter Woodhouse

Simon Waugh

Dan Wright

**The WorldSkills London 2011  
Senior Management Team**

Who brought together a range of specialist skills to ensure that the Competition was a huge success.

The team comprised:

Aidan Jones, Chief Executive

Nicky Brunner, Marketing Director

Peter Davies, Technical Director

Frances Hughes, Sponsorship Director

Jonathan Hurford-Potter,  
Administration and Finance Director

Phillippa Langton, London Director

Ross Maloney, Operations Director

Michael Osbaldeston, Partnership Director

And to all of the staff and everyone who helped us to plan, prepare, promote and deliver WorldSkills London 2011.

WorldSkills London 2011 would not have been possible without the full support of our sponsors, partners and supporters listed on pages 97-98.



In addition, we would like to pay a special tribute to:



**The Department for Business, Innovation and Skills (BIS)**

And:

**The Scottish Government**

**The Department for Employment and Learning (Northern Ireland)**

**The Welsh Assembly Government**

**The Mayor of London**



Who offered vital resources and support to WorldSkills London 2011 and Team UK, including those from Ministers, Officials, Policy teams and Staff (many of whom were volunteers during the event) and by bringing together a range of support to work successfully with the team and across the Competition.

**WorldSkills International**



Whose President, Board of Directors, Chief Executive, Secretariat, Member Countries/ regions worked in total collaboration with the WorldSkills London 2011 Organising Committee extending experience, resources, expertise from around the world, friendship, support and trust and ensuring that WorldSkills London 2011 endeavoured to deliver on all of the promises made in its original bid.

**European Social Fund**



The European Social Fund (ESF) aims to improve employment opportunities in the European Union and so help raise standards of living. This includes helping people fulfil their potential by giving them better skills and job prospects. The fund is especially focused on those who are unemployed or at a disadvantage in the labour market. ESF also trains people in work so that they have the skills that businesses need to compete in a global economy. We would like to thank ESF for the support provided across a range of activities at WorldSkills London 2011.

## References Summary

Reference	Title	Page No.
Reference 1	WorldSkills London 2011 Benefits Realisation Report	Page 102
Reference 2	WorldSkills London 2011 Impact Evaluation Freshminds Report	Pages 103-105
Reference 3	WorldSkills London 2011 Official Bid document	Page 106
Reference 4	Thank you letters from: 4a The Department for Business, Innovation and Skills, 4b WorldSkills London 2011 Chairman and Board, 4c WorldSkills International.	Pages 107-109

## Reference 1: WorldSkills London 2011 Benefits Realisation Report

The Benefits Realisation work identified eight overarching measures and 20 subsidiary measures attributable to the WorldSkills London 2011 programme. Each were regularly measured and monitored to track progress against them. In the vast majority of cases, the outcomes exceeded the targets – often by a considerable margin.

The benefits realisation report table gives an overview of the eight key measures and their performance following WorldSkills London 2011.

### Benefits Realisation work: Overview of progress on the eight key measures

Benefit	Key Measurement Tool	Trend	Review 2: Mar 2011	Review 3: Jun 2011	Review 4: Sep 2011	Review 5: Dec 2011	Source
B01: Raising profile of vocational skills	Media penetration linked to key messages Baseline: £550k Target: £1.5m		£375,455 (25%)	£930,000 (62%)	£1.7m (113%)	£3m (200%)	Media monitoring activity - UKS and WSL2011
B02: Promotion of excellence in vocational skills	No. of medals won by Team UK Baseline: 9 (3 Gold) Target: 10 (5 Gold)		N/A	N/A	N/A	12 Medals (4 Gold)	WorldSkills International
B03: Employer investment and commitment to skills	Cash and VIK sponsorship of event and team Baseline: £0 event, £2.8m team (Calgary) Target: £14.4m event, £3.4m team		Event: £10.5m Team: £1.8m	Event: £16.2m Team: £2.3m	Event: £17.1m Team: £2.3m	Event: £17.6m Team: £2.3m	WSL2011 and UKS Sponsorship reports
B04: Delivering on Apprenticeships	No. of new apprenticeship places attributed to event Baseline: 279,800 in 2009/10 Target: +750 (280,550)		119,800 (Aug-Oct 2010)	213,400 (Aug-Jan 2010/11)	326,700 (Aug-Apr 2010/11)	442,700 (Aug-Aug) 1300	The Data Service
B05: Impact on London	Value of economic benefit to London through increased tourism Baseline: £0 Target: £27m		N/A	N/A	N/A	£27m	Data generated by Visit London
B06: Greater take-up of vocational careers	No. of enquiries about vocational careers Target: Cost of marketing to attract same no. of enquiries		N/A	N/A	N/A	£555,861 (35,862 enquiries)	Careers Service (e.g. Prospects, Connexions, Next Steps)
B07: Skills seen as part of wider economic development for global growth	Survey of employers new to WorldSkills (skills important/very important) Baseline: Target:©©		N/A	N/A	N/A	93% before to 100% after	Survey conducted by Freshminds
B08: Improved self esteem of young adults undertaking vocational training	Self-esteem of Squad UK members and shortlisted competitors for WSL2011 Baseline: 73% working towards Level 5 Target: 100% at Level 5		73% working towards Level 5	100% working towards Level 5	100% working towards Level 5	100% working towards Level 5	Data held by UKS

**Reference 2:****WorldSkills London 2011 – Impact Evaluation Freshminds Report****Background**

The December 2010 WorldSkills London Programme Board meeting agreed a Benefits Management Strategy.

The strategy included eight key measures designed to reflect the overarching benefits attributable to the UK hosting WorldSkills London 2011 (including the WorldSkills London 2011 event, Team UK and their combined legacy). A regular benefits realisation report was generated (see reference 1).

In addition, 20 further measures were planned and implemented. These were designed to help monitor progress against the agreed strategy.

To help track the attitudinal changes as a result of the event, a research company called Freshminds was appointed. They went on to recommend and implement a combination of independent quantitative research (e.g. number of visitors to the event) and qualitative research (e.g. attitudinal change in visitors' perceptions).

The research focused on evaluating the impact of the event on visitors (young people, their teachers, parents and carers, and employers) and had the following aims and objectives so that we:

- Understood the impact of the event on the awareness, perception and attitudes towards vocational education.
- Assessed the event's impact on behaviours – had its legacy encouraged more young people to take up vocational training and more employers to consider vocational qualifications?
- Learned more about the areas of the event that worked well (from a visitor's point of view).
- Better understood the impact of the event and how it could be used in the future.

**Approach**

Research interviews were conducted at four different points in the 'visitor journey':

- Prior to visiting
- On arrival at the event
- Prior to departing the event
- After the event

The scope of the evaluation comprised:

- 1,749 survey interviews conducted with visitors
- Qualitative, in depth interviews carried out with 75 children, students, teachers and parents
- 59 telephone interviews conducted with employers attending the conference element of the event.

**Key Findings Summary**

- Feedback on the event was overwhelmingly positive. Most people enjoyed the event and were satisfied with their visit.
- WorldSkills London 2011 made a positive impression in terms of visitors' knowledge, understanding and attitudes towards vocational education. It broadened their horizons, giving them a wider understanding and appreciation of vocational jobs and an increased respect for the careers on display. Key reasons for this related to the 'show, don't tell' approach, providing:
  - Exposure to skills in action
  - The chance to Have a Go
- The event was considered to offer something for everyone. It introduced visitors to skills they had not previously encountered. For those already undertaking vocational education it helped to reinforce their choices as well as enhance their knowledge and exposure.
- Visitors had expected the event to be largely about gathering information (there was limited knowledge and understanding before the event). There was an element of misconception of the event as being focused on jobs/careers.

## References

- Visitors reacted very positively to the interactive elements, enjoying and learning from these as much as from any of the other information-providing aspects.
- Visitors were really impressed by the range and scale of the event – it had the ‘wow’ factor.
- There were some areas for improvement – particularly the need for more information about the competitions (this has been included as a specific recommendation within this report).

### Specific Findings Included:

- Levels of satisfaction with the event were high.
  - 43% of adults said they were ‘highly satisfied’ with the event.
  - 68% of young people and 85% of adults were either ‘highly satisfied’ or ‘satisfied’ with the event.
  - 89% of young people interviewed at the event rated it as either ‘very enjoyable’ (26%) or ‘quite enjoyable’ (63%).
  - Satisfaction was expressed across a wide range of areas.
- Young people’s experiences at WorldSkills London 2011 improved attitudes and levels of understanding towards vocational education. In particular:
  - Over 80% of young people said attending the event improved their understanding of vocational education to some extent. 60% responded ‘a great deal’ or ‘a fair amount’.
  - Young people strongly agreed with a range of statements indicating that the event had been successful in engaging them with vocational education and vocational careers.
  - Before the event 59% of young people were likely to consider pursuing vocational education, after the event this was 68%.
  - Three quarters (73%) of young people interviewed at the event agreed with the statement ‘the event has made me more interested in pursuing skills-based education’.
  - The same proportion (73%) agreed ‘the event has inspired me to find out more about skills-based education’.
- Levels of understanding and the perception about vocational education amongst parents and teachers who accompanied young people and students to the event improved significantly and they felt positive about their visit, in particular:
  - Adults agreed that the event had increased their understanding and had emphasised the benefits of vocational education.
  - 83% of adults asked at the event agreed with the statement ‘the event has been helpful in supporting the educational decisions my children/students need to make’.
  - After the event, 56% of adults said they were either ‘much more’ (24%) or ‘a little more’ (32%) likely to recommend vocational education as a result of having attended.
  - 81% of adults interviewed at the event agreed with the statement ‘I will look to incorporate elements of what I’ve seen into future lessons or discussions with my students/children’.
- The event helped to broaden horizons – and raised the profile of skills-based careers
  - 92% of adults felt the event had been either ‘very successful’ (53%) or ‘successful’ (39%) in achieving its aims.
- The event had reinforced positive feelings and attitudes about apprenticeships by employers and increased their levels of understanding about skills competitions. Examples included:
  - The National Apprenticeship Service (NAS) invited employers from across the UK to attend a conference at WorldSkills London 2011. Two employer groups who attended were surveyed: those who currently took apprentices and those who did not. Their visit included some conference-style sessions as well as a guided tour of the event led by a former apprentice.

## References

- o Generally, employers enjoyed their day and were very impressed with what they saw at WorldSkills London 2011, especially the scale and professionalism of it. They were also particularly impressed by their tour guides.
- o Seeing the competition was the highlight for employers.
- o A few employers were so impressed that they promptly phoned colleagues to advise them to visit.
- o More employers felt positive about apprenticeships and skills competitions increasing the likelihood of them getting involved in the future.
- The Have Go areas were of the greatest interest to people and increased levels of awareness and understanding of vocational education.
  - o After the event 49% of young people said they thought that Have a Go was the most enjoyable part of the event.
  - o 58% of young people believed that the Showcasing areas helped improve their understanding of skills based education either 'very much' or 'a fair amount'.
  - o Before the event young people had expected to learn the most from the careers advice and guidance, but after the event just over half (53%) said that they learnt the most from Have a Go activities.
  - o 62% of adults (at-event and post-event) believed 'information, advice and guidance' helped to improve their understanding of skills-based education 'a great deal' (25%) or 'a fair amount' (37%).

Visitors' experiences of the event were, on the whole, very positive. A few suggestions for improvements were made and to help make the event even better. Visitors would have liked to have:

- o Better understood the impact of the Competition by providing easily accessible information on the skills and tasks on display. This included a real demand for additional descriptions of the competition areas and tasks. This could have taken the format of additional information boards or screens and would ideally have involved people available to talk through what the competitors were doing or working towards.
- o More targeted itineraries. Given the scale of the event and the huge variety of activities, it was felt that some visitors who had a relatively narrow field of interest or limited time might have benefited from the creation of targeted itineraries. However, it is recognised that this might not always be practical.
- o Seen higher levels of awareness - while the event reached its visitor targets, and therefore the targeted marketing worked well, many visitors felt the event should have been publicised more widely. Many felt they knew of other children, parents, teachers, friends or colleagues who would have been keen to visit had they known about it.
- o Greater levels of pre-event information being communicated to teachers attending the event, as well as to those who completed the registration. This would have facilitated a clearer understanding and helped to manage expectations about the event with adults and young visitors alike.
- o Avoided queues. Long waits to gain admission were experienced by some of the school groups we spoke to. This diminished the time available for them to fully experience the event.

## References

### **Reference 3: WorldSkills London 2011 Official Bid document**

The details contained in:

- the Technical bid to host WorldSkills London 2011
- The official Photo gallery
- WorldSkills TV – containing films about the event

Can all be located on the WorldSkills International website at **[www.worldskills.org](http://www.worldskills.org)**,

For further information from the event, go to **[www.worldskillslondon2011.com](http://www.worldskillslondon2011.com)**

## Reference 4: Official letters of thanks

It is now six months since the event and I have recently been reviewing the achievements of the project against its objectives. I was delighted, but not surprised, to learn that almost all project objectives and critical success factors were met and the forecast benefits achieved, and that the project was delivered bang on budget. Whilst the Government contribution was significant, the WorldSkills London 2011 team managed to secure over £17m in employer sponsorship. What an outstanding performance! You and the WorldSkills London 2011 team must rightly be proud of your achievements. I know just how much your personal leadership contributed to all this.

As Minister for Further Education, Skills and Lifelong Learning, the icing on the cake in London was to see Team UK achieve their best ever performance. As you are aware, as part of the WorldSkills London 2011 legacy, the Skills Funding Agency and National Apprenticeship Service will build on WorldSkills London 2011 achievements by holding an annual UK event 'the Skills Show'. This will continue to promote the status of skills, raise standards and further inspire more young people to take up vocational career options

I wish Leipzig every success in 2013. Please pass on my congratulations to the WorldSkills London 2011 team. The UK will be a hard act to follow.

Yours sincerely,

**BIS** | Department for Business  
Innovation & Skills

John Hayes MP  
Minister of State for Further Education,  
Skills and Lifelong Learning

Chris Humphries  
Chairman  
WorldSkills London 2011  
Floor Five,  
Oceanic House,  
1A Cockspur St.  
London SW1Y 5BG

Dear Chris,

19 April 2012

In advance of your report to the WorldSkills International General Assembly in early May, I am writing to formally thank you and the whole WorldSkills London 2011 team for staging such an impressive WorldSkills event last October. It was a joy to see so many talented, skilled and motivated young people and their mentors from around the world come together in London to compete and to showcase their skills.

Visiting World Skills and, in particular, being at the closing ceremony was a highlight of my career in Government.

I could not fail to be impressed with the sheer scale of the events at the Excel and O2 Arena and the immense logistical challenges they must have presented. Suffice to say you rose to the occasion and delivered an impeccably managed, First class experience. I was particularly impressed with the quality of events at both venues – fully engaging and involving young people in all activities.

The attendance of our own Prime Minister and Deputy Prime Minister, VIPs and Ministers from the UK and from across the world demonstrate the growing status of WorldSkills competitions and the value that world leaders and opinion formers place on skills development.

For the UK, a main objective of staging the event was to change people's perceptions of skills and to excite and motivate young people to consider and take up vocational career options. This is essential for economic recovery and to support the UK's Growth agenda. We certainly achieved this. The 200,000 people attending the event, the majority of who were aged between 14-18 years, exceeded expectations. I was particularly encouraged that 30,000 attendees were motivated to further seek careers information and advice. In addition to the competition, the 'exceptional showcases' and the 1 million 'have a go' opportunities really did grab attention, involve the public and promote the attractiveness of skills career routes.

1 Victoria Street, London SW1H 0ET  
www.bis.gov.uk

Enquiries +44 (0)20 7215 5000 | Minicom +44 (0)20 7215 6740 | Contact us www.bis.gov.uk/contact-us



JOHN HAYES

*P.S. Thank you so much for  
your effort and success.  
Kind regards,  
J.H.*

**Letter 4a:**  
**From John Hayes, Minister of State for  
Further Education, Skills and Lifelong  
Learning, Department for Business,  
Innovation and Skills**

## References



Aidan Jones  
Chief Executive  
WorldSkills London 2011  
3<sup>rd</sup> Floor, 36 Queen Street  
London  
EC4R 1BN

14 October 2011

Dear Aidan

**Re: WorldSkills London 2011**

I am writing to put on record my gratitude and congratulations to the Board of WorldSkills London 2011, you as Chief Executive, your Directors and all the staff and volunteers who put on such a fantastic event last week.

In 2005-06, as the Board and staff of UK Skills prepared the UK bid to host WorldSkills London 2011, we had high hopes that we could put on a showcase for skills that would genuinely transform attitudes to vocational education and skills training in the UK, as the Prime Minister said in our bid, "positively and permanently". This meant more than just showcasing the WorldSkills competitions, it meant creating an extraordinary and engaging visitor experience that genuinely captured people's hearts and minds.

We also hoped that, by holding the event in London, a global city, we could create sufficient visibility, through broadcast media and the press and through online access, to help carry the excitement of the event to every member nation. We wanted to make our contribution to putting WorldSkills on an increasingly global stage.

Looking back to last week, I wanted to tell you how much I believe the whole WorldSkills London 2011 team - from the Board through all the staff and supporters, to every one of the 2,500 volunteers - exceeded those 2006 hopes and aspirations. All the feedback we have received, from the Prime Minister, the Secretary of State and the Minister for Skills as well as the vote of the House of Commons, from the Princess Royal, and from too many WorldSkills member nations to list, has been exceptionally positive. Most importantly, the early feedback from our visitor evaluation has been hugely enthusiastic.

As a result, I am convinced we will be able to put in place a Legacy programme for future UK skills competitions that will exceed our original hopes and expectations.

Yours sincerely

**Chris Humphries CBE**  
Chairman of UK Skills and WorldSkills London 2011

**Letter 4b:**  
**From Chris Humphries CBE,**  
**Chairman WorldSkills London 2011**  
**and its Board**



05.11.11

Chris Humphries CBE  
Chairman  
WorldSkills London 2011  
3<sup>rd</sup> Floor, 36 Queen St  
London EC4R 1BN

Dear Chris

I have seen many Competitions in my 30 years with WorldSkills and each one has exceeded expectations and has raised the bar higher for future events. WorldSkills London 2011 was a first class event which put WorldSkills on the world stage and conveyed the messages about skills excellence in an exciting and inspiring environment.

The event built on previous initiatives and introduced new ones. By integrating our 45 skill competitions with careers advice, 'Have A Go', 'Showcasing', and 'Make It Happen', visitors were able to engage and interact with a wide range of skills and obtain information on where to go next. WorldSkills London 2011 not only placed the Competitors onto a platform for the world to see, but it showed every young person that walked through the doors that they could also achieve success and find a passion in the world of skills.

From an international perspective, the biggest success that WorldSkills London 2011 accomplished was the volume of media interest and activity. Both the domestic and international media provided an unprecedented level of coverage which resulted in WorldSkills messages reaching more people than ever before.

An event of this magnitude would not be possible without the support and help of thousands of dedicated people around the world. On behalf of WorldSkills International, I would like to thank the UK Government, the sponsors, supporters, Delegates, Experts, Trainers, Team Leaders, volunteers, contractors, skills enthusiasts and, of course, the Competitors for making the 41<sup>st</sup> WorldSkills Competition a tremendous success. I also want to pay tribute to the Organising Committee of WorldSkills London 2011 for staging this amazing event and for their open and collaborative working style with WorldSkills International and our Members. 'Passing the baton' to the next Organising Committee is crucial to the development of a WorldSkills Competition and we are grateful to the London team for their close collaboration with our colleagues in Leipzig. In July 2013, the focus will once again be on the best and brightest skilled young people from over 60 countries/regions at the 42<sup>nd</sup> WorldSkills Competition. We look forward to WorldSkills Leipzig 2013 and all that can be achieved.

Thank you London!

A handwritten signature in blue ink, appearing to read "T. Dusseldorp".

*Tjerk (Jack) Dusseldorp  
President (Nov 1999 - Oct 2011)*

**Letter 4c:  
From Tjerk Dusseldorp,  
President WorldSkills International  
(1999-2011)**

# WORLDSKILLS LONDON 2011

The world's greatest skills Competition, careers and jobs event on the planet took place between 5–8 Oct 2011. Thanks for making it happen!

**ONE  
MILLION**

Opportunities  
to Have a Go

**5 GOLD  
2 SILVER  
6 BRONZE  
12 MEDALLIONS  
OF EXCELLENCE**

Record medal  
achievement  
by Team UK 2011

**37,000**

Careers advice  
sessions were  
delivered

**200,000**

Visitors participated

**112**

Show case colleges  
delivering performances  
to demonstrate UK talent

**2,300**

UK schools, colleges  
and community  
groups took part

## COMING SOON...

The Further Education sector is warmly invited to be part of a UK-wide partnership with the National Apprenticeship Service, Skills Funding Agency, WorldSkills UK event team, LSIS and the Devolved Nations to help deliver a coherent annual programme of competitions from 2012.

Involvement in skills competitions offers significant benefits to learners, apprentices and your organisation. Find out more about national competitions and get involved.

T 0800 612 0742  
E [enquiries@worldskillsuk.org](mailto:enquiries@worldskillsuk.org)  
W [worldskillsuk.org](http://worldskillsuk.org)



world **skills**  
London 2011



## Get involved

Skills Competitions in the UK are managed by the National Apprenticeship Service. Involvement in Skills Competitions offer significant benefits to learners, Apprentices and your organisation.

To find out more about national competitions and to get involved, please contact:

**E** [enquiries@worldskillsuk.org](mailto:enquiries@worldskillsuk.org)

**W** [worldskillsuk.org](http://worldskillsuk.org)

This Final Report has been produced by WorldSkills London 2011, Floor Five, Oceanic House, 1A Cockspur Street, London, SW1Y 5BG. [www.worldskillslondon2011.com](http://www.worldskillslondon2011.com)

This is the final report from the Board and Management of WorldSkills London 2011 to WorldSkills International on the event, its organisation and management, and the outcomes and benefits accruing from the event as assessed by both internal appraisal and independent evaluations. For further photographs, results and information on previous WorldSkills Competitions go to [www.worldskills.org](http://www.worldskills.org). Extracts from this publication may be reproduced for non-commercial educational or training purposes on the condition that the source is acknowledged and the findings are not misrepresented. WorldSkills International hold the copyright for the majority of photographic materials contained in this report. May 2012.