

Strategic Objectives and Business Plan for 2011/12

Introduction

The skills and capabilities of our people are ultimately the basis for the UK's long-term competitiveness. We know the quality of our workforce, when compared to other leading economies, is not developing quickly enough and that needs to change.

Business, with encouragement from government, is best placed to effect that change. The key shift is to secure a much greater commitment from business to invest in skills to drive enterprise, jobs and growth.

Business' commitment to tackling climate change is a good analogy. Ten years ago few businesses saw carbon reduction as a material issue. Today, few don't. Investment in developing skills should be a defining characteristic of a responsible and enterprising business – it is perhaps the 'inconvenient truth' of this decade.

Together the Commissioners that form the UK Commission comprise a **social partnership** that includes CEOs of large and small employers across a wide range of sectors, trades unions and representatives from all of the Devolved Administrations.

Our goal is to ensure that good market **intelligence** drives increased **investment** to achieve greater **impact on skills, jobs and economic growth**. This will be achieved through the priorities and key actions set out in this plan.

Each of these areas will be led by a Commissioner and we will work closely with UK government, the Devolved Administrations, employer representative organisations, trade unions and other partners to achieve change that benefits people, businesses and the wider economy.

Charlie Mayfield

Chairman
March 2011

Commissioners' Business Plan for 2011/12

Our remit is to raise UK skills to help drive enterprise, jobs and growth (page 4)

Our strategic objectives from Government for 2011/14 are to (page 5):

Provide outstanding labour market **intelligence** which helps businesses and people make the best choices for them

Work with businesses to develop the best market solutions which leverage greater **investment** in skills

Maximise the **impact** of employment and skills policies and employer behaviour to support jobs and growth and secure an internationally competitive skills base

As a UK social partnership we will be open, collaborative, focussed and credible advocates (page 6)

Within this, our Commissioner priority outcomes for 2011/12 are to:

P1. Make and win the economic argument for greater investment in skills

P2. Enhance the value and accessibility of vocational training, especially apprenticeships

P3. Galvanise industries and sectors to improve the skills and productivity of their workforces

P4. Work with employers to maximise opportunities for unemployed and disadvantaged people

To deliver these priorities our key actions are to (pages 7-21):

- Distil and deploy evidence to reframe and refresh the debate
- Provide high quality and accessible Labour Market Information and Analysis
- Support compelling Commissioner messages

- Ensure fit-for-purpose occupational standards and frameworks
- Support preparation for work and competence in work for adults and young people

- Develop and communicate a compelling vision for sector leadership
- Develop Best Market Solutions through investment funds
- Reposition and promote Investors in People

- Create and communicate a clear evidence base on how to tackle the employment challenge
- Build sectoral and employer support to get the UK working
- Improve Information, Advice and Guidance

Supported by Executive Objectives of (pages 22-30):

Refocus and reform

Delivery and accountability

Robust evidence base

Partnership working

Our remit is to raise UK skills to help drive enterprise, jobs and growth

We will...

... become a strategic organisation that works with employers, trade unions and other public organisations.

... adopt a more partnership based approach to working with Sector Skills Councils.

... implement a targeted and impactful research programme.

... reduce work on qualifications to a care and maintenance basis during 2011.

... focus activities around four Commissioner priorities.

... be Commissioner-led, focussed on outcomes and work as a single team.

We will no longer...

... be a top down advisory body.

... apply a top down oversight and planning function to Sector Skills Councils.

...implement any research lacking a clear business need.

...continue reforming qualifications.

...undertake such a broad range of reviews and initiatives.

...organise resources around pre-existing Directorates.

Our strategic objectives from Government for 2011/14:

Good market intelligence

- Provide outstanding labour market **intelligence** which helps businesses and people make the best choices for them

Drives increased investment

- Work with businesses to develop the best market solutions which leverage greater **investment** in skills

To achieve greater impact

- Maximise the **impact** of employment and skills policies and employer behaviour to support jobs and growth and secure an internationally competitive skills base

A refocused UK Commission has an important role to play in providing effective strategic leadership, rooted firmly in a strong social partnership between Governments, employers, trades unions and the third sector.

As a UK social partnership we will...

- ... commit to working together in a way that is **open** and honest, respecting each other as equals with different perspectives and building trust by admitting when we disagree.
- ... **collaborate** across the breadth and diversity of the Commissioners with everyone taking an active role in forming and sharing views and to work through difficult issues with a real conviction.
- ... **focus** our energies on outcomes and not process to make things happen.
- ... continue to build our **credibility** in providing effective strategic leadership between Governments, employers, trade unions and the third sector.
- ... **advocate** a social partnership approach to resolving challenges for employment and skills across the UK.

Priority 1. Make and win the economic argument for greater investment in skills

In absolute terms the skills of Britain's workforce are higher than ever and still increasing. However, relative to the rest of the world we are not improving our skills fast enough to secure economic growth and an internationally competitive workforce. As the UK government seeks to rebalance the economy towards the private sector, so we need a rebalancing of investment in skills.

Although the 'return on investment' case has been made before, it has not changed the investment behaviour of enough employers and individuals to make the UK world class for skills. The business world's interest and their commitment to investing in the development and use of skills will depend on their belief that that is aligned to business success. It is essential we speak their language, developing a persuasive case in a way that is succinct and compelling for small and large businesses. For the individual, we intend to sharpen the purpose and effectiveness of the Labour Market Information that is gathered and made available to better support individuals in the learning and job choices they make.

Key actions	Lead accountability	Indicative UK Commission programme budget	Key co-sponsor interest
1.1 Distil and deploy evidence to reframe and refresh the debate , and develop a persuasive case to change behaviour	Lesley Giles	£200k	All
1.2 Provide high quality and accessible Labour Market Information and Analysis	Lesley Giles	£1.5m	All
1.3 Support compelling Commissioner messages for skills as a key driver for jobs and growth	Lesley Giles	£300k	All

Commissioners' Success Statement for 2011/12

There is evidence of a positive shift in key employers' attitudes to invest in skills in order to drive enterprise and growth.

1.1: Distil and deploy evidence to reframe and refresh the debate, and develop a persuasive case to change behaviour

Description:

To synthesise the key arguments and evidence to understand the agenda better and establish what works, where and why in stimulating greater investment in skills, that leads to more high performance working and effective employee engagement.

Anticipated result:

Our research and analysis will be robust to support insight into what works to change investment behaviour.

Commissioners' role:

To steer the work, help to understand the arguments and evidence so that we have a strong platform from which to develop a narrative which is persuasive and will inspire people to act.

Deliverables

	Start	End
i. Review of the key arguments and evidence, including understanding the drivers, barriers and benefits of skills investment and what levers offer the most potential to achieve a step change in behaviour.	April 2011	March 2012
ii. Undertake new work to fill gaps in our knowledge.	July 2011	March 2012
iii. Develop a network of world class experts and thought-leaders to ensure that we draw on the latest leading-edge thinking in taking this work programme forward and to optimise the means of influence.	April 2011	March 2012

Links to other priority outcomes/ key actions:

Priority Outcome 2: Enhance the value and accessibility of vocational training (the case for vocational pathways)

Priority Outcome 3: Galvanise industries and sectors to improve the skills and productivity of their workforces, supporting Best Market Solutions (3.2)

Priority Outcome 4: Work with employers to maximise opportunities for unemployed and disadvantaged people (the case for vocational pathways)

Executive Objective E3: Robust evidence base (the case based on robust evidence)

1.2: Provide high quality and accessible Labour Market Information and Analysis

Description:

To take forward key activities aimed at strengthening and improving access to key Labour Market Information (LMI) sources so that businesses and people make the best choices about where to invest and what jobs to pursue.

Anticipated result:

Our research and analysis will be robust to support insights, innovative policy development and decision-making by businesses, people and providers (including schools, colleges, trainers and universities).

Commissioners' role:

To steer the Labour Market Information (LMI) work programme to ensure that focuses appropriately on key priorities and makes the strongest case for skills investment.

Deliverables	Start	End
i. Undertake strategic labour market assessments for each nation and/or the UK as a whole, as appropriate, to understand the UK position relative to our international competitors its current skills and performance challenges and patterns of skills investment to make the strongest case for skills.	April 2011	March 2012
ii. Establish and manage a strategic LMI expert network, including the Strategic LMI forum bringing together LMI analysts amongst our sponsors, and maintain membership with key national and international expert groups to improve LMI and co-ordination to reduce duplication.	April 2011	March 2012
iii. Design and manage the employer skills surveys series to ensure that we have up to date and robust information on employer practices and their perspectives on key skills and employment issues.	April 2011	March 2012
iv. Update the 10 year Working Futures series of projections of UK employment and skills.	April 2011	Sept 2011
v. Design and implement an LMI open source strategy (i.e. web based accessible data formats) of spatial, sectoral and occupational LMI, building on the UK Almanac, LMI portal and Intelligence series which facilitates wider access to core LMI as appropriate to a range of audiences.	April 2011	March 2012
vi. Develop a cost effective, efficient system of commissioning sectoral LMI.	May 2011	March 2012

Links to other priority outcomes/ key actions:

Priority Outcome 2: Enhance the value and accessibility of vocational training, especially Apprenticeships (informed by LMI)

Priority Outcome 3: Galvanise industries and sectors to improve the skills and productivity of their workforces (informed by LMI)

Priority Outcome 4: Work with employers to maximise opportunities for unemployed and disadvantaged people, especially Information, Advice and Guidance (4.3)

Executive Objective E1: Refocus and Reform the UK Commission (Transition programme – Universal Services)

Executive Objective E3: Robust evidence base

1.3: Support compelling Commissioner messages for skills as a key driver for jobs and growth

Description:

Develop a compelling narrative for use by Commissioners, and other influential players, that supports the case for increased investment in skills and leads to more high performance working. Make use of the best mechanisms and influencing tools to reach different audiences.

Anticipated result:

Evidence of changed investment behaviour and/or take up of messages e.g. Investors in People, Growth and Innovation Fund, Apprenticeships, Sector Skills Councils.

Commissioners' role:

To develop a coherent argument that is persuasive and will inspire businesses and people; and to shape and agree the key messages, that can be communicated.

Deliverables

	Start	End
i. Develop narrative, story-boarding and key messages and identify the best influencing tools for reaching key audiences.	Ongoing	June 2011 then updated as required
ii. Monthly communications to Commissioners on key arguments, messages and audiences, making appropriate use of networks of key players, and intermediaries.	February 2011	Monthly ongoing
iii. Establish partner network communications agreements.	April 2011	June 2011
iv. Investigate appropriateness and feasibility of using Commissioners' own channels.	April 2011	August 2011
v. Series of "Seeing is believing" events to show companies just what good looks like and the impact it has.	July 2011	March 2012

Links to other priority outcomes/ key actions:

Key action 2.1: Ensure fit for purpose occupational standards and apprenticeships (Championing vocational training and Apprenticeships)
 Priority Outcome 3: Galvanise industries and sectors to improve the skills and productivity of their workforces (working with strong sector leaders to develop Best Market Solutions and to promote Investors in People as a key business improvement tool)
 Executive objective E3: Robust evidence base (to inform Commissioner perspective and messages)

Priority 2. Enhance the value and accessibility of vocational training, especially apprenticeships

Success in increasing the numbers and quality of Apprenticeships and vocational training will rely on greater leadership from the business community. Vocational training, qualifications and Apprenticeships are important in attracting potential recruits, supporting workplace progression, improving the productivity of businesses, and fulfilling the aspirations of individuals.

Employers must have access to the training and qualifications that meet their needs and there has been a significant period of reform to redesign National Occupational Standards, Vocational Qualifications and (in England and Wales) Apprenticeships. These reforms are important and will be evaluated to ensure consistency, quality and delivery of benefits to employers and learners.

To improve the positioning of vocational training the Commission aims to support key partners in reaching a wider employer audience and applying models of best practice to: strengthen links between businesses and education; support access to employment; and improve progression.

Key actions	Lead accountability	Indicative UK Commission programme budget	Key co-sponsor interest
2.1 Ensure fit for purpose occupational standards and apprenticeships which meet current skills needs as well as anticipating future trends.	Ian Kinder	£400k	DfE, BIS, Devolved Administrations
2.2 Support preparation for work and competence in work for adults and young people including ensuring related education and training meets employment needs	Ian Kinder	£200k	DfE, BIS, DWP

Commissioners' Success Statement for 2011/12

Solid evidence from three growth sectors that leading employers are taking clear ownership of improving National Occupational Standards, apprenticeship frameworks and working collaboratively with training and education providers particularly for young people across sectors.

2.1: Ensure fit for purpose occupational standards and apprenticeships which meet current skills needs as well as anticipating future trends

Description:

Working with Sector Skills Councils and other sector leaders:

- To meet the collective skills needs of employers, both now and in the future, by developing occupational standards to defined quality requirements in a cost effective way focusing on labour market priorities
- To ensure apprenticeships frameworks at all skills levels are developed where needed to meet the needs of the economy.
- To improve skills of the workforce leading to progression to higher skills based on occupational standards and wider professional standards.

Anticipated result:

Occupational Standards and apprenticeships frameworks based on solid, up to date research which support the progression of the workforce and which lead to improved take up from employers and higher completion rates.

Commissioners' role:

To champion the benefits of vocational training, Apprenticeships and Modern Apprenticeships, working with ministers and key partners across the four nations, using their connections with employers, and having a visible presence, including taking on high profile speaking engagements.

Deliverables		Start	End
i.	Support the development of occupational standards and apprenticeships in line with the quality requirements which apply in each of the four nations of the UK.	April 2011	March 2012
ii.	Develop an effective and efficient system of commissioning occupational standards and, where required, apprenticeships frameworks.	April 2011	Sept 2011
iii.	Continue vocational qualifications evaluation to assess the extent to which employers and learners benefit from accessible and high quality provision.	April 2011	March 2012

Links to other priority outcomes/ key actions:

Key action 1.2: Provide high quality and accessible Labour Market Information and Analysis (informs standards and frameworks)

Key action 1.3: Support compelling Commissioner messages (includes the championing of vocational and apprenticeship routes to employment)

Key action 4.2: Build sectoral and employer support to get Britain working (vocational and apprenticeship routes to employment)

Key action 4.3: Improve Information, Advice and Guidance (on vocational and apprenticeship routes to employment)

2.2: Support preparation for work and competence in work for adults and young people including ensuring related education and training meets employment needs

Description:

To produce evidence that supports Commissioners in championing best practice in employment practices and policy interventions, to support preparation for work and competence in work.

To produce an evaluation and models of best practice in curriculum and workplace links.

Anticipated result:

Improved 'preparation for work' training and education for adults and young people.

More young people and adults in jobs with training and Apprenticeships, with fewer in jobs without training

Better links between employers and education.

Commissioners' role:

To act as ambassadors for business and education links through adopting a high profile public presence with ministers, employers and partners.
To lead new approaches to help re-engage those most vulnerable to unemployment through supporting a broader based curriculum for young people and skills refreshment for adults.

Deliverables	Start	End
i. Provide evidence of employer attitudes and policy interventions in the four home nations and internationally relating to recruiting and training young people (in the context of raising of the participation age in England) and adults.	April 2011	March 2012
ii. Support the development of occupational competence through the development and delivery of Apprenticeships in key growth sectors (Advanced Manufacturing, Professional Services).	April 2011	March 2012
ii. Evaluate the systems in place to support links between the curriculum and the workplace, identifying and disseminating case studies of best practice.	May 2011	March 2012

Links to other priority outcomes/ key actions:

Priority Outcome 1: Make and win the economic argument for greater investment in skills (will include the argument for investing in young people)

Priority Outcome 3: Galvanise industries and sectors to improve skills and productivity of their workforces (including young people)

Priority Outcome 4: Work with employers to maximise opportunities for unemployed and disadvantaged people (includes young people as a disadvantaged group)

Priority 3. Galvanise industries and sectors to improve the skills and productivity of their workforces

The quality of the workforce in the UK, when compared to other leading economies, is not developing quickly enough and that needs to change. Business is best placed to effect that change.

To raise the ambition of employers and bring about action for change, the Commission has three key leadership roles that can act as positive levers. Through working with Sector Skills Councils we can influence networks of employers across all the key industries of the economy; through the Growth and Innovation Fund we can invest in new and innovative skills solutions and through harnessing the potential of the Investors in People standard we can help change employer behaviour.

All these levers require one common ingredient and that is outstanding sector and business leadership.

Key actions	Lead accountability	Indicative UK Commission programme budget	Key co-sponsor interest
3.1 Develop and communicate a compelling vision for sector leadership for skills to drive enterprise, jobs and growth	Simon Perryman	£300k	All
3.2 Work with sector leaders to develop Best Market Solutions through investment funds.	Simon Perryman	£400k	BIS, Devolved Administrations
3.3 Reposition and promote Investors in People as a key business improvement tool	Simon Perryman	£1m	BIS, Devolved Administrations

Commissioners' Success Statement for 2011/12

To have identified five examples of sector leadership which have achieved a greater commitment to the investment in skills. To use the five examples of outstanding leadership to work with individual sectors to promote the business benefits of investing in skills in order to improve the skills and productivity of their workforce.

3.1: Develop and communicate a compelling vision for sector leadership for skills to drive enterprise, jobs and growth

Description:

Galvanise employers by developing a compelling vision for sector leadership and communicate this through simple and concise messages and practical examples of what success looks like.

Anticipated result:

To identify five examples of sector leadership which have achieved a greater commitment to the investment in skills. To use the five examples of outstanding leadership to work with individual sectors to promote the business benefits of investing in skills in order to improve the skills and productivity of their workforce.

Commissioners' role:

To help develop the vision through their networks, to lead discussions and work with the Chairs of Sector Skills Councils.

Deliverables

	Start	End
i. Develop a compelling vision and communicate through simple and concise messages that better describes the need for businesses to invest in skills in order to drive enterprise, jobs and growth. Identify practical examples of outstanding strategic leadership that can be communicated alongside the vision.	April 2011	March 2012
ii. Employers articulate their commitment to skills by making public statements to support adoption of best market solutions.	April 2011	March 2012
iii. Build an alliance of influence through a closer strategic relationship between Commissioners and Sector Skills Councils' Chairs.	April 2011	March 2012
iv. Commissioners engage employers through their networks to galvanise support and commitment to Best Market Solutions.	April 2011	March 2012
v. Ensure that Sector Skills Councils, through the strength of their leadership boards, are a focal point for providing employer leadership in sectors.	April 2011	March 2012

Links to other priority outcomes/ key actions:

Key action 1.3: Support compelling Commissioner messages (Commissioner messages will promote strong sector leadership)

Key action 3.2: Develop Best Market Solutions (Best Market Solutions require strong sector leadership)

3.2: Work with Sector leaders to develop **Best Market Solutions*** through investment funds

Description:

Development of Best Market Solutions will be achieved through investments by the Employer Investment Fund (EIF) and, in England, the Growth and Innovation Fund (GIF). Both funds will pump-prime and pilot new initiatives developed by businesses to increase the contribution skills make to growth in their sectors. Commissioners will provide strategic leadership of the funds and manage the investment made in Best Market Solutions.

The Growth and Innovation Fund is managed in partnership with the Department for Business, Innovation and Skills and the Skills Funding Agency.

Anticipated result:

Investment approach has been embedded as the basis of the relationship between the UK Commission and sector bodies. Investments made by the funds will support the development and implementation of Best Market Solutions which have high Impact, achieve scale in their target market and are sustainable through ongoing investment by employers.

Commissioners' role:

Provide strategic leadership of the investment decisions.

Deliverables

	Start	End
i. Employer Investment Fund (EIF) and Growth and Innovation Fund (GIF) Boards consider proposals and invest in solutions that are likely to have greatest impact on enterprise jobs and growth.	May 2011	July 2011
ii. GIF Board provides advice to Ministers in England on strategy for future bidding rounds to stimulate innovative proposals that raise employer ambition and investment in skills.	June 2011	August 2011
iii. Round 2 EIF Prospectus documents developed and launched to enable activity to begin by April 2012.	May 2011	Sept 2011
iv. Round 2 GIF Prospectus documents developed and launched to enable activity to begin by April 2012.	August 2011	October 2011
v. Design and implement Evaluation Strategy for EIF and GIF to look at both management and performance of the Funds.	April 2011	March 2012

Links to other priority outcomes/ key actions:

Key action 1.3: Support compelling Commissioner messages (Best Market Solutions will inform, and be informed by, messages on what works)

Key action 3.1: Develop and communicate a compelling vision for sector leadership (Best Market Solutions require strong sector leadership)

Key action 4.2: Build sectoral and employer support to get the UK working (Best Market Solutions will support best practice)

Executive Objective E1: Refocus and Reform (Transition Plan – Growth and Innovation Fund set up)

* Best Market Solutions will be developed by employers to identify the most effective approaches within a sector for raising the ambition, capacity and capability of employers to develop and make best use of the skills of the sector's workforce to compete on a world stage, both at an individual business level and for the sector as a whole.

3.3: Reposition and promote Investors in People as a key business improvement tool

Description:

Reposition Investors in People so that it becomes *the* choice for business leaders who want to deliver business impact and growth. In the short term this will mean retaining existing clients and working to gain new ones, particularly in the private sector. Longer term, the ambition is that Investors in People should make a more significant contribution to growth.

Anticipated result:

More businesses improve using Investors in People and the standard promotes leading-edge business practice and growth.

Commissioners' role:

Chair the Investors in People Advisory Board and promote Investors in People as a key business improvement tool.

Deliverables	Start	End
i. Develop a self-sustaining business model for Investors in People (liP).	April 2011	July 2011
ii. Re-launch liP.	October 2011	October 2011
iii. Stabilise liP by using research to better understand what customers want and inform how we target new business and retain existing clients.	April 2011	March 2012
iv. Establish innovative ways to tailor the offer and deliver liP to different segments of the market (e.g. Small and Medium Enterprises and sectors).	April 2011	March 2012
v. Measure impact so that we can demonstrate the value of liP to individual business and continuously improve the offer.	April 2011	March 2012
vi. Identify and target those businesses with the highest potential for growth.	April 2011	March 2012

Links to other priority outcomes/ key actions:

Key action 3.1: Develop and communicate a compelling vision for sector leadership (including to promote Investors in People)

Key action 3.2: Develop Best Market Solutions (Investors in People may be part of Best Market Solutions)

Key action 4.2: Build sectoral and employer support to get the UK working (Investors in People can support best practice in developing individuals)

Priority 4. Work with employers to maximise opportunities for unemployed and disadvantaged people

World-class productivity requires as many people as possible to be in jobs returning a high economic value. There are also many social benefits to high employment. While employment in the UK has, historically, been relatively high there are regions and sections of the population facing significant barriers to sustained employment. As the government seeks to shrink the public sector, reduce the welfare budget and stimulate economic recovery, it is more important than ever that the private sector aspires to growth that creates new and higher value jobs.

There is a real opportunity for the Commission to show leadership in encouraging the wider business world to play their part. Their interest in, and their commitment to creating opportunities for unemployed people will depend on our ability to identify what works, build on the best ideas and help build effective relationships between employers and those whose task it is to support and encourage people into sustainable employment.

Key actions	Lead accountability	Indicative UK Commission programme budget	Key co-sponsor interest
4.1 Create and communicate a clear evidence base on how to tackle the employment challenge	Moira McKerracher	£300k	DWP, BIS, HMT, Devolved Administrations
4.2 Build sectoral and employer support to get the UK working	Moira McKerracher	£200k	DWP, BIS, HMT, Devolved Administrations
4.3 Improve Information, Advice and Guidance to help people into sustainable employment and to progress in work	Moira McKerracher	£100k	DWP, BIS, DfE, HMT, Devolved Administrations

Commissioners' Success Statement

Success by the end of 2011/12 will be to identify for one sector what it would take for employers to recruit more unemployed people, particularly those facing most disadvantage in the labour market, and to test how that might work in a chosen locality.

4.1: Create and communicate a clear evidence base on how to tackle the employment challenge

Description:

Establish a clear evidence base to identify what works from an employer's perspective on moving individuals into work.

Anticipated result:

An increased awareness among employers of how they can support individuals to move into employment.

Commissioners' role:

To be experts on where employers need to focus their efforts in supporting the unemployed to move into sustainable employment and to progress in work.

Deliverables

	Start	End
i. Produce an evidence base (in conjunction with DWP and UK Commission analysis) of the 'employment challenge' in Great Britain that identifies: <ul style="list-style-type: none"> Where and who are the unemployed now and in five years time Where is the greatest demand for entry level labour now and in five years time The trends in the labour market that will impact on employment and progression opportunities now and in five years time. Employer participation in providing opportunities for the unemployed by sector in key employment programmes (for example in Service Academies) to be used as a baseline to measure success. 	April 2011	July 2011
iii. Continue to disseminate the messages from the Review of Employment and Skills to drive better outcomes for individuals.	April 2011	July 2011
iii. Create a clear evidence base of the interventions and activities that work from an employer's perspective (both large employers and small and medium enterprises) in one key sector to create the conditions or business case that unlocks employment opportunities for the disadvantaged.	June 2011	Sept 2011
iv. Identify the effective responses required at a local level to engage with employers, particularly in economically challenging areas.	October 2011	Dec 2011

Links to other priority outcomes/ key actions:

Key action 1.2: Provide high quality and accessible Labour Market Information and Analysis (used to support the evidence base)
Executive Objective E3: Robust Evidence Base

4.2: Build sectoral and employer support to get the UK working

Description:

Use employer leadership to ensure that employers create and maximise the number of opportunities available for the unemployed, particularly the disadvantaged.

Anticipated result:

An increased number of employers in each sector creating and providing a greater number of opportunities for the unemployed.

Commissioners' role:

To be clear advocates of how employers should focus their efforts in supporting the unemployed to move into sustainable employment and to progress in work.

Deliverables

	Start	End
i. Create a Commissioner-led forum to encourage good practice to filter across key sectors and employer representative groups so that more businesses (including small and medium enterprises) support and create opportunities for the unemployed in each sector.	June 2011	Ongoing
ii. Create a series of messages that lead employer thinking on the benefits of providing diverse work places; and develop and promote practical approaches for employer networks, and at a local level to help businesses provide increased opportunities for disadvantaged individuals.	Sept 2011	Ongoing
ii. Help build the capability of employers and providers by advocating effective engagement to ensure relevant support and training is on offer to: provide individuals with poor work prospects with a route into employment; to help individuals progress in their careers or start their own businesses.	April 2011	Ongoing (quarterly)

Links to other priority outcomes/ key actions:

Key action 3.2: Develop Best Market Solutions (especially where Investment Funds may provide opportunities to invest in action in sectors which support skills and employment growth)

4.3: Improve Information, Advice and Guidance to help people into sustainable employment and to progress in work

Description:

Work with employers, government departments across interested nations, and national and local delivery agencies to improve career guidance for young people entering work and unemployed seeking work, especially those who are disadvantaged, and those in low paid/ low skilled jobs .

Anticipated result:

Improved employment outcomes for disadvantaged unemployed people and an increase in the numbers of low paid/ low-skilled individuals sustaining and progressing in employment, particularly young people.

Commissioners' role:

To be clear advocates of how Information, Advice and Guidance services should focus their efforts in supporting the unemployed to move into sustainable employment and their first promotion at work.

Deliverables

	Start	End
i. Develop an understanding of the characteristics of effective careers support for unemployed people and low paid, low skilled individuals from the individual's and the employer's perspective.	June 2011	March 2012
ii. Test a model of effective careers support in a chosen locality.	June 2011	March 2012

Links to other priority outcomes/ key actions:

Key action 1.2: Provide high quality and accessible Labour Market Information and Analysis (to underpin Information, Advice and Guidance)

Priority 2: Enhance the value and accessibility of vocational training, especially Apprenticeships (as a route into work and progression in work)

Executive objectives for 2011/12

Overall Accountability: Michael Davis

Objectives	Lead accountability	Indicative UK Commission programme budget	Key co-sponsor interest
<p>E.1 Refocus and reform the UK Commission</p> <ul style="list-style-type: none"> Streamline and restructure the organisation and adopt new ways of working to deliver the new remit. Lead and engage our people through change Adapt to reduced funding and drive increased value for money and impact. 	Kay Dickinson	£50k	All
<p>E.2 Delivery and accountability</p> <ul style="list-style-type: none"> Drive organisational delivery against strategic objectives and business plan priorities. Maintain effective internal controls, in line with government requirements of a Non-Departmental Public Body. 	Michael Davis	£50k	All
<p>E.3 Robust evidence base</p> <ul style="list-style-type: none"> Develop a research and policy programme in support of Priority 1 to ensure our insights are evidence based. 	Lesley Giles	£2m	All
<p>E.4 Partnership working</p> <ul style="list-style-type: none"> Ensure that all priorities work with partners in the 4 nations. Develop cost-effective mechanisms to promote and maximise the impact of Commission messages with targeted stakeholders. Maximise the impact of Commissioners as leaders of the employment and skills agenda. 	Barry Lee-Potter	£200k	All

Executive objective 1: Refocus and reform the UK Commission

Description:

Streamline and restructure the organisation and adopt new ways of working to deliver the new remit;
Lead and engage our people through change; and
Adapt to reduced funding and drive increased value for money and impact.

Anticipated result:

The UK Commission is a high performing, Commissioner-led organisation which is valued and respected for its strategic leadership role.

Commissioners' role:

Hold the Executive to account for organisational change.

Deliverables	Start	End
i. Manage implementation of new functions, business processes and organisational structures which support new ways of working, via the Transition Programme.	April 2011	March 2012
ii. Complete Commissioner recruitment and implement new Commission governance structures which support greater Commissioner involvement and leadership.	April 2011	June 2011
iii. Develop a new People Strategy, deliver a new Learning and Development Programme and gain Investors in People Bronze award.	June 2011	Dec 2011
iv. Implement plans to increase staff engagement.	June 2011	Sept 2011
v. New staffing structures and ways of working implemented.	April 2011	Aug 2011
vi. Non-pay running costs reviewed to identify and realise non-pay savings.	April 2011	March 2012
vii. Investigate alternative options of business model for the mid- to long-term future of the UK Commission.	June 2011	March 2012

Links to other priority outcomes/ key actions:

All priorities will be delivered through the refocused and reformed UK Commission

Executive objective 2: Delivery and accountability

Description:

To drive organisational delivery against strategic objectives and business plan priorities and maintain effective internal controls, in line with government requirements of a Non-Departmental Public Body.

Anticipated result:

Our 2011/12 work programme is delivered according to plan and within budget with no material control breaches.

New fit for purpose Governance structure in place.

New Sector funding arrangements for 2012/13 in place.

The delivery impact of this business plan can be demonstrated.

Commissioners' role:

Hold the Executive to account.

Deliverables

	Start	End
i. Resources allocated against priorities.	April 2011	April 2011
ii. Effective internal controls and reporting arrangements maintained (including Corporate Social Responsibility).	April 2011	March 2012
iii. Implement new Commissioner governance structures to over see business plan delivery.	Feb 2011	July 2012
iii. For 11/12, in a year of transition, contracting for Sector Skills Councils strategic funding for core services.	April 2011	March 2012
iv. Implement contestable funding and payment by results for Sector Skills Councils.	April 2011	March 2012
v. Implement new organisational impact measures and performance reporting approach.	April 2011	July 2011

Links to other priority outcomes/ key actions:

Executive Objective E1: Refocus and reform the UK Commission

All priorities to be delivered in line with business plan and within budget

Executive objective 3: Provide a Robust Evidence base

Description:

To develop a national research and policy programme, which enhances our understanding in key areas flowing from our strategic priorities, fills gaps in knowledge, ensures our insights are evidence based, and draws on good practice and the most innovative thinking.

Anticipated result:

Our research and analysis will be robust to support insights and innovative policy development.

Commissioners' role:

The Strategic Management Group will oversee the strategic research programme across the priorities, working alongside the leads for each priority that this programme will support.

Deliverables		Start	End
i.	Establish and manage a Strategic Research and Policy forum bringing together analysts amongst our sponsors, to agree and steer our work programme and enhance the sharing of key policy insights.	April 2011	May 2011
ii.	Develop a research strategy for the UK which identifies the most pressing analytical priorities that need to be tackled.	April 2011	Sept 2011
iii.	Establish and manage a strategic skills and employment expert network, pulling together key national and international experts to ensure our work draws on the latest leading edge thinking.	April 2011	May 2011
iv.	Undertake a series of targeted research, evaluation, policy activities identified by partners which supports our strategic priorities, builds on our existing evidence base and policy know-how, and draws vital lessons from abroad.	April 2011	March 2012

Links to other priority outcomes/ key actions:

All priorities rely on a robust evidence base

Executive objective 4: Partnership Working

Description:

- Ensure that all priorities work with partners in the 4 nations
- With partners, and independently, develop cost-effective mechanisms to promote and maximise the impact of Commission messages with targeted stakeholders across our priorities
- Develop ways of maximising the impact of Commissioners as leaders of the employment and skills agenda.

Anticipated result:

Our work is characterised by a high level of partnership working in line with its constitution as a social partnership. Commissioners' messages reach target audiences and Commissioners' profiles are raised as leaders of the employment and skills agenda.

Commissioners' role:

The Strategic Management Group will oversee strategic partner and stakeholder engagement across the priorities. All Commissioners will take an active role in developing and promoting Commission messages.

Deliverables	Start	End
i. Build on existing links with Devolved Administrations and other co-sponsors to ensure that officials are fully consulted and engaged on all relevant issues across our priorities.	April 2011	Ongoing
ii. Build on existing links with key strategic partners across sectors and nations to engage them in dialogue and joint working with the Commission on key actions of interest to them.	April 2011	Ongoing
iii. Establish partner network communications agreements and investigate appropriateness and feasibility of using Commissioners' own networks to broaden and deepen reach/ impact and get (shared) messages out to target audiences.	April 2011	Aug 2011
iv. Complete the Transition "Communicating our offer" project – develop, adopt and implement a new low-cost communications approach with revised strategies and action plans for internal communications, PR and media, stakeholder engagement and e-comms. These plans to be interconnected for maximum impact in positioning Commissioners as thought-leaders and action-leaders on the employment and skills agenda.	Jan 2011	May 2011 then ongoing
v. Work with Commissioners and colleagues to implement communications plans for specific priorities and key actions (e.g. Investors in People, Commissioner messages etc), including a programme of Commissioner stakeholder engagement activities with appropriate (free) media, trade press and e-comms coverage targeting key audiences.	From April 2011	Ongoing

Links to other priority outcomes/ key actions:

Links to all priorities and key actions

Commissioner leadership structure

UK Commission for Employment and Skills

Commissioner Priorities

Priority 1 Leadership Group

Make and win the economic argument for greater investment in skills

Priority 2 Leadership Group

Enhance the value and accessibility of vocational training, especially apprenticeships

Priority 3 Leadership Group

Galvanise industries and sectors to improve the skills and productivity of their workforces

Priority 4 Leadership Group

Work with employers to maximise opportunities for unemployed and disadvantaged people

Achieving Impact

Strategic Management Group

Take an overview of plans, deliverables and resources to ensure that the overall work programme is delivering results, including the Executive Objectives

Audit and Risk Group

Provide assurance that there is an appropriate framework of internal control operating effectively

UK Commission expenditure budget

Budget over the CSR period as agreed with co-sponsors along with 2010/11 comparative:

£m	2010/11	2011/12	Indicative 2012/13	Indicative 2013/14	Indicative 2014/15
UK Commission Running Costs	9.9	8.2	7.9	6.6	6.8
Cap Ex & Depreciation	0.8	0.8	0.7	0.6	0.6
Programme Delivery	64.9	65.5	75.9	72.9	69.9
Of which, will be allocated to the following areas:					
UK Commission Programme spending	10.5	7.2	7.2	7.2	7.2
Sector Programme funding*	54.4	48.1	43.7	40.7	37.7
Growth and Innovation Fund**	0.0	10.2	25.0	25.0	25.0
TOTAL Expenditure	75.6	74.5	84.5	80.1	77.3

* Includes £250k from Cabinet Office to support Skills Third Sector which is yet to be confirmed.

** Actual Growth and Innovation Fund budget allocation for 2011/2 will be confirmed later in year. Total fund is £50m p.a., jointly managed with the Skills Funding Agency. Future years are indicative only.

UK Commission Programme Budget allocation by priority

2011/12 Programme budget allocation:

£m	Priority 1	Priority 2	Priority 3	Priority 4	Executive Objectives	Total
UK Commission Programme spend	2.0	0.6	1.7	0.6	2.3	7.2
Sector Programme funding*	0.0	48.1		0.0	0.0	48.0
Growth and Innovation Fund**	0.0	0.0	10.2	0.0	0.0	10.2
Total Programme Budget	2.0	60.6		0.6	2.3	65.5

* Includes £250k from Cabinet Office to support Skills Third Sector which is yet to be confirmed.

** Actual Growth and Innovation Fund budget allocation for 2011/2 will be confirmed later in year. Total fund is £50m p.a., jointly managed with the Skills Funding Agency.

Input, Result and Impact indicators

	Inputs (UKCES programme budget 2011/12)	Results (direct outcomes in 2011/12)	Contributing to: Impact (external, 3 year, impact)
Priority 1: Make and win the economic argument for greater investment in skills	£2.0m	Evidence of support for Commissioners' message on investment from key influencers of employers and individuals Evidence of use of LMI and analysis by partners and others to support skills development Evidence of changed investment behaviour by employers	Increased investment in skills by employers and individuals Increased training levels Increased value of skills acquired Reduced skills and jobs mismatches
Priority 2: Enhance the value and accessibility of vocational training, especially apprenticeships	£0.6m	Fit for purpose, approved standards and apprenticeship frameworks Improved accessibility and attractiveness leading to increased take up and completion rates of Apprenticeships and Modern Apprenticeships Improved 'preparation for work' training and education particularly for young people Proportion of young people in jobs with training and Apprenticeships, with fewer in jobs without training	Greater take up and completion of apprenticeships by employers and individuals Tangible evidence of increased use of NOS by employers Improved employment outcomes for those accessing preparation for work offer
Priority 3: Galvanise industries and sectors to improve the skills and productivity of their workforces	£1.7m	Evidence of strong sector leadership Best Market Solution and GIF initiatives underway Increased interest in, and improved retention rate of, Investors in People	Improved UK profile of qualification levels (international comparison) and workforce qualifications Growth in skills utilisation Increased UK productivity
Priority 4: Work with employers to maximise opportunities for unemployed and disadvantaged people	£0.6m	Evidence of sectoral and employer engagement to get the UK working and into sustained employment (including engagement with DWP activities) Evidence of improved recruitment practices that do not inhibit unemployed, inactive or disadvantaged people	Increased employer participation, particularly in supporting young people and those furthest from securing sustained employment
Executive objectives • Refocus and Reform • Delivery and Accountability • Robust evidence base • Partnership working	£2.3m	Evidence that decision-makers across the UK are referring to Commissioners' evidence-based insights into what works in targeted policy areas Successfully completed transition Business model operates within running costs % efficiency savings on running costs Increased Staff Satisfaction Awareness of Commissioners and their messages with target partners and audiences	Increased skills, employment and productivity in all parts of the UK Identify appropriate change of status from a Non-Departmental Public Body Reduced dependency on state funding over longer term



Wath office

3 Callflex Business Park
Golden Smithies Lane
Wath-upon-Deerne
South Yorkshire
S63 7ER

T +44 (0)1709 774 800
F +44 (0)1709 774 801

London office

28-30 Grosvenor Gardens
London
SW1W 0TT

T +44 (0)20 7881 8900
F +44 (0)20 7881 8999